FEC 遠東發展

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

Strength Beyond Cycle

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2025-26

Contents

1. Introduction

1.1 ABOUT FEC

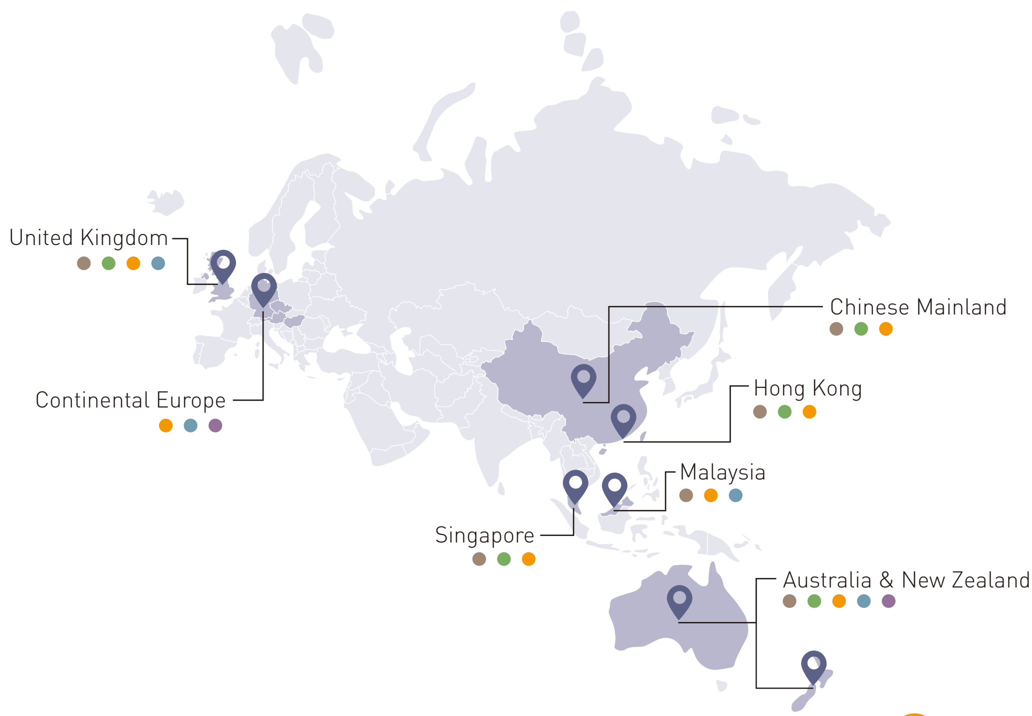
Far East Consortium International Limited ("FEC", "Far East Consortium", or "the Company", together with its subsidiaries, the "Group" or "We" or "Our", HKSE: 35) is a leading regional conglomerate specialising in property development and investment, hotel operations and management, car park operations and facilities management, and gaming operations in Chinese Mainland, 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 market position as a leading 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.



Property development
Car park operations and facilities management
Hotel operations
Property investment
Gaming and entertainment

1.3 CHAIRMAN AND CHIEF EXECUTIVE OFFICER'S STATEMENT

I am pleased to present FEC's Sustainability Report for the 2026 financial year. Over the past year, we have continued to advance our sustainability agenda while navigating an evolving global landscape, with a focus on delivering long-term value for our shareholders, business partners, and the communities we serve. Guided by our vision to contribute to a more sustainable world, we remain committed to embedding ESG considerations across our operations.

This year marked an important step forward in strengthening our approach to climate-related risks and opportunities. Following updates to Appendix C2 of the Environmental, Social and Governance Reporting Code of the Hong Kong Stock Exchange, we aligned our disclosures and management practices with the enhanced requirements for climate-related disclosures. We also integrated climate risk considerations into our enterprise risk management framework, supported by asset-level assessments and scenario analysis. These efforts have strengthened our understanding of potential physical and transition risks, enabling us to embed climate considerations into long-term business planning and enhance our overall resilience.

Across our diversified portfolio, we have advanced initiatives to reduce our environmental footprint, including strengthening our greenhouse gas emissions monitoring and enhancing energy efficiency across our operations. During the year, we enhanced our greenhouse gas emissions monitoring processes and expanded energy efficiency initiatives across our portfolio. In our hotel operations, we have introduced energy-efficient systems, including smart building technologies and LED upgrades, to support ongoing reductions in energy consumption.

We continue making meaningful contributions to the communities in which we operate. We expanded our support for youth education and development through scholarship funding and industry partnerships. We also strengthened community engagement through initiatives such as the "Cane-A-Thon" Charity Walk in collaboration with the Hong Kong Blind Union, and broader programmes supporting wellness, community resilience, and inclusive participation.

At the same time, we are enhancing our digital capabilities to improve customer experience and operational efficiency of our car park operation. During the year, we launched a new Care Park mobile application to provide a more seamless and user-friendly service experience. The platform enables customers to access key information, manage their services, and interact with our offerings more conveniently, reflecting our commitment to innovation and customer-centric solutions.

While progress has been encouraging, the journey towards sustainability continues. We remain committed to advancing our ESG priorities and working with our stakeholders to build a more resilient and sustainable future.

David Chiu
Chairman and Chief Executive Officer

1. Introduction

1.4 FY2026 SUSTAINABILITY HIGHLIGHTS

Sustainability Strategy and Governance

- Aligned with updated HKEX ESG Code and enhanced climate-related disclosures
- Integrated climate risks into enterprise risk management and strengthened governance oversight

Managing Environmental Footprint

- Achieved a 28% reduction in energy consumption at Silka Seaview following retrofit works
- Continued phase-out of single-use plastics, reducing the use of over 267,000 plastic bottles since 2025

Employer of Choice

- Reached over 200 students through sustainability talks, internships, and training partnerships
- Continued structured talent development through the Talent Development Roadmap and global training initiatives
- Offered an Employee Assistance Programme providing financial advice and personal support through the payroll-integrated Moorepay system in the UK

Cultivating Community

- Invested HK$200,000 in scholarships and youth entrepreneurship programmes
- Supported community welfare through charity initiatives and emergency relief efforts
- Benefited local residents in Collyhurst by improving site access and appearance, while maintaining a safe and welcoming community space

Placemaking

- Launched a mobile application to enhance parking convenience with digital payments and user tracking features
- Achieved EarthCheck Bronze certification for UK hotel properties

1.5 ABOUT THIS REPORT

1.5.1 Reporting period

In line with the Group's commitment to transparency and high-quality disclosure, we are pleased to publish our tenth annual ESG Report, following the previous ESG report released in July 2025. This report sets out the Group's ESG strategies, governance and management approach, performance progress, and key highlights for the financial year ("FY") from 1 April 2025 to 31 March 2026 ("FY2026", the "Reporting Period"), unless otherwise stated.

1.5.2 Reporting boundary

This report provides an overview of the Group's sustainability performance for FY2026 and focuses primarily on the activities of our directly controlled operations across the following business segments: Property Development[1] ("Property Development"), Hotel Operations and Management[2] ("Hotel"), Car Park Operations and Facilities Management ("Car Park"), Gaming Operations ("Gaming"), and our Corporate and Regional offices ("Office").

FY2026 Reporting Boundary

Property Development	Hong Kong	Sai Ying Pun development	Under construction
	Chinese Mainland	King's Manor, Shanghai	Completed
		Long-lease Residence E2A-01, Shanghai	Under construction
	UK	Victoria Riverside – Tower A	Under construction
		Collyhurst Village phase 1	Under construction
	Australia	640 Bourke Street, Melbourne	Planning stage
		West Side Place, Melbourne	Completed
		Dorsett Perth, Perth	Under construction
Hotel Operations and Management[3]	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	
	Chinese Mainland	Dorsett Chengdu	
		Dorsett Shanghai	
		Dorsett Wuhan	
		Lushan Resort	
		HubX Shanghai	

1. Introduction

	Singapore	Dorsett Singapore
	UK	Dorsett Shepherds Bush, London Dao by Dorsett West London Dorsett Canary Wharf London, London Dao by Dorsett North London, 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
Car park Operations and Facilities Management	Australia	All car park sites
	Malaysia	All car park sites
Gaming Operations	Czech Republic	Palasino Furth im Wald Palasino Wullowitz Palasino Excalibur City Palasino Mikulov
Corporate and Regional Offices	Hong Kong Chinese Mainland (Guangzhou and Shanghai) UK (London and Manchester) Australia (Brisbane, Melbourne and Perth) Singapore Czech Republic	

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 FY2026. Environmental data includes properties under development with over 50% shareholdings.

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

3 Includes completed hotel properties with over 50% shareholdings.

1.5.3 Reporting Framework

This report has been prepared in accordance with the "comply or explain" provisions and selected key performance indicators ("KPIs") under the Environmental, Social, and Governance Reporting Code ("ESG Code") set out in Appendix C2 to the Rules Governing the Listing of Securities on HKEX. The ESG Code Content Index set out in Appendix III contains information on the extent to which the Company has applied the ESG Code and cross-references the relevant sections in this report.

This report is recommended to be read in conjunction with the Group's Annual Report 2025-2026 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 "Chinese Mainland" shall mean the People's Republic of China, excluding Hong Kong Special Administrative Region, Macau Special Administrative Region, and Taiwan.

1.5.4 Reporting principles

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

Materiality	We have focused on material ESG topics that impact our business growth and are of importance to our stakeholders, alongside climate-related risks and opportunities that may affect our financial performance. For further details, please refer to the section titled "Our Approach to ESG" (Section 3) and Appendix I – Climate Change Risk Management and Opportunity Management Supplementary Information, respectively.
Quantitative	We have disclosed information on the standards, methodologies, assumptions and/or calculation references, together with the sources of key conversion factors used for KPIs, wherever appropriate.
Balance	We have disclosed information on an impartial basis to provide stakeholders with an objective view of our overall ESG performance.
Consistency	Quantitative KPIs are calculated using consistent methodologies unless otherwise specified, to enable meaningful comparison of ESG performance over time. Reasons for any restatement of information will be published in the Report.

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 2026 Asia's Best Companies Poll**
  - Best Small-cap Company in Hong Kong (Gold)

  - Best CFO

- **Hong Kong Investor Relations Association 12th IR Awards 2026**
  - Best IR company
  - Best ESG (E)
  - Best ESG (S)
  - 10 Years IR Awards Winning Company

- **The Institute of ESG & Benchmark's ESG Achievement Awards 2024/2025**
  - Outstanding Sustainability Vision Awards Distinction
  - Outstanding ESG Awards Listed Company – Platinum Award
  - Outstanding Sustainable Dividend Award 20+ years

- **Corporate Governance Asia 16th Asian Excellence Award 2026**
  - 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 ("DHI")

- **Hong Kong Institute of Human Resources Management Excellence Awards 2025/2026**
  - Grand Award of ESG Initiatives (Elite Award)

  - 3-Year Recognition Award

- **Caring Company 10 years +**

- **ERB Manpower Developer 2020-2027**

- **Trip.com Elite Hotel Group Award 2025**

Silka Tsuen Wan

- **Caring Company 5 Years+**

- **Hong Kong Green Organisation Certification**
  - EnergyWise Basic Level Certificate Good Level

2. Awards and Accolades

– Wastewise Certificate 2025–2027

- **Recognised as Hong Kong Green Organisation**

- **Good Employer Charter 2024**

Dorsett Kai Tak

- **Honeycombers Gold Winner – Best New Hotel in Hong Kong**

- **CrescentRating Level 3**

Silka Far East

- **Caring Company 5 Years+**

- **Good Employer Charter 2024**

- **Energy Saving Charter 2025**

2. Awards and Accolades

- **Rechargeable Battery Recycling Programme – Certificate of Appreciation**

Lan Kwai Fong Hotel @ Kau U Fong

- **ERB Youth Internship Scheme 2025**

- **Joyful@Healthy Workplace Charter**

- **Hong Kong Green Organisation Certification – Wastewise Certificate**

- **Hong Kong Green Organisation Certification – Energywise Certificate**

- **Certificate of Appreciation for Open Door Work Placement Programme 2025**

Dorsett Tsuen Wan

- **Contact Lens Easy Contact Lens Package Recycling Programme – Bronze Partner**

- **Golden Label – UNICEF Breastfeeding Friendly Premises**

2. Awards and Accolades

- **Hong Kong Green Organisation Certification – Wastewise Certificate**

- **TripAdvisor Travellers' Choice 2025**

- **CrescentRating Level 5**

Silka Seaview

- **Caring Company 5 Years+**

- **Good Employer Charter 2024**

- **Energy Saving Charter 2025**

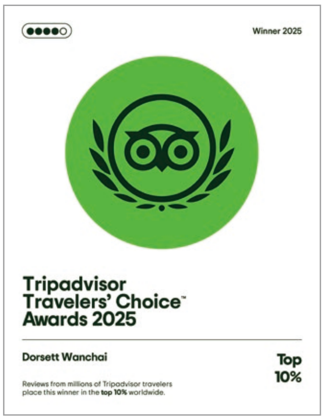
- **Rechargeable Battery Recycling Programme – Certificate of Appreciation**

Dorsett Wanchai

- **HK01 Favourite Family Hotel**

2. Awards and Accolades

- **TripAdvisor Travellers' Choice Awards 2025**



- **Recognised as Hong Kong Green Organisation**

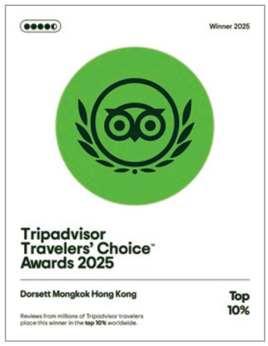
Dorsett Mongkok

- **EarthCheck Silver Benchmark 2025**

- **CrescentRating Level 3**

- **Peach Blossom Trees Recycling Programme-Certificate of Appreciation**

- **TripAdvisor Travellers' Choice Awards 2025**



- **Carbon Neutrality (Waste Reduction) Charter-Certificate of Appreciation**

2. Awards and Accolades

AUSTRALIA

Dorsett Melbourne

- **2025 VIC Accommodation Awards for Excellence – Inclusion & Accessibility Hotel Award**

- **Victorian Tourism Awards – 4–4.5 Star Deluxe Accommodation category**

- **EarthCheck Silver Benchmark 2025**

MALAYSIA

Dorsett Grand Subang

- **The Shining Business Award 2025 – Recipient of the Shining Hospitality Legacy Award**

Dorsett Kuala Lumpur

- **2025 Trip.com Group Rising Star**

- **Eco Deals Championing Local Wildlife Preservation 2025**

- **Islamic Tourism Month 2025**

- **Trip.com Group Chinese Friendly Hotel 2024 & 2025**

- **ASEAM Tourism Standard – AASEM MICE Venue Standard Category: Meeting Room 2024–2026**

2. Awards and Accolades

SINGAPORE

Dorsett Changi City Singapore

- **Global Sustainable Tourism Council Industry Standard for Hotels**

- **SHA/SPF/NCPC Hotel Security Awards 2025**

- **Company of Good – 2 Hearts Award**

Dao by Dorsett AMTD Singapore

- **TTG Travel Awards 2025 – Best Serviced Residences Property Level**

- **SHA/SPF/NCPC Hotel Security Excellence Award 2025**

- **TDM Travel Trade Excellence Awards 2025: Asia – Extended Stay Hotel of the Year**

- **TDM Travel Trade Excellence Awards 2025: Asia – Serviced Apartment of the Year – Singapore**

- **Agoda Gold Circle Awards 2024**

- **EarthCheck Bronze Benchmark 2025**

Dorsett Singapore

- **Tripartite Standards awarded by Tripartite Alliance for Fair & Progressive Practices (TAFEP) – Recruitment Practices, Flexible Work Arrangements, Age-Friendly Workplaces**

2. Awards and Accolades

- **Progressive Wage Mark awarded by Singapore Business Federation**

- **NS Mark (Gold) awarded by ACCORD under the Ministry of Defence**

- **SHA/SPF/NCPC Hotel Security Excellence Award 2025**

- **Excellent Service Award awarded by Singapore Hotel Association**

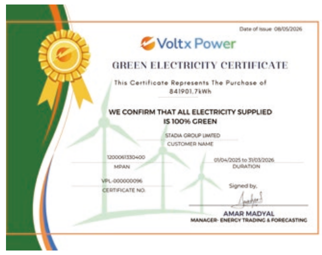
- **Company of Good 1 Heart Award awarded by National Volunteer & Philanthropy Centre**

UNITED KINGDOM

Dorsett Shepherds Bush

- **EarthCheck Bronze Benchmark 2025**

- **Green Electricity Certificate**



Dao by Dorsett West London

- **EarthCheck Bronze Benchmark 2025**

- **Green Electricity Certificate**

3. Our Approach to ESG

3.1 SUSTAINABILITY STRATEGY

3.1.1 Our vision

Our sustainability strategy is centred on the creation of ESG value and long-term resilience. Sustainability is embedded in our business practices and governance framework, shaping how we manage risks, strengthen resilience, and respond to the evolving expectations of stakeholders across our operations. Through this integrated approach, we seek to support responsible growth while contributing positively to the communities and environments in which we operate. Our strategy is anchored in four strategic pillars that guide our sustainability priorities:

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

Each pillar sets out clearly defined ESG objectives to guide our business units as they respond to an increasingly complex and evolving operating environment. These priority areas are aligned with the United Nations Sustainable Development Goals, which provide a reference framework for shaping our long-term strategic direction and operational focus.

Across our value chain, we direct our efforts towards areas where our activities can deliver meaningful and lasting impact, including climate-related action, biodiversity conservation, and the advancement of diversity and inclusion. To enable effective execution, we work closely across business divisions to translate strategic commitments into measurable actions and internal key performance indicators. These indicators are reviewed on a regular basis to ensure continued relevance and rigour, supporting transparent disclosure and enabling stakeholders to monitor our progress through our sustainability reports.

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

3. Our Approach to ESG

3.2 SUSTAINABILITY GOVERNANCE

A robust and transparent governance framework underpins the effective delivery of our sustainability strategy. We adopt a top-down governance model for ESG oversight, ensuring clear accountability and alignment across all levels of the organisation. The Board of Directors ("the Board") plays a central role in setting the Group's sustainability direction by approving strategic priorities, setting performance targets, and overseeing ESG-related disclosures.

Our ESG Steering Committee ("the Committee") is responsible for overseeing implementation, reviewing the effectiveness, and driving the execution of our ESG policies across the Group. Chaired by Ms. Winnie Chiu, Joint Managing Director and Executive Director of Far East Consortium, and Chairperson and Executive Director of DHI, the Committee meets twice a year and reports directly to the Board. The Committee also oversees the allocation of an annual sustainability budget to support ESG initiatives across the Dorsett Group.

Three taskforces were established across the Hotel, Property Development, and Car Park divisions to support effective execution. Bringing together representatives from across global operations, these groups provide a structured platform to assess risks, exchange insights, and advance sustainability priorities. Guided by ESG sub-committees, they strengthen coordination across regions while maintaining accountability at the operational level. They also help build internal capabilities by equipping employees with the knowledge and tools to make informed decisions that deliver positive environmental and social outcomes.

In addition, DHI has established a Sustainability Policy to guide responsible business conduct and support the Group's overall sustainability ambitions. The policy serves as a foundation for embedding ethical, social and environmental considerations into daily operations and long-term decision-making.

The policy emphasises compliance with applicable laws and regulations across all operating jurisdictions, reinforcing integrity and accountability throughout the organisation. It also underscores our commitment to generating positive social value by supporting the communities in which we operate and fostering trust with both internal and external stakeholders. Aligned with the policy objectives, the Group is committed to acting as an employer of choice by providing a safe, inclusive and equitable workplace, with zero tolerance for discrimination, harassment, child labour and forced labour.

Environmental responsibility is also a key focus of the policy, with commitments to responsible procurement, efficient resource use, and waste reduction aimed at minimising our environmental impact. The policy further highlights the importance of environmental performance management, including the use of metrics and targets to monitor resource consumption, carbon footprint and waste management practices.

Alongside these efforts, the policy reflects our responsibility to contribute to a more sustainable future for coming generations, supported by constructive partnerships and collaborations that enhance guest experience and deliver shared values to local communities. The policy also emphasises stakeholder engagement, including responsible data management, fair treatment of suppliers and contractors, and collaboration with partners that share similar sustainability values to drive long-term value creation.

As part of our ongoing efforts, we have strengthened our adoption of sustainable finance through sustainability-linked loans and green loans. Further details of our sustainable finance approach are provided in Section 4.

Our climate governance

To align with the HKEX's enhanced climate disclosure requirements, we have further strengthened our climate governance and related disclosures. Asset-level considerations are being integrated into our climate risk assessment process to better identify and manage potential risks. Further details on our climate governance and risk management approach are provided in Section 5.2.2.4 of this report.

3. Our Approach to ESG

Our Sustainability Governance Structure

Board of Directors

- Examines and approves the ESG objectives, strategies, priorities, initiatives, and goals.
- Reviews and approves the ESG report.
- Ensures that objectives are ambitious yet realistic.

Supported by: ESG Steering Committee

ESG Steering Committee

- Oversees all matters related to sustainability and is responsible for managing the Group's sustainability policies and strategies including setting and monitoring targets, key initiatives, sustainability reporting, associated risks and opportunities and other matters of significance.
- Assesses and makes recommendations on matters concerning the Group's ESG governance, strategy, planning and risks.

Reports to: Board of Directors

Frequency of meetings: Twice a year

Property Sub-Committee

- Oversees and implements all the individual sustainability plans and practices in our building, construction and operations across our portfolio in support of the Group's ESG objectives, strategies, priorities, initiatives and goals.

Reports to: ESG Steering Committee

Frequency of meetings: Quarterly

Hotel Sub-Committee

- Oversees and implements all individual sustainability plans and practices in hotel operations across our portfolio in support of the Group's ESG objectives, strategies, priorities, initiatives and goals.

Reports to: ESG Steering Committee

Frequency of meetings: Quarterly

Finance/IR Sub-Committee

- Oversees the Group's ESG reporting, capital usages and ensures the sustainability targets and appropriate standards are met.
- Responsible for all ESG-linked capital raisings.
- Reviews ESG aspects of all potential acquisitions, in collaboration with other subcommittees.

Reports to: ESG Steering Committee

Frequency of meetings: Quarterly

3.2.1 Business ethics

The Group is committed to maintaining the highest standards of business ethics, integrity and transparency across all operations. We uphold strong operational and ethical standards as the foundation for responsible decision-making and long-term value creation. These principles are central to fostering trust and confidence among our customers, employees, business partners and other stakeholders.

3. Our Approach to ESG

3.2.2 Governance Policies

Our Business Conduct Code ("the Code") and Employee Handbook define the professional and ethical standards expected of all directors and employees across the Group. The Code applies Group-wide and requires compliance with all relevant laws and regulations in the jurisdictions in which we operate. Our ethical expectations also extend to our business partners, who are required to adhere to relevant provisions of the Code as outlined in their contracts.

FEC UK previously engaged a third party to review its governance framework and identify areas for improvement. The review included a company-wide survey and interviews with all UK employees across to assess governance awareness, decision-making, accountability, risk management, compliance, ethics, and staff engagement.

In response, FEC UK implemented actions such as appointing an ISO specialist, reviewing risk management processes and internal meeting structures, and introducing tools and platforms to enhance communication and engagement. Efforts to address these areas are ongoing, with continuous refinements being made and periodic follow-up reviews planned.

3.2.3 Communication and training

All employees are required to complete induction training upon joining the Group. As part of this mandatory programme, employees and directors are required to review and comply with the Group's Code of Conduct. At the Board level, regular training sessions are conducted to ensure directors remain informed of emerging sustainability-related developments. During FY2026, the Group engaged an independent third-party consultant to develop training materials aimed at enhancing the Board's understanding of climate-related risks and opportunities. This initiative also supported the Board's preparedness for the implementation of the Hong Kong Financial Reporting Standards ("HKFRS") sustainability disclosure requirements by HKEX. The training materials were subsequently shared with all Board members.

The Group adopts a structured approach to employee training, providing role-specific and function-based programmes where relevant. Employees engaged in gaming operations undertake online anti-money laundering training in accordance with internal policies and applicable regulatory requirements. The training covers statutory obligations under the Anti-Money Laundering Act of the Czech Republic and is delivered through online sessions to support accessibility and consistent knowledge dissemination. In addition, all new associates receive Business Ethics and ESG Training as part of the Group's orientation programme. The training aims to strengthen awareness of ethical business conduct, corporate values, sustainability principles, and responsible workplace practices, fostering a culture of integrity and sustainability across the Group.

To promote ethical business conduct, employees across hotel operations are required to complete anti-bribery and corruption training. In the UK, Dorsett Shepherd's Bush and Dao by Dorsett West London engaged external service providers to deliver corruption and fraud awareness webinars. The office sales team also completes annual anti-money laundering refresher training, and all employees have signed and can access the Code of Conduct via HiBob, with new hires required to sign prior to commencement. In Australia, employees participated in third-party training on the Code of Conduct and Conflict of Interest policies to reinforce consistent understanding and compliance across the Group. In Hong Kong, associates at Silka Tsuen Wan receive training on the Prevention of Bribery Ordinance; DHI also enhanced associates' awareness of cybersecurity and data privacy through dedicated training initiatives, engaging over 60 associates in a Cybersecurity Awareness Seminar in May 2025 and over 80 associates from the Corporate Office and 10 hotels in a Personal Data Privacy Protection Seminar in February 2026.

3.2.4 Whistle Blowing

The Group encourages employees to report any suspected misconduct, malpractice or unethical behaviour as part of its commitment to transparency and business integrity. The Code of Conduct sets out clear and accessible procedures for raising concerns.

All reports are handled confidentially, and whistleblowers are protected from retaliation, victimisation or any form of unfair treatment, including dismissal or unjustified disciplinary action.

In addition, the Group has a grievance procedure in place for employees to raise concerns. Employees are encouraged to raise issues with their direct managers in the first instance. If the matter is not resolved, it may be escalated to the relevant department head with the involvement of the Human Resources Department. If the grievance remains unresolved, it may be reviewed by the relevant director in consultation with the Head of Human Resources.

3.2.5 Regulatory Compliance

The Group recognises that breaches of laws and regulations may pose significant risks to our operations, financial position and reputation. To manage these risks, we maintain an effective compliance management framework supported by comprehensive policies, guidelines and operational procedures. These measures are aligned with the latest regulatory developments and embedded into daily operations to uphold strong ethical standards and responsible business conduct.

We operate in compliance with a wide range of laws and regulations across the jurisdictions in which we conduct business. These requirements span environmental protection, employment and labour practices, occupational health and safety, consumer protection, data privacy, intellectual property and anti-bribery. Key regulations include the Air Pollution Control Ordinance, Noise Control Ordinance, Waste Disposal Ordinance, Employment Ordinance, Occupational Safety and Health Ordinance, Consumer Goods Safety Ordinance, Building Ordinance, Trade Marks Ordinance, Personal Data (Privacy) Ordinance and the Prevention of Bribery Ordinance of Hong Kong, as well as the Consumer Protection (Fair Trading) Act of Singapore, together with other comparable regulatory requirements applicable in other regions.

The Group adopts a zero-tolerance approach to all forms of corruption, including bribery, extortion, money laundering, fraud and theft. Our Code of Conduct and Employee Handbook provide clear guidance on matters such as conflicts of interest and political contributions, and require all Directors and employees to comply with applicable local laws and regulations. In addition, our business partners are expected to adhere to the same standards of ethical conduct by agreeing to the relevant provisions of the Code as part of their contractual arrangements. During the reporting year, no incidents of corruption or bribery, discrimination or harassment, customer data privacy breaches, conflicts of interest or money laundering were reported.

With regard to labour standards, we are committed to upholding human rights as a fundamental principle underpinning its business and operations. We have implemented a Prevention of Child and Forced Labour Policy that strictly prohibits any form of child or forced labour. During FY2026, we are not aware of any incidents involving child or forced labour within its operations.

For the reporting period, the Group was not aware of any cases of non-compliance with the relevant laws and regulations, nor were there any concluded legal cases relating to corrupt practices brought against the Group or its employees. The Group will continue to monitor regulatory developments across different jurisdictions and remain attentive to laws and regulations that may have a significant impact on its business operations.

3. Our Approach to ESG

3.3 MATERIALITY ASSESSMENT

We undertake an annual materiality assessment to identify and prioritise the sustainability topics that are most significant to the Group. The assessment plays a critical role in guiding our sustainable development priorities and informing our management approaches. Regular reviews of material issues enable us to maintain a proactive and responsive ESG strategy, while ensuring the continued relevance and robustness of our ESG reporting.

Through active engagement with both internal and external stakeholders, we gain valuable insights into their concerns, expectations, and evolving priorities. By identifying material topics, we are able to focus on the key risks, opportunities, issues, and impacts that matter most to our stakeholders and others within our sphere of influence, ensuring that our resources and actions are directed towards areas where the greatest value and impact can be created.

Our materiality assessment was conducted in the following steps:

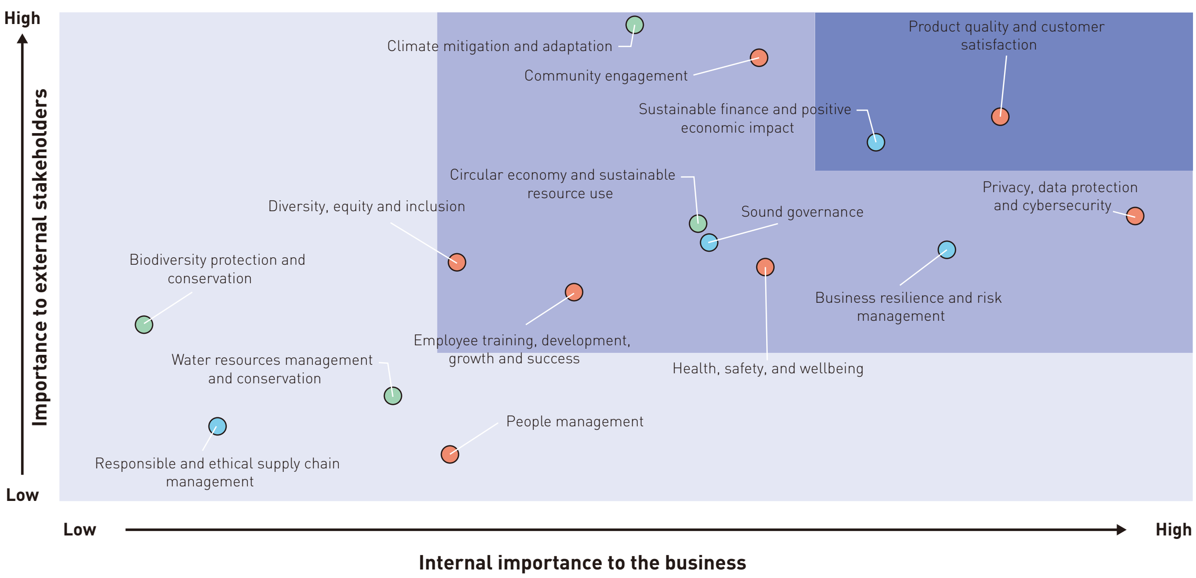
1. **Identification of material topics:** A preliminary list of potentially material topics relevant to FEC was developed based on a comprehensive review of more than 20 reporting frameworks, ESG standards, and industry peers. In addition, prevailing market trends were considered, taking into account significant changes in global, regional, and local business dynamics. The review considered leading references such as the Global Reporting Initiative ("GRI"), the Sustainable Development Goals ("SDGs"), and the World Green Building Council, resulting in an initial set of potentially material topics. We have also considered the market trends given the significant changes in global, regional, and local business dynamics.

2. **Stakeholder engagements:** Stakeholder engagement involved interviews with selected internal and external stakeholders, as well as the distribution of an internal survey across FEC. This process aimed to better understand which ESG topics are considered most significant to FEC from an impact materiality perspective. Interviewees and survey respondents were invited to rate each ESG topic on a scale of 1 to 5 and to share additional views on the areas where FEC should prioritise its efforts.

3. **Materiality analysis:** Feedback collected from the stakeholder engagement was consolidated to derive an overall score for each shortlisted ESG topic. The scores were refined based on qualitative insights from interviews, with greater weighting applied to inputs from FEC's leadership and key interviewees. The final results were then plotted to develop an updated materiality matrix.

We completed the materiality assessment in FY2025. This year, we conducted a review of the materiality assessment results. After considering feedback from stakeholder engagement, as well as the analysis of peer practices and emerging trends, we concluded that the materiality assessment remains largely relevant, as the identified material topics and their prioritisation continue to reflect FEC's most significant ESG impacts and stakeholder concerns.

3.3.1 Materiality matrix



3.4 STAKEHOLDER ENGAGEMENT

Achieving our sustainable development goals across business operations requires a clear understanding of the perspectives and expectations of our stakeholders. Their insights are critical to identifying, prioritising, and addressing our material sustainability topics.

To facilitate continuous and meaningful engagement, we have established a range of communication channels tailored to our key stakeholder groups. Through regular, structured, and constructive dialogue with parties within our sphere of influence, we ensure that our sustainability strategy is informed by stakeholder concerns and aligned with evolving expectations. This engagement process not only strengthens the relevance and robustness of our sustainability approach but also helps identify opportunities to enhance our overall sustainability performance.

Stakeholder	Why we engage	How we engage
Customers	Feedback from customers helps us improve our products, services, and processes.	• Social media • Customer service • Customer satisfaction surveys • Responses to customer enquiries
Employees	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.	• Associate inductions for new employees • Annual performance reviews • Staff surveys • Regular team building activities • Chit-chat with Chairman and CEO • Annual dinner
Shareholders and investors	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.	• Annual General Meeting • Annual and interim reports • Results briefings • Roadshows • Investor events • Investor newsletters
Suppliers and business partners	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.	• Supplier screenings and assessments • Online surveys • Regular project meetings

3. Our Approach to ESG

Governments and regulators

Why we engage

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.

How we engage

- Statutory filings and announcements

Media

Why we engage

Media is our primary method for increasing company exposure. Thus, it is necessary to ensure that media partners are well-informed of our performance.

How we engage

- Press conferences
- Press releases
- Media briefings
- Media interviews

Community groups

Why we engage

Active engagement with the local communities in which we operate enables us to understand their needs and create lasting benefits for society.

How we engage

- Partnerships for civic engagement
- Donations
- Volunteering

4. Sustainable Finance

In FY2022, the Group established its Sustainable Finance Framework ("SFF") to support the delivery of its sustainability strategy and long-term vision. The SFF sets out the principles and eligibility criteria for sustainable financing, enabling the funding of projects with positive environmental and social impacts. An independent Second Party Opinion was obtained in the same year, confirming the SFF's alignment with recognised market standards. For more information on our SFF, please refer to our website at Sustainable_Finance_Framework_20211116.pdf.

Building on this foundation, the Group expanded its sustainable financing portfolio in FY2023 by securing two sustainability-linked loan ("SLL") facilities totalling HK$1.0 billion and a HK$600 million green loan to finance a residential development in Sai Ying Pun. In FY2025, the Group arranged its third SLL, raising HK$540 million for the Dorsett Mongkok hotel, further embedding sustainability considerations into its financing strategy.

As of 31 March 2026, the Group had secured four green and sustainability-linked financing facilities totalling HK$2.1 billion, representing approximately 9.0% of total borrowings. In accordance with the requirements of the Hong Kong Quality Assurance Agency ("HKQAA"), the sustainability performance targets under the Group's SLL arrangements include reductions in energy consumption and increases in average employee training hours. Performance against these KPIs is subject to annual assessment by the HKQAA. Upon achieving the relevant targets, the Group may benefit from interest savings, which can be reinvested into ESG-related initiatives. For the Dorsett Mongkok SLL, the KPIs specifically relate to water consumption per guest room per night and occupational health and safety training hours provided to employees.

5. Managing Environmental Footprint

5.1 MINIMISE BUSINESS WASTE

5.1.1 Challenges and opportunities

Managing waste across a diversified portfolio of businesses, industries and geographies is inherently complex, with each operation presenting distinct waste profiles and operational constraints. Despite this, the Group has maintained a consistent focus on reducing waste generation and improving resource efficiency through continuous improvement, targeted infrastructure enhancements and the adoption of more sustainable operating practices.

Within the Group's operations, hotels account for a notable share of overall waste, particularly food waste, paper, glass and single-use plastics, prompting a re-evaluation of traditional practices and a gradual shift towards circularity. Over recent years, reusable alternatives have been introduced, selected single-use items phased out and low-waste practices embedded into daily hotel operations, reflecting both environmental responsibility and a move towards more resilient and future-ready operations.

The same principles are applied across the Group's property development and office portfolios, where waste reduction is considered from the outset through responsible procurement, efficient use of materials and enhanced waste segregation during construction and operations. These measures demonstrate the Group's holistic approach to waste management, balancing environmental stewardship with operational efficiency and cost discipline, while supporting responsible growth and contributing to a more sustainable built environment.

5.1.2 Commitment

The Group is committed to minimising waste across its operations by embedding waste reduction considerations into day-to-day activities to mitigate environmental impacts and enhance efficiency. We also comply with relevant laws and regulations governing waste management across our operations.

We recognise that waste generation has broader economic, social, and environmental implications across the value chain, underscoring the need for a holistic and responsible approach. Accordingly, the Group works with suppliers, business partners, and customers to promote shared environmental stewardship and support a more sustainable and resilient value chain.

5.1.3 How we work

5.1.3.1 Waste data

We generate various types of waste from our operations, including commercial, construction, and demolition waste. In FY2026, we generated a total of 212.77 tonnes of hazardous waste and 88,892.4 tonnes of non-hazardous waste. Both hazardous and non-hazardous waste volumes have experienced an increase.

Hazardous Waste Produced (tonnes)

Hotel	Property Development	Car Parks	Gaming	Office
FY2026: 212.3	**FY2026: 0**	**FY2026: 0**	**FY2026: 0.5**	**FY2026: 0**
FY2025: 3.8	FY2025: 0	FY2025: 0	FY2025: 0.80	FY2025: 0
FY2024: 9.1	FY2024: 4.6	FY2024: 0	FY2024: 0.8	FY2024: 0

Total: FY2026: 212.8 ; FY2025: 4.61 ; FY2024: 14.5

Non-hazardous Waste Produced (tonnes)

Hotel	Property Development	Car Parks	Gaming	Office
FY2026: 6,003.3	**FY2026: 82,697.1**	**FY2026: 0**	**FY2026: 138.1**	**FY2026: 53.8**
FY2025: 3,932.9	FY2025: 16,088.5	FY2025: 0	FY2025: 174	FY2025: 7.8
FY2024: 2,803.6	FY2024: 18,829.4	FY2024: 0	FY2024: 172	FY2024: 14.1

Total: FY2026: 88,892.4 ; FY2025: 20,203.2; FY2024: 21,819.1

5. Managing Environmental Footprint

5.1.3.2 Single-use plastic transition in hotel operations

The Group prioritises the reduction of single-use plastics, recognising plastic pollution as a major environmental challenge. As hotel operations account for most plastic consumption, it remain the primary focus of the Group's reduction efforts.

Since April 2024, our hotels have phased out single-use plastics in line with regulatory requirements on disposable plastic products. Complimentary bottled water has been discontinued, and biodegradable amenities are offered at a charge. To support this transition, water dispensers and filtered drinking water systems have been installed in guest rooms at hotels in Hong Kong, Singapore and Malaysia. These measures have delivered measurable outcomes, with Dorsett Wanchai and Cosmo Hotel collectively reducing more than 267,000 plastic bottles since April 2025.

Across the portfolio, plastic bathroom amenity packaging has been replaced with paper-based or biodegradable alternatives, with implementation tailored to local operating contexts. At Ritz-Carlton Perth, ecological product lines without plastic packaging, plastic-free toothbrushes and refillable bath amenities have been introduced. In Malaysia, Dorsett Grand Subang, Dorsett Kuala Lumpur and Dorsett Grand Labuan have transitioned to paper-based amenity packaging and eliminated plastic straws. Additional in-room initiatives at Dorsett Shanghai include the use of biodegradable packaging, refillable large-bottle toiletries, digital QR codes in place of printed materials, reduced housekeeping frequency for long-stay guests and the removal of bin liners. At Dorsett Lushan, reusable and sanitised slipper bags are collected and reused to reduce waste and improve cost efficiency. In 2025, the Group launched the EcoValue+ programme, encouraging sustainable guest behaviour by offering green reward dollars redeemable at hotel restaurants and vending machines to guests who opt out of housekeeping services.

In Singapore, guests are encouraged to reduce their environmental impact by opting out of daily housekeeping and amenity replenishment, supporting resource conservation and waste reduction, while rewarding sustainable choices with a stay credit for a greener stay.

Beyond hotel operations, the Group is extending its efforts to gaming operations by introducing reusable alternatives to disposable bottles, reducing plastic use while increasing reliance on fully recyclable materials such as glass.

5.1.3.3 Food waste in hotel operations

Food waste reduction through inventory optimisation

The Group implemented a structured inventory and kitchen management framework across its Chinese and Western kitchens to reduce food waste and improve cost efficiency. Inventory upper limits are set based on actual consumption, supported by daily and weekly stock reviews and strict application of the first-in, first-out principle to prevent over-purchasing and obsolescence. Seasonal ingredients are prioritised through continuous menu development and monthly market surveys, enabling timely procurement adjustments and cost control, reinforced by rigorous daily receiving and inspection procedures. Weekly kitchen cost meetings facilitate inventory monitoring, centralised procurement of seasonings, and inter-kitchen resource allocation. Customised and consolidated banquet menus, a "one ingredient, multiple uses" strategy, portion control, and redistribution of suitable surplus food to staff meals further minimise food waste. Collectively, these measures have reduced food waste and optimised food costs throughout the year.

5.1.3.4 General waste in our operations

Recognising the environmental impacts associated with waste generation, the Group has continued to strengthen its waste reduction efforts by rolling out a series of initiatives across its 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 Shepherd's 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.

At Ritz-Carlton Melbourne, light globes and batteries are collected and disposed of through Veolia, an accredited waste management company, to ensure proper and environmentally responsible disposal.

In addition, we have complied with the trash sorting policy in Shanghai to promote more environmentally friendly waste disposal in our office.

Recycling bins at our DHI facilities

Guided by our long-term sustainability vision, we continue to integrate responsible waste management into the guest experience across its hotel portfolio. In-room recycling bins have been introduced at Dorsett Wanchai and Dorsett Kai Tak to facilitate source separation by guests, supported by housekeeping teams to ensure proper collection and handling. In addition, clearly labelled recycling facilities are available in hotel lobbies across all properties, encouraging wider participation by guests and visitors. These measures form part of the Group's broader waste reduction strategy, reinforcing responsible consumption and environmental stewardship in daily operations.

5.1.3.5 Construction waste management in property development operations

In delivering new developments, the Group recognises the importance of managing construction waste as part of its environmental responsibilities. We acknowledge the challenges associated with waste generated during construction activities and the need for proactive management. To address this, the Group aims to reduce waste across its projects through the setting of reduction targets and the adoption of effective planning, material sourcing, and recycling measures.

Reducing construction waste

Shanghai Property Development:

Our Shanghai projects fully comply with national laws, policies, and standards that promote environmental protection and energy efficiency. Construction waste is managed through government-approved suppliers to ensure proper handling and prevent illegal dumping. Centralised concrete mixing is mandated, with all mixing conducted off-site to reduce emissions and pollution.

5. Managing Environmental Footprint

Aligning certified green practices

We strive to integrate sustainable practices into our planning and construction processes to reduce environmental impact, guided by recognised frameworks such as the Green Guide, which outlines responsible manufacturing approaches.

At the Victoria Riverside development in Manchester, architects were required to incorporate environmentally responsible materials from the early design stages. These materials are sourced with sustainability in mind, including Forest Stewardship Council (FSC) certified timber, and are aligned with the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) requirements.

Separately, to minimise construction waste and promote resource efficiency, waste segregation and recycling practices are implemented across project sites. At our construction site in Perth, materials such as metal, concrete, wood and paper are sorted and recycled, resulting in a cumulative total of 1,457 tonnes recycled since 2024.

5.2 ENERGY AND GHG EMISSIONS

5.2.1 Challenges and opportunities

Indirect greenhouse gas ("GHG") emissions remain the largest component of the Group's environmental footprint, driven primarily by purchased electricity consumed in hotel operations. As a result, energy use is a central focus of our decarbonisation efforts.

Energy management practices have been progressively strengthened across the portfolio through the introduction of energy efficiency measures and the gradual adoption of cleaner energy sources. Expanded use of energy management systems provides greater visibility into consumption patterns, supports the identification of inefficiencies and enables more informed, data-driven decisions.

Air conditioning, lighting and ventilation are essential to guest comfort and operational reliability, while also accounting for a significant share of energy consumption. These systems therefore remain a key focus of our emissions reduction strategy, allowing us to pursue meaningful reductions while maintaining service quality.

5.2.2 Commitment

Sustainability is embedded in how we operate and plan for the future. We are committed to reducing the impacts of our operations by embracing modern technologies and actively pursuing opportunities that support a more sustainable future. Beyond meeting statutory and regulatory requirements, we clearly articulate our approach to environmental protection, responsible use of natural resources and climate risk management through our Emissions Management Policy and Environmental and Natural Resource Management Policy, which guide our actions and decision-making across the business. 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.

Carbon reduction roadmap

We have adopted a structured approach to assessing our long-term climate commitments. As a critical first step, we developed a comprehensive GHG inventory for FY2022. This baseline establishes a robust reference point for strengthening the transparency, consistency and methodological rigour of our carbon accounting practices.

Building on this foundation, we have modelled both near- and long-term emissions reduction pathways across Scope 1, 2 and 3. This analysis has enabled us to identify priority decarbonisation levers, as well as key data, boundary and capability gaps that must be addressed to move closer to carbon neutrality in the future. Our targets are designed to be measurable, auditable and decision-useful, providing a clear framework for tracking performance over time.

5.2.2.1 GHG emissions

We regularly review our carbon footprint by undertaking detailed calculations of Scope 1, 2 and 3 GHG emissions across our operations in accordance with applicable international and local guidelines.

In FY2026 the Group's GHG emissions generated 56,882.03 tonnes of carbon dioxide equivalent ("tCO_2e"). Our primary sources of emissions was energy consumption through electricity and heating (scope 2 emissions), which represent approximately 68% of our total GHG emissions.

This year, the Group continues to use an AI- and data-science-enabled carbon reporting tool to streamline the collection and analysis of greenhouse gas emissions data. The tool supports more accurate and granular reporting, strengthening data-driven decision-making in support of the Group's sustainability objectives.

5.2.2.2 Energy efficiency

We have adopted a wide range of energy efficiency initiatives to curb energy consumption and reduce our carbon footprint. Alongside integrating green building concepts into project planning and design, we continuously assess opportunities for renewable energy adoption and additional efficiency improvements through regular energy audits.

Our efforts have been externally recognised, with several DHI hotels in Hong Kong receiving the Hong Kong Green Organisation Energywi$e Certificate.

Looking ahead, energy efficiency is firmly integrated into our sustainable finance framework, with a key performance indicator committing us to reduce energy consumption intensity to 28 kWh per square foot by 2027, representing a 5 kWh per square foot reduction from the 2023 target of 33 kWh per square foot, thereby reinforcing management accountability and providing a clear pathway for continued performance improvement.

Reducing our energy consumption

Across the Group, energy conservation is embedded as a daily operational discipline rather than a one-off initiative, integrated into the design, operation and experience of our hotels. Through ongoing system upgrades and the replacement of ageing equipment, we continuously seek practical ways to reduce energy use while maintaining guest comfort and service quality.

Energy-efficient design features, such as slot key-card systems in guestrooms, automatically switch off electricity when rooms are unoccupied, while seasonal measures including the use of blackout curtains in sun-facing rooms help limit heat gain and ease cooling demand. Behind the scenes, engineering and housekeeping teams work closely to optimise performance through regular maintenance of fan coil units and chillers, alongside the phased replacement of conventional lighting with energy-efficient LED lamps across guest and back-of-house areas.

Collectively, these incremental yet deliberate actions have contributed to measurable reductions in guestroom energy consumption and reflect the Group's commitment to responsible and well-managed hotel operations.

5. Managing Environmental Footprint

The Group has implemented energy-efficient building systems across its hotels to reduce electricity consumption. Centralised Building Management Systems with motion and key card sensors optimise HVAC operations at Ritz-Carlton Melbourne and Perth, while key card power activation systems are in place at several hotels. Our Shanghai office also uses LED lighting to promote energy savings. Energy efficiency is further supported through LED lighting upgrades and operational measures, including chiller optimisation and a 24°C air-conditioning standard prior to guest arrival at Dorsett Grand Subang, contributing to lower energy use and reduced carbon emissions.

As part of our sustainability-linked loan commitment, we have established clear performance targets, including reducing energy consumption at Silka Seaview to 30 kWh per square foot by 2025 and 29 kWh per square foot by 2026. To support these targets, a building retrofit programme was implemented from March 2024 to April 2025, covering the replacement of chiller pipes and insulation works across guest floors, public areas, and back-of-house spaces. Following the completion of the project, electricity consumption decreased by 28%, from an average of 43.9 kWh per room night to 31.6 kWh per room night. This reflects our ongoing efforts to improve operational efficiency and deliver measurable sustainability outcomes.

Silka Seaview KPI progress

2024	2025	2026	2027
Target: 32 kWh sq. ft.	Target: 30 kWh sq. ft.	Target: 29 kWh sq. ft.	Target: 28 kWh sq. ft.

Raising awareness on energy saving

While energy-efficient technologies underpin our sustainability efforts, lasting impact depends on the everyday choices of our guests and employees. Our hotel operations therefore participate in energy conservation programmes that embed responsible energy-use practices into daily operations and the guest experience.

Dorsett Grand Subang

To reduce energy consumption and operational costs, the hotel implemented a series of energy-efficiency initiatives focused on both equipment operation and infrastructure upgrades. The operating hours of steward (dishwasher) machines were optimised by monitoring usage patterns and rescheduling operations to avoid peak electricity demand periods, aligning usage with off-peak hours where possible.

J-Hotel by Dorsett

During periods of low occupancy, the hotel's engineering team adjusted temperature settings across key thermal systems to better reflect actual demand. Hot water temperature from the rooftop heat machine was reduced to 48°C, while chiller temperature setpoints were increased to ease cooling loads. These simple operational adjustments helped lower energy use without affecting guest comfort, demonstrating how proactive system management can deliver meaningful energy savings on an ongoing basis.

The Ritz-Carlton Melbourne

Smarter control of HVAC operations was achieved through the use of an integrated Building Management System ("BMS") combined with motion sensors and key sensors. With the BMS in place, the engineering team was able to centrally monitor and manage HVAC systems across all areas, ensuring air-conditioning operated only when spaces were occupied.

In addition, HVAC units were scheduled using timed operations, with air-conditioning automatically switched off in unoccupied areas. Implemented across all areas at The Ritz-Carlton Melbourne with support from Ellis Air and Johnson Controls, these measures have reduced overall energy consumption while also helping extend the lifespan of mechanical equipment.

Key targets and progress in our hotel operations

At Dorsett Shepherd's Bush and Dao by Dorsett West London, we are maintaining a five-year energy plan to upgrade and install modern energy-efficient systems. The plan is being updated to prioritise the replacement of aging equipment at Dorsett Shepherd's Bush with up-to-date technology to improve energy performance and support our overall reduction targets.

5.2.2.3 Green building & design

Green building certification

Sustainability is a core consideration across the Group's property development activities. Where practicable, green building certifications are incorporated into project planning and delivery to demonstrate strong environmental performance and long-term commitment to sustainable development. These certifications support the creation of modern, environmentally responsible buildings while also strengthening asset value through enhanced environmental and social standards.

In FY2026, Dao by Dorsett West London and Dorsett Shepherds Bush London in the UK attained the EarthCheck Bronze Benchmarked certification. 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

As a result of the assessment, both hotels were recognised as regional leaders in waste management and carbon emissions performance, reflecting continued progress in sustainability practices.

We continue to promote green building development through the integration of environmental considerations at every project stage, as outlined in our Product Responsibility Policy, covering planning, design, construction, operation, and maintenance.

5. Managing Environmental Footprint

Green building

Properties with green certifications

- o Astoria Crest, Hong Kong
- o Aspen Crest, Hong Kong
- o Marin Point, Hong Kong
- o The Pavilia Forest, Hong Kong
- o Mount Arcadia, Hong Kong
- o The Towers at Elizabeth Quay, Perth
- o Perth Hub, Perth
- o 640 Bourke Street, Melbourne
- o The Star Residences (Towers 1), Gold Coast
- o Queen's Wharf Residences (Tower 4), Brisbane
- o Dorsett Wanchai, Hong Kong
- o Dorsett Mongkok, Hong Kong
- o Cosmo Hotel, Hong Kong
- o Dorsett Kai Tak, Hong Kong
- o The Ritz-Carlton Melbourne, Melbourne
- o The Ritz-Carlton Perth, Perth
- o Dorsett Melbourne
- o Dorsett Shepherd's Bush
- o Dao by Dorsett West London

Properties targeting green certification

- o Sai Ying Pun Residential Project, Hong Kong
- o Ho Chung Residential Project, Hong Kong
- o West Side Place, Melbourne
- o The Star Residences (Tower 2), Gold Coast
- o Queen's Wharf Residences (Towers 5-6), Brisbane

Supporting the energy transition

Across our global operations, on-site renewable energy generation is actively pursued as part of our effort to reduce carbon emissions and long-term operating costs. By investing in renewable solutions where feasible, we support the transition towards a cleaner energy mix while strengthening the resilience and efficiency of our operations.

Across our gaming operations, the Group is gradually enhancing how energy is generated, managed and conserved, with a focus on improving efficiency and reducing emissions. This journey began with the rollout of photovoltaic systems across its buildings, an initiative launched in 2021 and completed in 2025 despite a complex permitting process. The installation marked a key step towards integrating renewable energy into daily operations, with further expansion underway at the Mikulov site.

At Mikulov, the next phase is taking shape through the installation of an additional photovoltaic system, alongside a planned battery energy storage system to optimise the use of generated electricity. The battery system, expected to be operational in 2027, will enable more efficient energy use during periods without solar generation.

Meanwhile, at the Hatě resort, combined heat and power units are in operation, generating both electricity and heat to partially meet the facility's energy demand while improving overall energy efficiency.

We continually assess opportunities to further expand the use of renewable and low-carbon energy solutions across the Group. This includes exploring alternatives such as wind power and sustainable district cooling systems for future property development projects, reinforcing our commitment to supporting the broader energy transition.

5.2.2.4 Climate change risk and opportunity management

Governance

Climate-related issues are governed through our robust sustainability governance framework. The Board is responsible for leading the evaluation and approval of the Group's climate management system, strategies and plans, and reporting. The Board ensures adequate resources are allocated for climate-related issue management. The Board receives bi-annual updates on the Group's climate developments and performance to monitor progress and maintain alignment with established goals.

Reporting to the Board, the ESG Steering Committee is appointed for overseeing the Group's climate-related risks and opportunities as well as the formulation and management of climate-related policies, strategies, and initiatives. The Committee's responsibilities include climate scenario analysis, climate disclosure, climate-related target setting and monitoring, and other significance matters.

5. Managing Environmental Footprint

Sub-committees comprising senior management representatives from the property, hotel, and finance departments have been established to ensure effective implementation of climate policies, plans, and practices across all divisions. The sub-committees directly report to the Committee quarterly on the divisions' performance against established climate strategies and targets. They also deliver other climate-related developments and progress from within their operational areas. This structured reporting mechanism ensures the Group's broader interests are effectively represented in the development of climate-related strategies.

During the Reporting Period, the Board and the Committee received training materials developed by an independent consultant aimed at enhancing their understanding of climate-related risks and opportunities. This initiative also supported their preparedness for the HKEX's implementation of the HKFRS sustainability disclosure standards.

Strategy

The Group adopts a structured approach to identify, assess, and prioritise climate-related risks and opportunities, integrating these considerations into its business strategy and financial planning. Building on prior-year scenario analysis and stakeholder engagement, the assessment was refined with the support from external professionals during the Reporting Period. Physical risk evaluations were enhanced through asset-level vulnerability assessments, incorporating site-specific conditions and existing mitigation measures. In parallel, financial impact assessments were conducted on prioritised transition risks and opportunities to quantify potential cost and revenue implications. These analyses further inform the identification of material climate-related risks and opportunities, with the following tables summarising their business implications and indicative financial impacts to support strategic decision-making and long-term resilience planning.

Risk Management

This year, we integrated climate-related risks into our existing Enterprise Risk Management (ERM) framework, ensuring they are systematically assessed, prioritised and monitored alongside other strategic and operational risks. This integration strengthens governance by enabling consistent risk oversight across both asset and portfolio levels and supports informed decision-making aligned with the Group's overall risk appetite. Climate-related risks within the ERM framework are subject to established review and escalation mechanisms, reinforcing accountability and oversight.

In parallel, the Group established a climate risk register to further strengthen our risk management approach. The register serves as a structured tool to support the identification, assessment, and ongoing monitoring of climate-related risks across key business activities and assets. It consolidates asset-level risk ratings across short-, medium- and long-term horizons, informed by the climate scenario analysis outlined in the Strategy section of this report. The register also captures corresponding risk response measures for physical hazards assessed at medium high risk level or above, providing a clearer link between risk identification and management actions.

The climate risk register serves as an internal communication and reporting tool, enabling regional project teams to systematically capture and report climate-related risk assessments and updates to the Group level. This structured approach supports improved coordination between asset-level and Group-level management, promotes a more aligned understanding of climate risk exposure, and contributes to a more consistent and organised approach to managing climate-related risks across the portfolio.

Metrics and Targets

Greenhouse Gas (GHG) Emissions

	Emissions in tCO_2e
Scope 1	17,628.23
Scope 2 (market-based)	38,871.16
Scope 2 (location-based)	38,871.16
Scope 3	382.65

Notes:

- The methodology used to calculate the FY2026 environmental KPIs is in line with FY2025, 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".
- Scope 1 emissions include direct emissions from the combustion of fuel in stationary and mobile sources and fugitive releases from equipment and systems. Scope 1 emissions increased this year compared to FY2025, primarily due to increased business activities in our Victoria Riverside and Collyhurst Village property development sites.
- Scope 2 emissions include energy indirect emissions from the generation of purchased electricity, purchased towngas (for hotel operations in Hong Kong) and heating.
- 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.

We continue to enhance our understanding of our environmental impact, including climate-related impacts, through ongoing monitoring and measurement of GHG emissions. Efforts have been made to improve the consistency and transparency of emissions data and related disclosures, providing a basis for identifying potential opportunities for emissions management. We are also exploring potential measures to reduce emissions within our operational control, taking into account business needs and practical considerations.

5.3 REDUCE WATER CONSUMPTION

5.3.1 Challenges and opportunities

Water availability and quality remain important considerations for responsible business operations. While our activities are not water intensive and do not place significant pressure on water resources, we recognise the need to use water efficiently. By managing consumption prudently and avoiding unnecessary use, we play a role in conserving this essential natural resource.

5.3.2 Commitment

The sustainable use of natural resources is a key element of our approach to long-term value creation. Water conservation is embedded in our business strategy, supported by the adoption of practical and effective industry practices to optimise water use across operations. Through ongoing water management initiatives, we aim to control operating costs, reinforce our sustainability performance, and reduce our overall environmental footprint.

5. Managing Environmental Footprint

5.3.3 How we work

5.3.3.1 Water consumption

In FY2026, the Group's operations consumed 785,321 m^3 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 (m^3)

Hotel	Property Development	Car Parks	Gaming	Office
FY2026: 773,659	**FY2026: 0**	**FY2026: 0**	**FY2026: 10,342**	**FY2026: 1,320**
FY2025: 856,755	FY2025: 29,712	FY2025: 2,750	FY2025: 8,184	FY2025: 1,998
FY2024: 947,132	FY2024: 45,380	FY2024: 601	FY2024: 9,288	FY2024: 2,310

Total: FY2026: 785,321 ; FY2025: 899,399 ; FY2024: 1,004,111

5.3.3.2 Water use efficiency

Water-use efficiency has been improved across the Group through the adoption of water-efficient features and the optimisation of water management procedures across operations.

Water saving features in our operations

A range of water-saving measures has been implemented to ensure water consumption remains within quarterly targets at Dorsett Chengdu. Across guest rooms, laundry facilities, and food and beverage operations, water-efficient fixtures have been installed to reduce usage without compromising service quality. Guest rooms are fitted with flow-restricting showerheads and water-saving aerators on washbasin taps, while a simple retrofit, placing 500 ml bottles inside toilet cisterns, has been adopted to reduce water use per flush. These measures are jointly implemented by the Engineering and Housekeeping teams in support of quarterly water consumption plans.

Water efficiency is further enhanced through operational controls and management practices. Hotel linen and guest laundry services are fully outsourced, and staff uniforms are washed only when washing machines are operated at full capacity to maximise water efficiency. Detailed energy and water management guidelines have been established, with regular inspections conducted to identify and prevent leaks, abnormal usage, or wastage caused by running, dripping, or leaking fixtures. Any abnormal consumption identified is reported to the relevant departments, with repeated cases escalated to senior management for follow-up and accountability. These measures help ensure water use across kitchens, restaurants, and back-of-house areas remains within planned quarterly limits.

In addition, across the Group's hotel and office operations, guestroom water appliances have been upgraded to further reduce water consumption discreetly. These upgrades include the use of faucet aerators that maintain strong water pressure with lower water volume, water-saving showerheads with adjustable flow rates that allow guests to manage their water usage. Dual-flush water closets are also installed in our offices to promote water savings.

Kitchens and restaurants, which contribute significantly to operational water use, are managed through targeted staff practices. Kitchen staff are regularly reminded to avoid defrosting frozen food under running water and to plan thawing in refrigerators instead. Dishwashers are operated only at full load where possible to reduce water consumption.

Laundry services, one of the most water-intensive hotel operations, are managed through load optimisation requirements. At Lushan Resort in China, scheduled timeslots are provided for employees to change uniforms, helping to avoid small batch washes and further conserve water. At Dorsett Wanchai in Hong Kong, the Green Reward programme encourages hotel guests to opt out of housekeeping, with 16,944 room stays participating in FY2026.

Water Wise Initiative for Commercial Buildings in Hong Kong

As part of our ongoing efforts to improve water efficiency, two of our hotels, Dorsett Tsuen Wan and Dorsett Wanchai, have participated in the Water Wise Initiative for Commercial Buildings, led by The University of Hong Kong, since April 2024. The programme leverages digital technology to enhance water efficiency and strengthen water management practices within commercial buildings.

The HKU Water Centre, commissioned by the Water Supplies Department, serves as a key platform for water technology and policy research in Hong Kong. Through the Water Wise Initiative, water meter data is digitised to support consumption monitoring, early leak detection and identification of high-usage areas. Assessments conducted at our hotels reviewed potential leakage and benchmarked performance against the Water Efficiency Index ("WEI"). Based on the findings, recommendations included regular WEI monitoring, daily meter checks for issue identification, the establishment of long-term targets, and the implementation of a structured water conservation plan.

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 adopt appropriate wastewater treatment practices to ensure compliance with local environmental regulations and minimise environmental impact. All hotel kitchens are equipped with oil separation systems to remove grease from wastewater, ensuring discharge meets required quality standards. Waste oil is regularly collected and managed by specialised contractors to prevent overflow and maintain regulatory compliance.

5.3.3.4 Rainwater reuse

Using captured rainwater in place of mains water provides a practical and effective way for our hotels to reduce overall water consumption. Across selected properties, the Group has implemented rainwater harvesting and reuse systems to minimise reliance on potable water for non-potable uses such as landscaping and garden irrigation. At Dorsett Grand Subang and Dorsett Grand Labuan in Malaysia, harvested rainwater is reused to support landscaped areas and vegetable gardens, while The Ritz-Carlton Perth was designed with integrated systems to enable rainwater reuse for grounds irrigation. These initiatives contribute to water conservation, reduce operational water demand, and support sustainable landscaping, demonstrating how alternative water sources can be effectively incorporated into hotel operations.

6. Employer of Choice

6.1 PROMOTE HEALTH, SAFETY, AND WELL-BEING

6.1.1 Challenges and opportunities

The Group is committed to safeguarding the health and safety of our employees by proactively addressing workplace hazards associated with our operations. Protecting our workforce from safety risks that could lead to injuries, occupational illnesses or fatalities remains a core priority.

To effectively manage and mitigate these risks, we have implemented robust occupational health and safety measures across all areas of our business. These measures are designed to align with industry best practices and comply with applicable laws and regulatory requirements, ensuring a safe and secure working environment for our employees.

6.1.2 Commitment

The Group maintains a strong commitment to ensuring a safe and secure working environment while promoting individual responsibility for occupational health and safety. To support this, appropriate measures have been implemented to reduce health and safety risks across 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.

6.1.3 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: 2,442	Full time: 3,144	Male: 1,926	Senior management: 172	~30 — 30 or below: 904	Hong Kong: 943
Car parks: 239	Part time: 458	Female: 1,741	Middle management: 611	31-40 — 31-40: 930	Chinese Mainland: 440
Gaming: 470			General staff: 2,883	41-50 — 41-50: 907	Singapore: 76 Malaysia: 416 Australia: 862
Office: 516				50+ — 50 or above: 926	UK: 214 Czech Republic: 585 Germany: 94 Austria: 37

6.1.3.2 Health and safety management

Creating a safe and secure workplace is fundamental to how the Group operates, and this commitment is reflected in the way health and safety responsibilities are embedded across our daily activities. From governance structures to frontline practices, Health and Safety Committees play an active role in overseeing risks and ensuring appropriate safeguards are in place to protect employees and stakeholders. This culture of care is reinforced through mandatory health and safety training, which equips employees with the awareness and practical knowledge needed to work safely and confidently, helping to prevent incidents and promote well-being across our operations.

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

Hotel

We are committed to providing a safe and healthy working environment for our employees and to minimising occupational health and safety risks arising from our operations, in accordance with our Employee Health and Safety Policy. This commitment is supported by formal governance structures that enable effective oversight and management of workplace safety matters.

Health and Safety Committees have been established at Dorsett Kwun Tong, Dorsett Tsuen Wan, Silka Tsuen Wan, Dorsett Shepherd's Bush, and Dao by Dorsett West London. These committees are responsible for promoting a safe working environment and addressing health and safety issues associated with daily operations.

In addition, Dorsett Singapore has implemented a Work Safety and Health Committee overseen by a Safety and Security Manager. The committee meets on a bi-monthly basis to review workplace safety performance and discuss potential hazards, fire safety and prevention measures, health and safety risks, and any incidents that may have occurred. At Dorsett Melbourne, monthly OH&S meetings are attended by one representative from each department, with key topics including departmental reviews, fire safety testing and food safety.

6. Employer of Choice

Property development	Health and safety considerations are woven into the way the Group approaches property development, with a strong emphasis on protecting people throughout the project lifecycle. The UK office is working towards ISO accreditation, with site inspection frequency varying by project, and health and safety matters reported through the HR platform and shared with the leadership team. Employee wellbeing is supported through initiatives such as flu vaccination reimbursement to reduce sickness absence. New employees receive a comprehensive office induction led by the Office Manager, including guidance on first aid kits, fire exits and routes, and designated first aiders and fire marshals, as well as weekly fire alarm testing. The Human Resources Department and Workplace Health & Safety Manager are responsible for managing health risks and related issues.
Car parks	All of the Group's car park operations have achieved ISO 45001:2018 certification, reflecting our commitment to providing a safe working environment free from occupational hazards and to continually enhancing our occupational health and safety (OH&S) performance. To support effective oversight, monthly meetings are held with the Chief Executive Officer, National Customer Service Manager, Operations Manager and Human Resources Director. These meetings focus on reviewing incident reports, monitoring safety performance, and addressing any identified health and safety risks in a timely manner.
Gaming	In the Czech Republic, our gaming operations operate in full compliance with applicable occupational health and safety laws, internal policies and European Union regulatory requirements. This ensures consistent application of health and safety standards across all gaming activities. Overall oversight of the occupational health and safety (OH&S) framework is the responsibility of the Director of Administration and Facilities, who manages the system covering all gaming operations. At the operational level, Administration Departments at each site are responsible for monitoring compliance and communicating relevant OH&S requirements to employees and other relevant parties.

Health and safety initiatives

Hotel	To effectively manage risks and safeguard the well-being of employees and guests, multiple communication channels are used across hotel operations to raise awareness of health and safety matters. These include town hall sessions, departmental briefings, and dedicated health and safety meetings, supported by regular fire drills and safety training programmes to reinforce preparedness and safe practices. Targeted training initiatives are also implemented at individual properties to strengthen emergency response capabilities. At Dorsett Kwun Tong and Dorsett Grand Subang, employees receive professional in-house training to recognise and respond to cardiac, breathing, and first-aid emergencies, with refresher sessions conducted at Dorsett Kwun Tong to maintain up-to-date competencies. In addition, Lushan Resort provides production safety training to support a safe and secure working environment. At Dorsett Grand Labuan, the Human Resources Department further enhanced emergency preparedness by organising a Basic Occupational First Aid Training programme, with employees from various departments successfully completing the certification to build practical skills for responding to medical emergencies. At Dorsett Ritz Carlton Perth, all food handling employees are required to complete food safety training within 90 days of commencement, while all food and beverage and culinary leaders must obtain Food Safety Supervisor certification, ensuring all staff are appropriately certified prior to undertaking food handling duties.

Property development	We place strong emphasis on contractor health and safety across our property development activities. In Shanghai, clear contractual provisions are incorporated into supplier and contractor agreements, requiring compliance with all applicable national laws and regulations in Chinese Mainland, including those relating to occupational health and safety (OH&S). In Singapore, contractor safety performance is monitored through monthly performance reports, which assess safety risks and reinforce OH&S awareness. The Group also has adopted the Smart Site Safety System (4S) Labelling Scheme to enhance construction safety and promote the use of digital technologies. Its Sai Ying Pun residential development project has been granted a 4S Label, recognising the implementation of smart safety practices on site. The certification, valid until February 2027, reinforces ongoing compliance and continuous improvement in site safety performance. Safeguarding the wellbeing of construction workers is a key priority. To embed a safety-first culture, our Singapore operations require all new workers, employees and site visitors to attend safety induction programmes. These inductions outline site-specific safety requirements, construction activities, potential hazards and relevant safety procedures. Additional preventive measures have been implemented to further reduce incident risks, including a buddy system to support new workers during their initial period on site. Regular mass toolbox meetings are also conducted, providing a forum for workers and management to discuss safety issues, identify hazards and reinforce safe working practices.
Gaming	Our gaming operations have implemented an online health and safety training platform, which includes modules on fire safety. The training concludes with a mandatory assessment and scoring mechanism, requiring employees who do not achieve a passing score to retake the course to ensure adequate understanding. Completion of this training is mandatory for all new employees, and all staff are required to refresh their health and safety training every two years. This approach helps to maintain a consistent level of awareness and reinforces employees' knowledge of occupational health and safety requirements.

6.1.3.3 Health and safety assessment

Hotel	Regular independent health and safety inspections and building audits are conducted at Dorsett Shepherd's Bush and Dao by Dorsett West London to identify gaps and drive continuous improvement. Across DHI facilities, comprehensive safety protocols, ongoing risk assessments, and regular training are in place to ensure the effectiveness of safety training.
Property development	UK operations comply with Construction and Design Management ("CDM") regulations, supported by monthly site inspections and detailed reporting on health and safety performance.

6. Employer of Choice

Gaming	Our gaming operations engage independent consultants to conduct quarterly audits across the business, ensuring compliance with established rules and procedures. These audits play a key role in safeguarding the wellbeing of employees and customers, and in maintaining a secure and well-controlled operating environment.

6.1.3.4 Employee well-being initiatives

Our employees play a vital role in the long-term sustainability and success of the Group. We are committed to supporting their wellbeing through a range of initiatives designed to foster a positive, inclusive, and supportive working environment. To attract and retain talent, competitive remuneration packages are offered across the Group, complemented by performance-based incentives for eligible employees in recognition of their contributions to business growth.

This year, HubX Shanghai organised an annual fun sports day at Century Park to enhance employees' physical health, relieve work-related stress, and promote mental well-being. The initiative encourages staff participation in recreational activities, helping to improve physical fitness, strengthen team engagement, and raise health awareness, while fostering a positive, safe, and healthy workplace environment.

Flexible working hours

Flexible work arrangements have been adopted across the Group's hotel operations to support employees in balancing work and personal responsibilities. At Dorsett Singapore, structured guidelines on staggered working hours and work-from-home arrangements help employees avoid peak-hour commuting, with similar practices in place at Dorsett Shepherds Bush and Dao by Dorsett West London to support family commitments while maintaining service standards.

Across office operations, flexible working arrangements also support mental health and work-life balance. For example, employees in the Australia office benefit from flexible start and finish times, while the UK office offers flexibility during school closures or when employees need to work from home due to illness. These arrangements aim to support all employees, including parents, enabling them to manage personal responsibilities alongside work.

Leave policies

The Group offers a comprehensive range of paid leave entitlements to support employee wellbeing and promote work life balance. These include birthday, maternity, paternity, marriage, and compassionate leave, reflecting a people centred approach to employee support. Since 2022, all hotels have operated on a five-day work week, a practice that remains relatively uncommon within the hospitality sector and underscores the Group's commitment to sustainable working arrangements.

In addition to Group wide benefits, tailored initiatives are implemented at individual locations to address employees' specific needs. At Dorsett Grand Subang, the Pilgrimage Leave Policy continues to be implemented in accordance with the Collective Agreement, supporting Rank & File Muslim employees in fulfilling their religious obligations. Eligible employees may take up to 50 days of pilgrimage leave with half pay once during their service and may accumulate annual leave for this purpose, reinforcing an inclusive workplace that respects and supports meaningful personal milestones. Meanwhile, the London and Manchester offices have strengthened family friendly benefits by offering 26 weeks of paid adoption leave for primary adopters and four weeks for secondary adopters, further supporting employees at different life stages.

6. Employer of Choice

Wellness and mental health

Employee wellbeing is recognised as a key driver of engagement, motivation, and productivity across the Group. To create a supportive and healthy workplace, a range of health and wellness initiatives are implemented at different locations. Employees in the Hong Kong and Shanghai offices receive annual physical health check-up subsidies, supporting preventive healthcare and early detection. At the Hong Kong office, regular team lunches and refreshments are provided to encourage collaboration and strengthen team connections. In Australia, flu vaccinations are made available to all staff each year, helping to reduce illness-related leave.

In the UK, the Employee Assistance Programme ("EAP") and benefits package are integrated within the payroll system through Moorepay. Employees have access to a free, independent, and confidential EAP offering financial advice, counselling (via phone or in person), and support on personal matters. In addition, discounted voluntary benefits, including Cycle2Work and health cash plans, provide wider access to wellbeing resources and support services.

Indoor air quality is also monitored on an ongoing basis, with timely maintenance carried out to ensure office environments remain safe and comfortable for employees.

Dorsett Scholar Summer Camp

In August 2025, DHI hosted its inaugural Dorsett Scholar Summer Camp at Runway 1331, bringing together Dorsett Scholars for a two-day programme themed "Mindfulness". The initiative aimed to support scholars' personal well-being while strengthening leadership capability and self-awareness.

The programme featured guest speakers and interactive sessions covering emotional resilience, sound healing, entrepreneurship and mindfulness. Participants gained practical insights into managing personal well-being and navigating future academic and career challenges. The Chairperson, Winnie Chiu, BBS, JP, also joined the wrap-up session to engage with scholars and share the Group's vision for Runway 1331 as a community-focused platform.

Participants shared positive reflections on their experience, often pointing to the distinctive atmosphere of Runway 1331 and how it naturally brings together art, culture, sports, and the wider community in a single space. Through this initiative, the Group demonstrates its commitment to nurturing young people and supporting education, creating opportunities for meaningful engagement that contribute to long-term social sustainability.

6. Employer of Choice

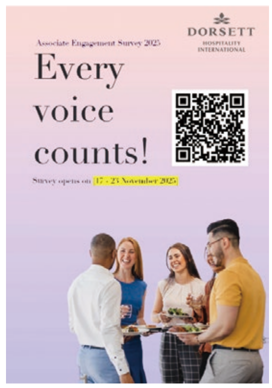
6.2 EMPLOYEE ENGAGEMENT

6.2.1 Challenges and opportunities

Employees are fundamental to the Group's long-term success. With a diverse workforce of 3,667 employees across different regions and cultural backgrounds, creating an inclusive and engaging workplace is both a responsibility and an opportunity. Actively listening to employee feedback enables the Group to better understand workforce needs, identify concerns, and enhance the overall employee experience.

6.2.2 Commitment

The Group is committed to fostering a workplace culture that encourages employee engagement and continuous improvement through open and transparent two-way communication. Clear and accessible communication channels are established to enable employees to share their views and suggestions with direct managers, department heads, or human resources teams, ensuring that feedback is heard, valued, and addressed. In November 2025, the DHI Group conducted an Associate Engagement Survey and achieved a 96% participation rate, demonstrating strong associate engagement and commitment to continuous improvement.



6.2.3 How we work

6.2.3.1 Open Communication with employees

By encouraging open dialogue at all levels, the Group creates an environment where employees feel comfortable sharing ideas and raising concerns. This approach supports individual development and contributes to stronger collaboration and organisational performance. We also conduct an annual to measure employee satisfaction, supported by quarterly townhalls, daily line-ups, and regular communication initiatives for all colleagues.

6.3 FOSTER TALENT AND DEVELOPMENT

6.3.1 Challenges and Opportunities

Our ability to achieve sustainable growth is closely linked to its capacity to attract, develop, and retain talent. Continuous access to relevant and diverse training and development opportunities is essential to supporting long-term career progression and maintaining a competent, future-ready workforce across the Group's business portfolio. We are committed to providing employees with appropriate learning and development programmes that support both organisational needs and individual growth.

Training and development are recognised as core components of the employee experience, enabling employees to perform effectively while enhancing professional capabilities and personal development. Insufficient investment in employee development may adversely affect productivity, engagement, and job satisfaction, and may increase challenges related to talent attraction and retention. Higher employee turnover can also lead to increased costs and operational disruption, underscoring the importance of a structured and ongoing approach to employee training and development.

6.3.2 Commitment

We are committed to being an employer that places strong emphasis on the development and capability of our people, ensuring employees are appropriately qualified and equipped to perform their roles effectively. In accordance with the Group's Training and Development Policy, structured training programmes are provided to enhance job performance and support employees in reaching their full potential.

Training initiatives are designed to align with the specific needs of different business units and job functions, recognising the diverse nature of the Group's operations. Through these programmes, the Group seeks to build a skilled, competent, and future-ready workforce while supporting employees' continuous professional growth. The primary objectives of these training and development programmes are to:

- Enhance employee skills and knowledge.
- Boost operational efficiency and productivity; and
- 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 FY2026 we provided 157,887 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:

- Onboarding
- Essential
- Fundamental
- Brand-hearted
- Customer Care
- Technology
- Supervisory
- Management
- Coaching
- Leadership

Hospitality Talent Development and Cultural Exchange

In July 2025, DHI welcomed eight undergraduate students from The University of Manchester's Global Graduates Programme to Hong Kong as part of its ongoing commitment to developing future hospitality talent. The visit included a career sharing session, hotel tour and direct engagement with the Group's team at Dorsett Kai Tak.

The visit provided meaningful opportunities for learning and exchange. Students gained insights into daily hotel operations, sustainability practices, and the values that guide the Group's business decisions, while also engaging in cultural exchange and professional dialogue with industry practitioners. By creating space for curiosity, conversation, and real-world exposure, the programme supported participants in exploring potential career pathways and developing a deeper understanding of the hospitality sector.

6. Employer of Choice

The experience offered students valuable early exposure to the hospitality sector while allowing the Group to contribute to education, youth development, and long-term talent cultivation through meaningful interaction and shared learning.

Onboarding and Orientation:

Orientation forms the first step in an associate's journey with DHI. To support effective integration and foster a strong corporate culture, DHI has implemented the "Discover DHI" onboarding programme across the Corporate Office and hotels. The programme introduces new associates to DHI's history, vision, values, business operations, policies, and service culture, helping them understand their role in contributing to DHI's success. It also incorporates training on ethics, compliance, sustainability, and workplace expectations, promoting responsible business practices and reinforcing DHI's commitment to employee engagement from the outset of employment.

Leadership Development:

The Group is committed to developing future-ready leaders through targeted leadership development initiatives. In March 2026, DHI hosted the "Management Retreat 2026: Dorsett Leaders Connect", bringing together over 40 leaders from across its international operations to align strategic priorities and strengthen leadership capabilities. The programme focused on AI transformation, business strategy, and enhancing guest experiences, equipping leaders with the insights and skills needed to drive innovation, operational excellence, and sustainable growth.

6.3.3.2 Succession planning

Succession planning is implemented across all business units to support leadership continuity and ensure employees at different levels receive targeted development opportunities. The Group focuses on preparing eligible employees for future leadership roles through structured and comprehensive development initiatives, strengthening long-term organisational resilience.

Across the Group, structured succession planning practices are implemented to support continuity in key roles and leadership development. At Lushan Resort and Dorsett Chengdu, tailored development pathways and training initiatives are in place to prepare potential successors for critical positions. At Dorsett Wuhan, department managers are reviewed annually to track the completion of succession plans and readiness measures. In the UK, a forward-looking resource planning approach is undertaken each year to align talent development with evolving business priorities.

In gaming operations, internal talent development is prioritised, with employees in entry-level roles given opportunities to progress into management positions as their skills and experience grow.

6.3.3.3 Talent review and retention

Talent review process

Our Talent Review Process plays a key role in supporting effective succession planning by identifying high-potential employees as potential successors for critical roles across the Group. This structured process evaluates employee engagement, capabilities and career aspirations, enabling the identification of high-performing individuals within each business unit.

Insights from the review inform managers in the development of tailored development plans to support individual growth and strengthen overall team capability. High-potential employees are monitored on an ongoing basis to track progress and ensure alignment with their personal development objectives, supporting a robust and sustainable talent pipeline.

Employee recognition

We value the contributions of our employees and recognise outstanding performance across the Group. At Lushan Resort, cash incentives are awarded to high-performing employees in recognition of their achievements and to encourage continued excellence. In our Hong Kong office, long-term commitment is acknowledged through the "Ten-Year Working Golden Prize", which honours employees who have completed a decade of service with the Group.

Referral by existing associates

Employee referrals are actively encouraged as a cost-effective and efficient recruitment channel across the Group. At Silka Maytower, Dorsett Shepherd's Bush and Dao by Dorsett West London, employees receive monetary rewards when successfully referred candidates complete a three-month probation period. Similarly, Dorsett Kwun Tong in Hong Kong provides cash incentives to employees once their referred hires pass probation. These referral programmes help attract quality talent while recognising and rewarding employees for their contributions to workforce growth.

6. Employer of Choice

Sustainability Engagement with Vocational Training Council ("VTC") Students

In September and October 2025, DHI engaged with students from IVE Haking Wong, the International Culinary Institute, and the Chinese Culinary Institute under the VTC through a series of sustainability talks. These sessions provided students with practical insights into the Group's sustainability approach and how environmental and social considerations are embedded across the hospitality value chain.

The talks reached more than 200 students, reflecting growing interest among emerging hospitality professionals in sustainability-related topics. Through open dialogue and experience sharing, the sessions supported knowledge exchange and industry capacity building, while fostering greater awareness of sustainable development within the next generation of industry talent.

6.4 DIVERSITY AND INCLUSION

6.4.1 Foster a culture of inclusion

The Group is committed to fostering a diverse and inclusive workplace where equal opportunities are provided across recruitment, career development, and employee benefits. A zero-tolerance approach to workplace harassment and discrimination is clearly articulated in the Code of Conduct and Employee Handbook, ensuring that all employees are treated fairly and with respect, regardless of gender, age, ethnicity, nationality, marital status, religion, or other personal characteristics. To reinforce accountability and promote a culture of inclusion, employees are required to complete an annual self-declaration confirming compliance with the Code and related policies.

In the UK, the Equality and Diversity Policy integrates principles of fairness and inclusivity into daily operations, policies, and procedures, with a strong emphasis on merit-based employment practices. The policy recognises and values the diverse perspectives and contributions of employees from different backgrounds, supporting an inclusive working environment. This approach is reflected in operations at The Ritz-Carlton, Perth in Australia, where employees from more than 36 nationalities are represented and recruitment decisions are based solely on role suitability and individual capabilities.

Across Asia, inclusive employment practices are also actively promoted. In Malaysia, Dorsett Grand Subang supports workforce diversity by employing deaf and hard-of-hearing individuals within its stewarding department, creating meaningful employment opportunities in an inclusive setting. In Singapore, Dorsett Singapore has explored the employment of persons with disabilities through social outreach initiatives, providing opportunities that support independence, skills development, and long-term employability.

Disability Confident Accreditation

Our UK office has been a participant in the Disability Confident Scheme since 2020, demonstrating its commitment to building an inclusive and accessible workplace. Through this accreditation, the Group actively supports the recruitment and inclusion of skilled individuals with disabilities and continues to strengthen inclusive employment practices.

Grievance mechanism

Transparency and trust are supported through an established grievance mechanism that enables employees to raise concerns with their supervisors, managers, or the human resources department. This mechanism, together with relevant policies, provides a clear and structured process for managing and resolving grievances, helping to maintain a respectful, fair, and inclusive working environment.

6.4.1.1 Cultivating diverse talent

The Group remains committed to advancing workforce diversity and gender equality, particularly within hotel management and property development operations. As of March 31st, 2026, women make up 47% of our total workforce, with this figure rising to 49% within our hotel operations.

Retirement benefits

Retirement is recognised as an important life milestone, and the Group values the experience and expertise of employees approaching this stage of their careers. Within hotel operations, corporate guidelines provide flexibility to rehire associates nearing retirement age, subject to local regulatory requirements. This approach supports knowledge transfer, workforce continuity, and a smooth transition for employees during later career stages.

In the UK office, an enhanced salary sacrifice pension scheme offers employees tax and National Insurance savings, with company contributions ranging from 5% to 8%. This scheme supports employee financial wellbeing while helping to attract and retain talent.

Open Door Work Placement Programme 2025

Lan Kwai Fong Hotel @ Kau U Fong was honoured to take part in the Open Door Work Placement Programme 2025, organised by KELY Support Group, which offers ethnic minority youth in Hong Kong meaningful exposure to the workplace and opportunities for personal and professional growth. Through the programme, the hotel welcomed Alisha as an intern in the Reservations Department, providing her with hands-on experience in a real hotel operating environment.

Over the course of her placement, Alisha demonstrated noticeable growth, gaining confidence, strengthening her communication skills in both Cantonese and English, and becoming increasingly proactive in her day-to-day work with the team. Her development highlights the value of a supportive and inclusive workplace, as well as the dedication of the Human Resources and Reservations teams in mentoring and nurturing young talent. The Group is grateful to KELY Support Group and its partners for enabling this meaningful collaboration and for supporting pathways into employment for young people.

7. Cultivating Community

7.1 CREATE POSITIVE SOCIAL IMPACTS

7.1.1 Challenges and opportunities

We believe that being a responsible corporate citizen means playing an active role in the communities where we operate. Beyond business activities, the Group seeks to build genuine connections with local communities by listening, engaging, and contributing in ways that create shared value. As a leading regional conglomerate, the Group works alongside community partners to support inclusive growth and a more sustainable future.

7.1.2 Commitment

FEC is committed to creating positive and lasting social impact through meaningful community engagement. With core operations in hospitality and real estate, the Group recognises its unique position to contribute to community development by forming long-term partnerships and responding thoughtfully to local needs. Community engagement efforts are guided by the Community Investment and Donation Policy, which helps ensure that contributions are focused, purposeful, and aligned with the Group's values.

Community initiatives are centred around four priority areas, allowing the Group's diverse businesses to support their communities in ways that are both relevant and impactful:

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.

Emergency Relief Support Following the Tai Po Fire

In response to the Tai Po fire incident, the Group came together to support affected community members, mobilising employee volunteers to assist with relief efforts at Runway 1331. The Group also contributed donation valued at HK$10 million, comprising both cash and hotel rooms support to assist those affected by the incident. Working hand in hand with community partners, the Group helped provide a safe, welcoming, and dignified temporary environment for residents and families displaced by the incident.

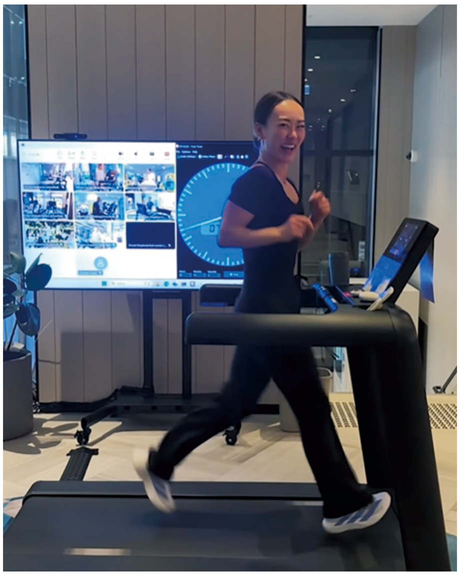
Employee volunteers played a vital role in supporting on-site operations, from coordinating essential supplies and preparing rooms to offering frontline assistance. Their dedication and teamwork helped address immediate needs during the recovery period and demonstrated the care and compassion that underpin the Group's hospitality values.

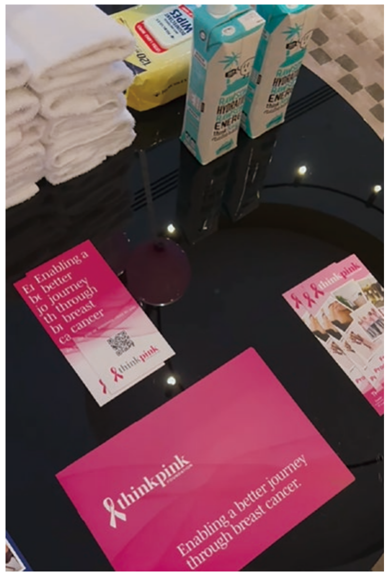
By encouraging employee participation in emergency response efforts, we strengthened our connection with the community and contributes positively to recovery and resilience. These collective efforts highlight the Group's belief that hospitality is not only about service, but also about standing alongside communities and offering support when it matters most.

7. Cultivating Community

Running Together for a Cause

At Dorsett Melbourne, a simple idea brought people together in an extraordinary way. On 5 November, staff, guests, friends and family united for the "Dorsett 26 Hour Global Run," a continuous effort that saw a treadmill in motion for 26 hours, symbolising a commitment to go further for a meaningful cause. Participants took turns maintaining momentum across the globe, collectively covering nearly 200 kilometres, a distance comparable to journeys from Melbourne to the Twelve Apostles or London to Birmingham. More than a physical challenge, the event became a shared experience that fostered community spirit and engagement.





Through this initiative, nearly HK$16,110 was raised for the Think Pink Foundation, supporting the fight against breast cancer. While the run marked the end of the event, it reinforced an ongoing message of awareness, solidarity and support for those affected.

7.1.3 How we work

We continue to empower our employees to make a meaningful difference in the communities where we live and work. By creating opportunities for employees to give back, the Group encourages a culture of care, shared responsibility, and community connection. In Australia, this commitment is guided by the Community Commitment Policy, which supports charitable initiatives aligned with the Group's values and community priorities. To further encourage participation, employees are provided with one day of paid volunteer leave each year, enabling them to contribute their time, skills, and passion to causes that matter to them and to the communities they serve.

7.1.3.1 Enhancing community wellness

Sports for Millions

On 8 March 2026, DHI proudly supported the Community Chest's Sports for Millions event at the Disciplined Services Sports and Recreation Club, taking part as both a title sponsor and a team participation sponsor. Through a contribution of HK$180,000, the Group supported initiatives aimed at promoting community health and youth development.

The event brought together participants through a range of sports activities and team-based challenges, encouraging active lifestyles while strengthening social connection. Employees joined the event alongside community members, reflecting the Group's belief that employee engagement and community well-being go hand in hand.

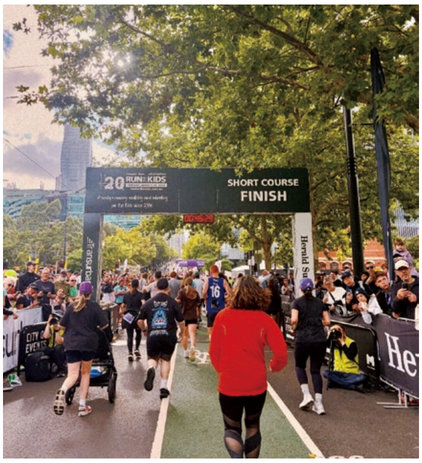
Funds raised from the event will support 19 Community Chest member agencies in delivering social welfare services and youth development programmes focused on healthy living, resilience, and personal responsibility, extending the positive impact of the event well beyond the day itself.

Run for the Kids

Supporting children's health is recognised as a meaningful way to give back to the community and create positive social impact. In Melbourne, our team participated in the "Run for the Kids" charity event in support of the Good Friday Appeal, coming together to raise funds for children's healthcare. Nine colleagues completed a 5 km run, demonstrating a shared commitment to the cause. Through collective efforts, our Melbourne staff raised HK$7,013, reflecting the generosity and spirit of our people.

7. Cultivating Community

Beyond fundraising, the initiative fostered teamwork and a sense of purpose, reinforcing the Group's commitment to community engagement and supporting the wellbeing of children and families in need.



Supporting the Cane-A-Thon Charity Walk

International White Cane Day is recognised as a meaningful occasion to reflect on independence, inclusion, and equal participation. In collaboration with the Hong Kong Blind Union, our team actively supported the "Cane-A-Thon" Charity Walk, joining visually impaired participants along the 3.5 km route and experiencing the journey through guided challenges. This shared experience deepened our understanding of the role of the white cane as both a mobility aid and a symbol of empowerment. Beyond participation, the initiative inspired continued efforts to enhance accessibility and foster a more inclusive, welcoming environment within our hotel and the wider community.

Revitalising Community Spaces Through Volunteering

FEC UK partnered with the Church of the Saviour in Collyhurst, repainting worn fencing and clearing overgrown vegetation that had restricted access to the entrance. These improvements enhanced both the appearance of the site and accessibility for visitors. As a vital community hub providing food distribution, advice services and social activities, the church plays an important role in supporting local residents. Through this initiative, the Group contributes to maintaining safe, inclusive and welcoming spaces, benefiting 50 people in the local community.

7.1.3.2 Youth education and development

Across the communities where we operate, we continue to invest in the growth and potential of young people, recognising their role in shaping a more resilient and inclusive future. By creating opportunities for learning beyond the classroom, we help young individuals take their first steps into the working world with confidence and purpose. Through internships, mentorship programmes, and partnerships with educational institutions, we offer practical exposure that allows participants to build essential skills, explore career pathways, and gain a deeper understanding of the industries we serve. By supporting early career development and meaningful engagement, we aim to empower the next generation while strengthening the long-term social fabric of the communities we are part of.

Strengthening Local Employment through University Partnerships

To support local employment and youth employability, Dorsett Shanghai partnered with Guizhou Education University to provide relevant internship opportunities for students. Led by the Human Resources Department and implemented on a yearly basis, the collaboration offers students practical exposure to hotel operations while building job-ready skills aligned with industry needs. The initiative has contributed to an increase in the number of interns participating in the Group's operations, strengthening the local talent pipeline and supporting the transition from education to employment.

Cultivating Future Culinary Talent Through Apprenticeship Development

At The Ritz-Carlton Perth, investing in people is central to building a sustainable and future-ready workforce. The hotel currently supports five culinary apprentices, including three in their first year and two in their second year, who are fully integrated into daily kitchen operations. Through this programme, apprentices gain hands-on experience while developing the technical skills and discipline required in a professional hospitality environment.

To provide well-rounded exposure, apprentices participate in a structured six-month rotation across different kitchens within the hotel. This allows them to build a broader skill set, understand various aspects of culinary operations, and adapt to different working environments. Alongside their practical training, apprentices are supported in attending TAFE as required, ensuring a balance between classroom learning and real-world experience.

7. Cultivating Community

The impact of this commitment is reflected in the team's growth and continuity. Earlier this year, three team members who completed their apprenticeships progressed into Commis Chef roles, demonstrating the effectiveness of the programme in nurturing talent. By developing skills, supporting career progression, and strengthening team stability, Dorsett continues to embed workforce development into its everyday operations while creating long-term value for both employees and the organisation.

Empowering Future Innovators Through Education and Entrepreneurship

DHI is committed to fostering youth development and innovation through targeted educational and entrepreneurial support. During the reporting period, DHI allocated HK$200,000 to support two scholarship initiatives at Wu Yee Sun College, The Chinese University of Hong Kong: the Dorsett Admission Scholarship for Hospitality and Real Estate Freshmen, and the Dorsett Young Entrepreneur Scholarship, both aimed at nurturing future industry leaders and encouraging socially impactful innovation.

Under the Young Entrepreneur Scholarship, three student-led projects were supported, including SignSphere, which promotes inclusive communication through sign language accessibility; MusPal, an AI-powered music practice companion designed to enhance student learning; and FV Washer (Palsara), an innovative ultrasonic and vegetable-agent washing solution for safer food preparation. Through these initiatives, DHI continues to empower young talent, promote innovation, and contribute to sustainable community development.

School Engagement and Career Development Initiatives

The Group supports community engagement and youth development in the UK through hands-on, education-focused initiatives that connect students with real-world industry insights. At Lostock Secondary School, our representatives took part in a World of Work programme, engaging around 150 students through interactive community planning activities that introduced career pathways in construction and development. We also supported Year 10 students through mock interviews, helping 20 participants build confidence and practical employability skills. In addition, at Seymour Park Primary School, we hosted a careers and development consultation session where students explored future development ideas and designed their own neighbourhood concepts, covering themes such as green spaces, housing, and community. Students presented their proposals to industry professionals, creating an opportunity for meaningful exchange and inspiring early interest in the built environment.

7.1.3.3 Promoting arts & cultural events

Celebrating Women and Advancing Equality in the Workplace

International Women's Day provides a meaningful opportunity to celebrate the achievements of women and promote equality across the workplace and wider community. In the Melbourne office, employees commemorated the occasion through initiatives that raised awareness and encouraged reflection on how individuals can support gender equality in their everyday work and interactions. The initiative also helped foster a more inclusive culture, encouraging employees to take an active role in advancing diversity and supporting progress towards a more equitable workplace.

Spreading Festive Cheer Through Community Giving

At the UK office, employees actively contribute to community wellbeing through a range of social impact initiatives. During the Easter period, the team organised an Easter Egg Drive, collecting over 300 eggs through contributions from FEC and partner organisations. These were distributed to local charities supporting families in need, including The Shaw Centre at Redbank House, Moston Children's Sure Start Centre, MedEquip4Kids, Newton Heath Library, Kylies Kitchen, and Manchester Communication Academy, reaching approximately 150 beneficiaries. In addition, staff supported a community Easter egg hunt, contributing a total of 9 volunteer hours.

Further engagement was demonstrated through support for the Shaw Centre's Halloween celebrations, where employees designed and led craft workshops to help create decorations for the annual event. This initiative reached around 50 beneficiaries and contributed 8 volunteer hours. Together, these efforts reflect the Group's commitment to creating social value and strengthening community connections through employee volunteering.

Supporting Local Artisans through Cultural Collaboration

During the Ramadan period, Dorsett Kuala Lumpur partnered with Masterpiece by Masrina Abdullah, a local enterprise dedicated to preserving the art of batik and promoting handcrafted goods. As part of the collaboration, the Masterpiece team set up two retail booths in the hotel lobby, providing a platform for local artisans to showcase and sell their products directly to guests and the wider community. The initiative helped promote cultural heritage, supported local entrepreneurship, and created meaningful economic opportunities for small businesses during the festive season.

7. Cultivating Community

Creating Meaningful Moments with the Community at Dorsett Kwun Tong

At Dorsett Kwun Tong, the festive season became an opportunity to give back and connect with the community. On 6 December 2025, the hotel partnered with its long-standing CSR collaborator, YMCA Hong Kong, to host a Christmas celebration for children, bringing warmth and joy into the holiday period.

The event welcomed the children into the hotel for an afternoon of simple but meaningful activities. Together with Dorsett Kwun Tong staff, they played games, shared laughter, and enjoyed snacks, creating a cheerful and memorable experience in a welcoming environment. The gathering fostered interaction and connection, turning the hotel into a space not only for guests, but also for community engagement.

Beyond the festivities, the day carried a deeper significance for Dorsett Kwun Tong. Each shared moment, from the laughter during games to the conversations over snacks, reflected the hotel's commitment to being an active and caring member of the community. By opening its doors and creating a space for connection, the hotel strengthened its partnership with YMCA Hong Kong and reinforced its belief that meaningful hospitality extends beyond service to genuine human connection. Through initiatives like this, Dorsett Kwun Tong continues to embed social responsibility into its everyday operations, building lasting relationships and a stronger sense of community.

Supporting Local Craftsmanship through Circular Creativity

At Dorsett Grand Subang, promoting art and culture goes beyond aesthetics – it becomes a meaningful expression of sustainability and community engagement. In collaboration with Persatuan Seni Jahitan Kemahiran Malaysia, the hotel has created opportunities to support local artisans while embracing circular practices. Together, they produce handmade items such as pencil cases and recycled fabric bags, crafted from unused Dorsett fabric. These products not only give new purpose to surplus materials but also carry the Dorsett brand, blending creativity, sustainability, and identity into each piece.

Creativity also extends into the hotel's everyday spaces. By transforming discarded magazines into unique art décor, the hotel encourages upcycling and inspires guests and stakeholders to see value in materials that might otherwise be overlooked. These artistic elements serve as subtle yet powerful reminders of environmental responsibility, woven seamlessly into the guest experience.

Through these initiatives, our hotels demonstrate how art can be a bridge between sustainability and community. By supporting local craftsmanship, reducing waste, and fostering creative expression, the hotel continues to build stronger community connections while embedding ESG principles into its operations in a thoughtful and engaging way.

7.1.3.4 Affordable housing

As a leading private residential developer in the UK, we recognise that access to affordable housing plays a vital role in building inclusive and resilient communities. Our developments are designed not only to deliver homes, but also to respond to local housing needs and support long-term community wellbeing. At Consort Place in London, this commitment has taken shape through the delivery of 139 affordable apartments.

In Manchester, our focus on inclusive growth continues through Collyhurst Phase 1, where construction has commenced across Collyhurst Village and South Collyhurst. The development will deliver 130 affordable homes alongside 144 homes for open market sale, contributing to a balanced and mixed community. At Victoria Riverside, all 128 shared ownership homes have been completed and successfully delivered, with units fully settled during the year. Together, these projects form part of the wider Victoria North masterplan, a long-term partnership between FEC and Manchester City Council that aims to deliver 15,000 new homes across North Manchester over the next two decades, supporting regeneration, opportunity, and sustainable community development.

7.2 SUSTAINABLE PROCUREMENT

7.2.1 Challenges and opportunities

With a diverse operational footprint and thousands of supplier relationships, the Group recognises that its influence extends well beyond its own operations. Each supplier plays a role in shaping how the Group delivers value responsibly, and this understanding guides the way we approach procurement. Working with more than 5,000 suppliers across our business segments, we seek to build long-term partnerships grounded in shared expectations around sustainability, ethics, and responsible business practices.

Rather than viewing procurement as a transactional process, the Group actively engages vendors through dialogue, collaboration, and the sharing of best practices. By embedding sustainability considerations into sourcing decisions, we aim to strengthen transparency, improve efficiency, and enhance resilience across the supply chain. Through these collective efforts, the Group supports the gradual transition towards more sustainable and ethical industry standards, creating shared value for both our business and the wider communities connected to our supply chain.

7.2.2 Commitment

Responsible procurement is central to how the Group operates and delivers long-term value. Guided by the Procurement and Supply Chain Management Policy, a clear and consistent framework is applied across the Group to promote ethical conduct and sustainable sourcing. More than a set of procedures, the policy reflects the Group's belief that responsible procurement is a shared responsibility, built on collaboration, transparency, and long-term partnership rather than contractual compliance alone.

Suppliers and contractors are viewed as essential partners in delivering the Group's ESG commitments. Their practices play a direct role in shaping the environmental and social impact of the Group's developments and operations. As such, business partners are expected to uphold the same standards of integrity, responsibility, and transparency that guide the Group's own activities. Embedded across all business units and corporate functions, the policy ensures procurement decisions consistently reinforce the Group's values and contribute to a resilient, transparent, and sustainable supply chain.

7.2.3 How we work

7.2.3.1 Responsible sourcing

Responsible sourcing is woven into the way the Group operates across its diverse business portfolio. Environmental stewardship, social responsibility, and wellbeing are key considerations, particularly within property development activities where the Group works closely with contractors and sub-contractors to influence practices throughout the construction value chain.

7. Cultivating Community

During the year, the introduction of the Dorsett Sustainability Policy and Procurement Guideline provided suppliers with practical direction on integrating sustainability into their operations. The guidance encourages thoughtful material selection, greater use of durable and low-impact alternatives, and local sourcing where possible to reduce transport-related emissions. Circular economy principles are also promoted to support more efficient resource use and waste reduction over the long term.

Within hotel operations, responsible product selection plays an important role in delivering more sustainable guest experiences. By prioritising responsibly manufactured and certified products, such as FSC-certified paper, cage-free eggs, and compostable amenities, the Group seeks to reduce waste, manage costs effectively, and respond to growing expectations for more sustainable hospitality practices. Hotels are encouraged to strengthen sustainability efforts through supplier engagement, waste reduction initiatives, and gradual transitions to environmentally preferable alternatives.

In Hong Kong, collaboration with the Lever Foundation further demonstrates this approach, with a commitment to sourcing only cage-free eggs by 2030. This initiative supports animal welfare while strengthening transparency and accountability within the food supply chain.

In gaming operations, locally sourced goods and suppliers are prioritised to support local economies and reducing environmental impacts associated with sourcing.

7.2.3.2 Supplier management

Ongoing engagement with suppliers is supported through structured management and performance monitoring practices implemented across the Group. Regular assessments provide visibility into suppliers' environmental, social, and operational performance, enabling risks to be identified, good practices to be recognised, and improvement opportunities to be addressed through constructive dialogue.

At Lushan Resort in Chinese Mainland, suppliers are evaluated using a structured scoring framework that assesses product quality and service delivery. Strong performers are acknowledged, while suppliers requiring improvement are engaged through follow-up discussions and corrective actions. In Singapore, monthly Environment, Health and Safety performance reviews for contractors reinforce accountability and support continuous dialogue on safe and responsible practices.

Through clear expectations, consistent engagement, and performance monitoring, the Group seeks to cultivate long-term supplier relationships that support responsible sourcing, effective risk management, and sustainable value creation across the supply chain.

Considerate Constructors Scheme

Within the UK, responsible construction practices are reinforced through exclusive engagement with contractors registered under the Considerate Constructors Scheme. This industry-recognised initiative promotes high standards of conduct through a Code of Considerate Practice centred on respecting communities, caring for the environment, and valuing the workforce.

By working with contractors subject to independent assessments and regular audits, the Group aims to ensure construction activities go beyond statutory requirements. This approach helps minimise disruption to local communities while supporting the delivery of developments that are socially responsible and environmentally considerate.

New Tender Process for FEC UK

Further strengthening responsible procurement practices, FEC UK introduced a revised tender process during the year to embed ESG considerations more deeply into contractor selection. The updated framework encourages both existing and prospective suppliers to demonstrate alignment with the Group's social value priorities, guided by its four sustainability pillars.

The process also captures key ESG metrics, including emissions, resource use and social value outcomes, to assess how each project contributes to local employment, skills development and community impact.

Under the revised process, ESG considerations are introduced earlier and assessed more systematically, strengthening transparency, accountability, and collaboration across the supply chain. By aligning tendering practices with long-term sustainability objectives, the Group aims to build partnerships with suppliers who share its values and to foster a supply chain that is inclusive, resilient, and focused on long-term impact.

8. Placemaking

8.1 EXCEED GUEST EXPECTATIONS

8.1.1 Challenges and opportunities

Across our diverse business segments, the Group approaches customer experience as a journey shaped by trust, care, and consistent attention to detail. Customer satisfaction is deeply embedded in how the Group operates and remains a key priority across its portfolio of businesses. Delivering a consistently positive customer experience is not viewed simply as a competitive advantage, but as a core expression of the Group's values and commitment to responsible business practices.

As global travel continues to recover and customer expectations evolve, the Group's focus has broadened beyond comfort and service excellence to encompass wellbeing, trust, and responsibility. Quality, care, and sustainability are integrated throughout the customer journey, supported by the continuous review and enhancement of hygiene measures, service standards, and wellbeing safeguards. These efforts are designed to ensure that guests and employees alike feel safe, respected, and valued, while reinforcing confidence in the Group's operations and service delivery.

8.1.2 Commitment

Delivering high-quality service begins with a genuine commitment to customer wellbeing and satisfaction. This commitment is guided by the Product Responsibility Policy, which sets clear expectations for how the Group conducts its business with integrity, care, and accountability. By defining the standards that protect customers, employees, and communities, the policy supports transparent decision-making and encourages continuous improvement, ensuring that responsibility and trust are embedded into everyday operations. 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

Creating safe and comfortable indoor environments is a core element of the guest experience. Across our hotel portfolio, advanced air purification technologies have been adopted to support indoor air quality, including the use of Momax Robust Smart IoT UV-C HEPA Air Purifiers. These systems help filter airborne particles and neutralise pathogens, contributing to a healthier environment for guests and staff alike. Regular maintenance and filter replacement are carried out to ensure consistent performance. At selected properties, including Dorsett Chengdu, third-party specialists are engaged to conduct annual inspections of centralised ventilation systems. These independent assessments reinforce our commitment to maintaining high indoor air quality standards across our operations.

Implementing Closed-Circuit Television ("CCTV") monitoring systems

The safety and security of our guests, employees and assets are supported by comprehensive surveillance and monitoring systems across the Group. Within our hotel operations, CCTV systems are installed throughout premises and monitored around the clock by dedicated security personnel, complemented by routine patrols. Safety protocols also extend to the monitoring of critical infrastructure, including electrical and lift systems, gas and fuel supplies, fire alarms, water systems and anti-flooding measures.

In our car park operations, the "Care Assist" surveillance platform integrates CCTV feeds into a centralised system, enabling real-time monitoring and incident tracking across facilities. Our gaming operations are similarly supported by a centralised 24-hour security system, providing a secure environment for both staff and clients.

Fire Safety Training and Emergency Preparedness

At Dorsett Chengdu, building strong fire prevention awareness and emergency preparedness is an integral part of daily operations. A structured fire safety training and drill programme is implemented throughout the year to ensure all associates are well prepared to prevent incidents and respond effectively in emergency situations, safeguarding the safety of employees, guests, and property.

Fire safety training is provided to all new colleagues within one week of joining the hotel. These sessions are delivered by departmental trainers in collaboration with the Assistant Security Manager and cover key topics such as fire prevention measures, the proper use of firefighting equipment, and emergency response procedures. To reinforce learning and readiness, the Security Department also organises fire drills twice a year, allowing associates to familiarise themselves with evacuation routes and emergency protocols in a practical setting. Through the consistent delivery of training and regular drills, Dorsett Chengdu has fostered a strong safety culture and maintained a high level of emergency preparedness. During the reporting period, no major fire incidents were recorded, demonstrating the effectiveness of the fire safety management measures in place.

8.1.3.2 Customer privacy

Privacy policies

Protecting personal data is an essential part of building lasting confidence with customers, and the Group treats privacy and data security as fundamental responsibilities. Employees are guided by the Code of Conduct, which sets clear expectations for safeguarding proprietary and personal information encountered in the course of their work. Personal data collected through operations is securely stored on encrypted servers with regular backups in place, helping to protect against unauthorised access, data loss, or security breaches.

Across all jurisdictions in which the Group operates, applicable data protection laws and regulations are observed. In Europe, this includes compliance with the General Data Protection Regulation (GDPR), while in the UK, the requirements of the Data Protection Act 2018 are followed. Transparency remains a key focus, with customers informed about how their personal data is collected, used, and stored through the Personal Information Collection Statement, and given the option to opt out of marketing communications, reinforcing respect for individual choice and privacy. In Hong Kong, employees from Lan Kwai Fong Hotel @ Kau U Fong attended a seminar on personal data privacy by the Privacy Commissioner for Personal Data in February 2026 to enhance awareness of consumer data protection.

Cybersecurity

Safeguarding information and digital systems is a critical part of how the Group protects its people, assets, and reputation. Across hotel operations, robust digital infrastructure and cybersecurity protocols are in place to manage evolving cyber risks. Advanced firewalls and end-to-end protection software are deployed to defend against potential threats, with systems subject to regular inspections and updates to maintain resilience and reliability.

Similar standards are applied within the Group's gaming operations, where cybersecurity is treated as a core operational priority. All team members are introduced to the 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 established for all core gaming systems. These measures are further reinforced by the achievement of ISO/IEC 27001 Information Security Management System certification in October 2022, reflecting the Group's commitment to information security and data protection.

In the UK, information security is supported through the advancement of cloud-based backup solutions that synchronise critical data with external repositories. This initiative strengthens business continuity planning and enhances the Group's ability to recover systems efficiently in the event of disruption. In Hong Kong, a Data Security Policy has been established to raise awareness of information confidentiality and strengthen the protection of company data and IT assets by setting clear guidelines and responsibilities for all employees.

At J-Hotel by Dorsett, data privacy and protection are managed in accordance with the Personal Data Protection Act ("PDPA"). All frontline employees are required to acknowledge and comply with data protection requirements, reinforcing accountability and safeguarding guest information in both internal and external interactions. In addition, the IT function engages third-party cybersecurity solutions, such as Sophos software, to strengthen defences against cyberattacks and unauthorised access, supporting a secure digital environment for guests and employees alike.

Employee cybersecurity training

Building a strong cybersecurity culture starts with awareness and shared responsibility. The Group recognises that informed and vigilant employees play a critical role in protecting digital systems and data, and therefore places strong emphasis on ongoing cybersecurity training across its operations. By embedding cybersecurity awareness into everyday practices, employees at all levels are equipped with the knowledge and tools needed to uphold the Group's information security standards. In Australia, information security and privacy topics, including Protection of Privacy, Global Privacy Training, and Information Security and Protection, are reinforced through bi-monthly sharing in daily meetings and annual online training. All employees are required to complete these trainings, achieving a 100% completion rate.

8.1.3.3 Wellness

We focus on creating spaces where guests can slow down, feel at ease, and truly enjoy their time with us. From the moment they arrive, our hotels are designed to offer a sense of comfort, care, and calm, recognising the importance of both physical and mental wellbeing. Through thoughtfully curated wellness amenities and experiences across our properties, we aim to help guests unwind, recharge, and feel connected, turning each stay into a restorative and enriching experience rather than simply a place to rest.

Caring for the physical and mental wellness of our hotel guests

Supporting the physical and mental wellbeing of guests is an integral part of the experience the Group seeks to create across its hotels. Wellness offerings continue to evolve to encourage balance, relaxation, and a sense of ease throughout each stay. At Dorsett Tsuen Wan in Hong Kong, guests have access to a 24-hour gym, allowing them to maintain active lifestyles at their own pace. At Dao by Dorsett West London, in-room fitness options, including exercise bikes, provide added flexibility and privacy for guests who prefer to exercise within the comfort of their accommodation.

8. Placemaking

Wellbeing is also fostered through opportunities for social connection and shared experiences. The Dorsett Wine Hour, hosted at Dorsett Wanchai, Dorsett Mongkok, and Cosmo Hotel, offers guests a relaxed setting to enjoy music, light refreshments, and informal interaction. This initiative has been well received, enhancing the guest experience by creating moments of connection and community.

Thoughtful gestures further contribute to a welcoming atmosphere. At Dorsett Grand Labuan, guests are offered a complimentary welcome drink upon arrival, providing a refreshing start to their stay. Whether arriving after a long journey or beginning a short retreat, this simple yet considered touch reflects the Group's commitment to warm hospitality, attention to detail, and guest wellbeing, helping to set a positive tone from the outset.

Offering plant-based meal alternatives for hotel guests

As part of its broader sustainability strategy, the Group continues to expand plant-based dining options across hotel restaurants. These offerings support environmental objectives by helping to reduce carbon footprint, while also meeting growing demand for healthy, inclusive, and ethical food choices.

At Dorsett Kwun Tong in Hong Kong, guests are offered a diversified selection of vegetables and plant-based options at the daily buffet breakfast, offering over 10 items to cater to vegetarian diners.

8.1.3.4 Experience

Guest Experience Journey and Service Recovery

At J-Hotel by Dorsett, the Front Office Department plays a central role in shaping the guest experience and maintaining high levels of satisfaction. A clear service recovery protocol ensures that guest concerns are addressed promptly and effectively. When a complaint is received, the Duty Manager attends immediately to assess the situation and implement appropriate solutions, reinforcing the hotel's commitment to responsive and personalised service. These practices contributed to the hotel achieving a Guest Review Index score of 94%, reflecting consistently strong guest feedback.

Guest feedback is actively encouraged and used as a tool for continuous improvement. The Guest Experience Manager adopts an active listening approach, with constructive feedback documented and reviewed as internal case studies. Insights gathered help identify service gaps, refine operational practices, and enhance the overall guest journey.

When room conditions fall short of expectations, such as issues related to odour or cleanliness, a swift room-move process is implemented. The Duty Manager or Front Office Manager ensures alternative arrangements, including room upgrades where appropriate, are completed within 15 minutes. This timely response minimises inconvenience and supports effective service recovery.

In the UK, customer experience is enhanced through structured digital platforms and clear service protocols that improve transparency and efficiency. The Group utilises the Clixifix system to manage aftercare and defect reporting, enabling customers to track issues and receive timely updates within defined response timeframes, supported by a clear audit trail. In parallel, the Spaciable portal provides residents with digital access to home information and maintenance guidance, reducing paper use and supporting long-term property management, while dedicated communication channels and a formal complaints procedure ensure prompt, consistent, and accountable customer service.

The launch of Mobile Application

Care Park enhances customer experience through a user-focused mobile application that simplifies and streamlines parking in urban environments. The app enables users to easily locate available parking, access clear pricing information, and make secure digital payments, improving convenience, efficiency, and transparency. Features such as flexible start and stop session parking, digital receipt storage, and access to parking history allow users to better manage their time and expenses. By integrating smart digital solutions into everyday services, Care Park supports a seamless and accessible parking experience while contributing to more efficient and user-friendly urban mobility.

8. Placemaking

Customer Satisfaction

Customer satisfaction remains a key performance priority across all business segments. Guest and client feedback is actively gathered and analysed to drive continuous improvement in service quality and experience delivery. Within hotel operations, multiple feedback channels are used, including in-room surveys, social media platforms, and online review aggregators. Insights are consolidated into a Global Review Index, which is monitored regularly to guide timely responses and service enhancements.

In property management, strong emphasis is placed on customer engagement. In Australia, annual surveys provide insights into resident needs and expectations. In Manchester, service delivery is guided by a customer charter aligned with National House Building Council standards. In Singapore, a structured feedback protocol ensures public and neighbour concerns are addressed within 24 hours, supporting transparency and community trust.

Dedicated feedback channels are also maintained within car park and gaming operations. Car park users benefit from a 24-hour online support system, while gaming operations utilise a dedicated mobile application to streamline feedback and enhance responsiveness. Across hotel properties, front office teams are trained to resolve concerns promptly, with incident reports documented and follow-up actions tracked. Online feedback is treated with equal importance, and proactive engagement is undertaken to address issues raised on public platforms.

Within gaming operations, customer complaints are managed by the marketing team and escalated to the appropriate branch or headquarters within 24 hours. Guests are notified within 36 hours that their concerns are being addressed, with formal responses issued within 14 days. In FY2026, we received 4,764 product and service-related complaints, all of which were promptly investigated and resolved in line with our commitment to service excellence.

Meeting Accessibility Needs in Property Development

The Group is committed to creating inclusive environments across its developments by integrating accessibility considerations into design and planning. In Hong Kong, hotels such as Dorsett Wanchai are equipped with wheelchair ramps and other barrier-free features. The newly developed Dorsett Kai Tak Hotel includes rooms designed to meet full accessibility standards, reinforcing the Group's commitment to universal design and inclusive use.

Promoting Safer Gambling Measures

A proactive approach is taken to promote responsible gaming across all venues. Customers are provided with tools to manage gaming behaviour, including options to set self-imposed limits on visit frequency, spending, and account access. These measures form part of a broader responsible gaming programme designed to ensure fair, transparent, and informed participation.

Additional safeguards are in place to further support responsible gaming practices. Customers can voluntarily exclude themselves from gaming activities, either temporarily through short cooling-off periods or on a longer-term basis via national self-exclusion registers. Digital tools, such as on-site self-exclusion applications, provide convenient access to these options, while regular staff training equips employees to identify and respond to signs of gambling-related harm effectively.

Age and identity verification is conducted upon entry, and frontline staff are trained to identify signs of gambling-related harm. Support is offered to individuals in need, including assistance with voluntary self-exclusion. The Group also collaborates with non-profit organisations and regulatory bodies to strengthen its responsible gaming framework.

Internally, strict policies prohibit employees from participating in gaming activities on Group premises. All gaming staff receive mandatory responsible gaming training during onboarding, with regular refresher sessions to reinforce awareness. Together, these measures support a strong culture of responsibility, care, and accountability across gaming operations.

9. Appendix I: Climate Change Risk and Opportunity Management Supplementary Information

CLIMATE RISK AND OPPORTUNITY ASSESSMENT METHODOLOGY

Market research was conducted to identify climate risks and opportunities of our property development, hotel, and car park businesses in key locations. Climate scenario analysis and stakeholder engagement workshops involving representatives from business units potentially impacted by climate change were carried out to prioritise the materiality of the climate risks and opportunities. Through these processes, we evaluated the likelihood and potential significance of impacts associated with the identified risks and opportunities.

The climate scenarios selected for the assessment are based on international and industrial practices of the real estate and hotel sectors. These scenarios illustrate both best-case and worst-case scenarios, enabling consideration of a broader spectrum of potential future conditions when shaping our climate strategy and future strategic planning. Importantly, the selected scenarios align with the Paris Agreement, positioning us to adapt to and capitalise on the transition to a lower-carbon economy.

Summary of Climate Scenarios

Specifications	
Physical Risk Scenarios	**IPCC SSP1-2.6 – limit warming to 2°C** A low GHG emissions scenario features CO_2 emissions declining to net zero around or after 2050, followed by varying levels of net negative CO_2 emissions. **IPCC SSP5-8.5 – exceed warming of 4°C** A very high GHG emissions scenario has CO_2 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.
Transition Risk Scenarios[1]	**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 CO_2 emissions will be achieved. **NGFS Current Policies – exceed warming of 3°C** Only currently implemented policies are preserved, leading to low transition risks to assess impacts in business-as-usual settings.
Time Horizons[2]	• Short-term: 2030 • Medium-term: 2050 • Long-term: 2100

[1] 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.

[2] The time horizon adopted for the assessment aligns with the Paris Agreement, the Task Force on Climate-related Financial Disclosures recommendations as well as our planning horizons used for strategic decision-making.

9. Appendix I: Climate change risk and opportunity management supplementary information

Specifications	
Scope of Operations Analysed	**Physical Risk** • Key assets owned and managed by the Group across Hong Kong, Chinese Mainland, Singapore, Malaysia, the UK, and Australia. • These assets include headquarters and operating offices, and other properties related to our property development and investment, hotel and carpark businesses. **Transition Risk** • Key hotels owned and managed by the Group across Hong Kong, Chinese Mainland, Singapore, Malaysia, the UK, and Australia.[3]
Assumptions	Our analysis, conducted in 2025, involved in forecasting the frequency and magnitude of hazards. It assumes 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.

OUR PHYSICAL RISK EXPOSURE AND VULNERABILITY

Layer 1: Geographical hazard exposure

In the prior year, we assessed the short-, medium-, and long-term exposure of our key assets to physical climate hazards under both best-case and worst-case scenarios using scientific climate scenario modelling. The analysis provided a portfolio-level view of hazard exposure across different geographies.

Layer 2: Vulnerability

During the Reporting Period, the assessment was enhanced through the incorporation of asset-level vulnerability analysis. This involved evaluating the effectiveness of existing mitigation and adaptation measures for individual assets in response to relevant physical hazards. The vulnerability assessment considered factors such as building design features, operational controls, and implemented resilience measures.

Based on these findings, hazard scores derived from the climate models in the prior year were adjusted to reflect the degree of risk mitigation achieved at each asset. The resulting refined risk scores represent the residual physical climate risks, providing a more accurate reflection of potential impacts after management actions.

The results, summarised in the table below, illustrate the projected changes in risk levels across regions and time horizons, benchmarked against current inherent risk profiles. These insights support enhanced risk prioritisation and resilience planning across the portfolio.

Overall, the projections indicate an upward trend in risk levels across most physical hazard types over time, with drought being the exception. Despite this increasing trend, FEC's portfolio remains below the medium-high risk level across all physical risk types under both best-case and worst-case scenarios. Among the assessed hazards, rising temperature represent the most significant source of exposure.

[3] Given differences in operational characteristics, data availability, and financial impact pathways across business segments, the Group prioritised hotel operations for quantitative transition risk assessment, while other segments were assessed qualitatively and will be progressively incorporated as methodologies and data maturity improve.

9. Appendix I: Climate change risk and opportunity management supplementary information

Adjusted Physical Risk Assessment Results for FEC's Key Portfolio Following Vulnerability Assessment

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	••	••	••	••	••	••	••
	Chinese Mainland	•	•	•	•	••	••	••
	Singapore	•	•	•	•	••	••	••
	UK	••	••	••	•	••	••	•
River flood	Australia	••	••	••	••	••	••	••
	Hong Kong	•	•	•	•	•	•	•
	Malaysia	•	•	•	•	•	•	•
	Chinese Mainland	••	••	••	••	••	••	••
	Singapore	•	•	•	•	•	•	•
	UK	•	•	•	•	•	•	•
Tropical cyclone	Australia	••	••	••	••	••	••	••
	Hong Kong	•••	•••	•••	•••	•••	•••	••••
	Malaysia	•	•	•	•	•	•	•
	Chinese Mainland	••	••	••	••	••	••	••
	Singapore	•	•	•	•	•	•	••
	UK	•	•	•	•	•	•	••
Drought	Australia	••	••	••	••	••	••	••
	Hong Kong	••	••	•	•	•	•	•
	Malaysia	•	•	•	•	•	•	•
	Chinese Mainland	••	••	•	•	•	•	•
	Singapore	••	•	•	•	••	•	••
	UK	•	•	•	•	••	•	•
Sea level rise	Australia	•	•	•	•	•	•	••
	Hong Kong	•	••	••	••	••	••	•••
	Malaysia	•	•	•	••	•	••	••
	Chinese Mainland	•	••	••	•••	••	••	•••
	Singapore	•	•	•	•	•	•	•
	UK	•	•	•	•••	•	•	•••
Rising temperature	Australia	•••	•••	•••	•••	•••	•••	••
	Hong Kong	•••	•••	•••	•••	•••	•••	•••
	Malaysia	•••	•••	•••	•••	•••	•••	•••
	Chinese Mainland	•••	•••	•••	•••	•••	•••	•••
	Singapore	•••	•••	•••	•••	•••	•••	•••
	UK	•	•	•	•	••	••	••

Legend • Low ••Medium ••• Medium high •••• High ••••• Very high

IMPACTS OF PHYSICAL RISKS TO OUR KEY BUSINESSES AND OUR RESPONSE

To review the effectiveness and identify enhancement areas of our existing resilience measures and capabilities, we conducted a preliminary evaluation of the operational and financial impacts of the prioritised physical risks. This approach ensures preparedness to effectively mitigate and adapt to future acute and chronic hazards. The estimated impacts and corresponding measures are summarised below.

9. Appendix I: Climate change risk and opportunity management supplementary information

Impacts of Climate-Related Physical Risks and Opportunities to FEC's Key Businesses

Property Development Hotel Car Park

Physical Risk Type	Material Risk	Business Implications	Financial Impacts	Our Response
Acute	**Rainfall flood** **River flood** **Tropical cyclone**	(Property Development, Hotel, Car Park) **Medium term** – 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.)	(Property Development, Hotel, Car Park) **Medium term** – Increased capital expenditure for the installation of climate-resilient features against floods and typhoons **Long term** – 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** – 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.
	Drought	(Property Development, Hotel, Car Park) **Medium term** – Shortage of water supply, which may lead to business disruptions	(Hotel) **Short term** – Increased costs for installation of water-efficient technologies, more frequent water system inspections, and alternative water sources **Medium term** – Reduced revenue due to suspension of business operations	

9. Appendix I: Climate change risk and opportunity management supplementary information

Physical Risk Type	Material Risk	Business Implications	Financial Impacts	Our Response
Chronic	**Sea level rise**	**Medium term** – Increased possibility of damage to property and assets in low-lying or coastal areas **Long term** – Increased possibility for relocation of assets	**Medium term** – 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	**Medium term** – 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 **Long term** – Increased possibility for delays in delivering property development projects due to lower labour productivity – Increased health hazards for employees working outdoor	**Short term** – Changes in operational costs due to higher electricity and lower natural gas consumption, and delays in delivering property development projects **Medium to long term** – Increased capital expenditure for the adoption of heat insulation design	

Impacts of Transition Risks and Opportunities to Our Key Businesses and Our Response

Consistent with our physical risk management practices, we qualitatively assessed the operational and financial impacts associated with prioritised transition risks and opportunities. This approach enhances preparedness by strengthening our ability to anticipate, manage and adapt to evolving transition pressures over the medium to long term, while also enabling the proactive identification and capture of relevant transition-related opportunities.

9. Appendix I: Climate change risk and opportunity management supplementary information

Transition Risk/ Opportunity Type	Material Risk/ Opportunity	Business Implications	Financial Impacts	Our Response
Policy and Legal	**Introduction of carbon pricing**	**Short term** – Increased demand for recruiting carbon pricing experts or training – Rising competitive pressure to adopt energy-efficient technologies and leverage carbon offsets **Medium term** – 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	**Medium term** – Increased operational costs for recruiting experts or providing training – Change in carbon cost **Short term** – 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)	**ESG data management** 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. **Carbon footprint analysis and goals setting** 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. **ESG integrated procurement strategy** 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 UK, aiming to further reduce the greenhouse gas emissions from our purchased goods and services.
Transition – Reputation	**Stigmatisation of sector**	**Medium term** – 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 **Short term** – More stringent regulatory compliance for obtaining permits and approvals	**Medium term** – Increased operational costs for onboarding new partners and suppliers as well as implementing measures to fulfill escalating regulatory compliance – Reduced profitability due to increased capital expenditure associated with difficulties in accessing green funding and higher interest rates on financing – Decreased in 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.

9. Appendix I: Climate change risk and opportunity management supplementary information

Transition Risk/ Opportunity Type	Material Risk/ Opportunity	Business Implications	Financial Impacts	Our Response
	Growing public demand for decarbonisation efforts	**Short term** – Increased demand for recruiting decarbonisation experts or training – Higher needs in developing internal policies and practices on decarbonisation **Medium term** – 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.)	**Medium term** – 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 in the near future. **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.
Policy and Legal	**Enhanced public disclosure requirements**	**Short term** – Improved information sharing in the market, enabling more frequent comparison and benchmarking against industry peers – Enhanced efficiency in operations 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	**Short term** – Increased revenue if more business opportunities arise due to improved performance in ESG rating	**Ongoing monitoring of regulation updates** We closely keep track on the evolving disclosure requirements from international and local authorities and ensure internal stakeholders are fully aware of the updates. During FY2025, the Group engaged an independent third party consultant to develop training materials aimed at enhancing the Board's understanding of climate related risks and opportunities. This initiative also supported the Board's preparedness for the Hong Kong Exchanges and Clearing Limited's implementation of the Hong Kong Financial Reporting Standards ("HKFRS") sustainability disclosure standards. The training materials were subsequently shared with the Board members.

9. Appendix I: Climate change risk and opportunity management supplementary information

Transition Risk/ Opportunity Type	Material Risk/ Opportunity	Business Implications	Financial Impacts	Our Response
Policy and Legal	**Enhanced regulations on building codes and building energy efficiency**	**Short term** – 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 **Medium term** – Enhanced credibility when the Group has strong energy efficiency performance	**Medium term** – 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	**Ongoing monitoring of regulation updates** 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. **Adoption of energy efficiency technologies** 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. Dorsett Kai Tak initiates a range of energy efficiency initiatives, including the use of a District Cooling System for air-conditioning which is estimated to be 30% more efficient than conventional air-cooled systems. In addition, direct current intelligent fan coil units are installed in its hotel guestrooms, delivering an estimated 20% energy saving compared with traditional units. LED lighting has also been adopted in internal site offices to further reduce energy consumption. **Leveraging sustainable finance instruments for retrofitting projects** As part of our foray into Sustainability Linked Loans (SLLs), we have committed to upholding a set of key performance indicators (KPIs). One of these is directly linked to the energy consumption of Silka Seaview in Hong Kong. In 2025, we completed the building retrofit project, replacing chiller pipes and upgrading insulation across all guest floors, public areas at 1/F back of house, 19/F café and the G/F hotel lobby. The project reduced average electricity consumption by 28%, from 43.9 kWh per room night in FY2024/25 to 31.6 kWh per room night in FY2025/26.

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Transition Risk/ Opportunity Type	Material Risk/ Opportunity	Business Implications	Financial Impacts	Our Response
Market	**A shift in consumer/investor preferences toward sustainable options**	**Short term** – 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** Enhanced credibility when the Group is perceived as a sustainable leader **Long term** Supported the integration of sustainability considerations into the Group's development and operations, shaping its sustainable development roadmap through investments in energy efficiency, green building design and low-carbon operations to enhance competitiveness, attract sustainability-focused capital and deliver resilient, future-ready assets	**Short term** – 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, DHI, 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 implemented A Greener Stay at Dao to encourage our guests to go-green by opting out of daily housekeeping and replenishment of amenities.

Transition Risks and Opportunities Assessment for Our Hotel Business

During the Reporting Year, we engaged external professionals to perform a quantitative financial impact assessment of prioritised transition risks and opportunities for our hotel business, focusing on potential implications for operating expenditure and revenue.

The transition risk model was developed to assess the potential financial impacts of key climate transition drivers on FEC's hotel portfolio over the short- and medium-term horizons (2030 and 2050), using 2025 as the baseline year. The modelling approach provides forward-looking insight while maintaining an appropriate level of certainty relative to longer-term projections. The assessment integrates FEC-specific operation data, climate scenario data from the NGFS, and decarbonisation pathways aligned with the CRREM framework. A consistent annual inflation assumption was also applied across financial inputs. The results of the financial impact assessment are summarised below:

9. Appendix I: Climate change risk and opportunity management supplementary information

Indicator		Net Zero 2050		Current Policies	
		2030	2050	2030	2050
Expense	Change in costs associated with energy usage				
	Change in costs associated with carbon pricing				
Revenue	Additional revenue from transitioning to 100% green hotels				

Legend							
	Risk	Low	Medium	Medium high	High	Very high	Not Applicable
	Opportunity	Low	Medium	Medium high	High	Very high	

The assessment indicates a material increase in energy costs under both climate scenarios by 2050, primarily driven by rising energy demand, transition dynamics and inflationary pressures. Under the Net Zero 2050 scenario, energy costs are projected to increase significantly relative to the baseline. At the same time, green-certified hotels are assumed to achieve a moderate uplift in financial performance due to the shift in consumer preference for greener options under the Net Zero 2050 scenario.

ENHANCING OUR LONG-TERM RESILIENCE

We are currently focused on enhancing our approach to identifying and assessing climate-related risks and opportunities, forming a foundation for the development of transition planning. During the Reporting Period, external specialists supported the formulation of initial asset-level resilience enhancement plans, aimed at strengthening FEC's ability to manage physical climate risks at the operational level.

Building on these efforts, the Group is exploring the development of a climate transition plan to support its long-term resilience. Informed by the outcomes of its climate risk and opportunity assessments, the transition plan is expected to adopt a phased approach, focusing on strengthening climate risk management practices, improving operational efficiency, and enhancing stakeholder engagement on climate-related matters.

The scope, timeline, and implementation approach of the transition plan will continue to be refined as the Group further develops its data, methodologies, and strategic priorities in response to evolving regulatory expectations and market developments.

To ensure adequate resources for the implementation of resilience measures, we have adopted a Sustainable Finance Framework since 2022. This framework aligns with our sustainability strategy and vision, setting the conditions under which sustainable financing transactions can be undertaken to fund impactful projects and drive positive environmental and social outcomes. This year, HK$2.1 billion from SLL proceeds was leveraged to support energy consumption reduction, infrastructure upgrades, and increasing training hours across the Group.

10. Appendix II: Performance Data Summary

10.1 ENVIRONMENTAL PERFORMANCE

Metric	Unit	Hotel 2024	Hotel 2025	Hotel 2026	Property Development 2024	Property Development 2025	Property Development 2026	Carpark 2024	Carpark 2025	Carpark 2026	Gaming 2024	Gaming 2025	Gaming 2026	Office 2024	Office 2025	Office 2026	Total 2024	Total 2025	Total 2026	YoY Fluctuations FY25 to FY256
Environmental																				
Air emissions																				
NO_x emissions	kg	65.29	351.19	25.66	-	-	-	38.17	-	-	54.61	44.55	49.97	80.17	4.42	25.02	238.23	400.17	100.65	-75%
SO_x emissions	kg	1.04	0.84	0.88	3.80	3.43	1.01	0.72	-	0.08	0.88	0.75	0.73	0.10	0.07	0.04	6.54	5.09	2.75	-46%
PM emissions	kg	5.76	32.93	1.88	-	-	-	2.81	-	-	4.02	3.28	3.68	6.47	0.33	1.84	19.07	36.53	7.40	-80%
Energy consumption																				
Total energy consumption	MWh	**93,898.06**	**89,732.90**	**90,023.35**	**7,743.01**	**3,785.62**	**2,298.18**	**2,999.94**	**1,704.21**	**2,368.95**	**5,251.56**	**5,509.16**	**5,514.86**	**1,152.05**	**674.34**	**774.47**	**111,044.61**	**101,406.24**	**100,979.80**	**0%**
Direct energy consumption	MWh	**19,807.68**	**15,790.22**	**13,739.59**	**2,528.80**	**2,296.20**	**674.66**	**477.64**	**75.07**	**426.62**	**2,139.59**	**1,982.19**	**2,157.38**	**302.46**	**161.10**	**303.81**	**25,256.17**	**20,304.78**	**17,302.06**	**-15%**
Petrol	MWh	336.25	186.60	148.67	-	-	-	407.40	-	42.58	18.87	124.46	138.66	271.12	145.43	130.86	1,033.64	456.49	460.77	1%
Diesel	MWh	127.56	157.27	188.61	2,528.80	2,280.53	674.66	70.24	-	10.66	554.36	361.03	332.61	-	-	172.95	3,280.95	2,798.83	1,379.49	-51%
LPG	MWh	-	-	-	-	15.67	-	-	-	-	201.68	215.13	237.42	31.34	15.67	-	233.02	246.47	237.42	-4%
Fuel oil	MWh	-	-	-	-	-	-	-	75.07	373.39	171.93	171.93	205.67	-	-	-	171.93	247.00	579.05	134%
Natural gas	MWh	14,405.58	10,687.26	8,198.35	-	-	-	-	-	-	1,192.75	1,109.64	1,243.01	-	-	-	15,598.33	11,796.90	9,441.35	-20%
Towngas	MWh	4,623.55	4,428.76	5,203.97	-	-	-	-	-	-	-	-	-	-	-	-	4,623.55	4,428.76	5,203.97	18%
Others	MWh	314.74	330.33	-	-	-	-	-	-	-	-	-	-	-	-	-	314.74	330.33	-	-100%
Indirect energy consumption	MWh	**74,090.37**	**73,942.68**	**76,283.76**	**5,214.21**	**1,489.42**	**1,623.52**	**2,522.30**	**1,629.13**	**1,942.33**	**3,111.97**	**3,526.97**	**3,357.48**	**849.59**	**513.24**	**470.65**	**85,788.45**	**81,101.46**	**83,677.74**	**3%**
Electricity	MWh	67,692.31	71,750.01	70,097.17	5,214.21	1,489.42	1,623.52	2,522.30	1,629.13	1,942.33	3,080.47	2,945.02	3,040.99	849.59	513.24	470.65	79,358.89	78,326.84	77,174.66	-1%
Heating	MWh	6,315.37	2,137.51	3,255.42	-	-	-	-	-	-	-	-	-	-	-	-	6,315.37	2,137.51	3,255.42	52%
Renewable electricity generated and consumed onsite	MWh	82.69	55.16	2,931.18	-	-	-	-	-	-	31.50	581.95	316.49	-	-	-	114.19	637.11	3,247.67	410%
Total energy consumption intensity		**0.04**	**0.04**	**0.05**	**0.01**	**0.004**	**0.00**	**0.03**	**0.02**	**0.03**	**0.11**	**0.14**	**2.38**	**19.11**	**8.06**	**11.18**				
			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_2e	**43,805.33**	**38,473.89**	**41,801.36**	**5,097.35**	**8,605.36**	**11,519.19**	**1,657.06**	**1,083.43**	**1,244.39**	**1,968.22**	**1,742.83**	**1,800.02**	**357.32**	**177.54**	**517.07**	**52,885.27**	**50,083.05**	**56,882.03**	**14%**
Scope 1 emissions	tCO_2e	5,276.78	5,013.92	5,562.38	3,761.54	8,089.98	11,160.17	129.73	21.23	119.98	646.69	479.42	705.27	82.25	42.54	80.44	9,897.00	13,647.09	17,628.23	29%
Scope 2 emissions	tCO_2e	38,315.21	33,219.63	36,126.97	1,331.11	507.99	358.75	1,527.33	1,062.20	1,117.61	1,321.52	1,263.41	1,094.76	275.07	135.00	173.06	42,770.24	36,188.23	38,871.16	7%
Scope 3 emissions	tCO_2e	213.34	240.34	112.01	4.70	7.39	0.27	-	-	6.80	-	-	-	154.26	138.72	263.57	372.29	380.21	382.65	1%
Total GHG intensity		**0.02**	**0.02**	**0.02**	**4.60**	**8.52**	**17.16**	**0.02**	**0.01**	**0.02**	**0.04**	**0.04**	**0.78**	**5.93**	**2.12**	**7.46**				
			tCO_2e/room nights			tCO_2e/thousand square metres GFA completed			tCO_2e/car park bays			tCO_2e/thousand euros			tCO_2e/thousand square feet					
Water consumption																				
Total consumption	m^3	947,132.65	856,755.06	773,659.16	45,380.08	29,712.00	-	601.00	2,750.00	-	9,288.00	8,184.00	10,342.00	2,690.00	1,998.00	1,320.00	1,004,711.73	899,399.06	785,321.16	-13%
Total water intensity		**-**	**-**	**-**	**-**	**-**	**-**	**0.01**	**0.03**	**-**	**0.19**	**0.21**	**4.46**	**0.04**	**0.02**	**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	**9.14**	**3.80**	**212.27**	**4.55**	**-**	**-**	**-**	**-**	**-**	**0.80**	**0.80**	**0.50**	**0.00**	**0.00**	**0.00**	**14.49**	**4.61**	**212.77**	**4515%**
Non-hazardous waste produced	tonnes	**2,803.56**	**3,932.85**	**6,003.33**	**18,829.40**	**16,088.53**	**82,697.14**	**-**	**-**	**-**	**172.00**	**174.00**	**138.10**	**14.11**	**7.83**	**53.79**	**21,819.06**	**20,203.20**	**88,892.4**	**340%**
Commercial waste	tonnes	2,803.56	3,917.85	6,003.33	2,649.00	5,254.40	10,156.90	-	-	-	172.00	174.00	93.10	14.11	7.83	53.79	5,638.67	9,354.07	16,307.11	74%
Construction & demolition waste	tonnes	-	15.00	-	16,180.40	10,834.13	72,540.24	-	-	-	-	-	45.00	-	-	-	16,180.40	10,849.13	72,585.24	569%
Non-hazardous waste recycled or reused	tonnes	**1,209.91**	**2,120.48**	**4,118.89**	**7,121.79**	**4,449.83**	**1,741.06**	**-**	**-**	**-**	**19.30**	**20.20**	**61.10**	**3.63**	**4.25**	**53.77**	**8,354.62**	**6,594.76**	**5,974.82**	**-9%**
Paper	tonnes	765.87	1,315.79	979.31	2.13	16.08	36.88	-	-	-	8.00	9.70	11.90	3.29	4.07	53.67	779.29	1,345.64	1,081.75	-20%
Plastics	tonnes	15.05	207.79	2,328.44	1.00	41.73	63.20	-	-	-	2.80	3.20	2.60	0.13	0.15	0.10	18.98	252.87	2,394.34	847%
Metal	tonnes	3.94	13.81	4.80	-	407.56	427.50	-	-	-	-	-	-	0.00	0.01	-	3.94	421.38	432.30	3%
Glass	tonnes	20.37	-	12.79	-	-	-	-	-	-	7.70	7.30	10.60	0.01	0.01	-	28.07	7.31	23.39	220%
Food waste	tonnes	122.04	116.93	110.80	-	-	-	-	-	-	-	-	36.00	0.00	0.01	-	122.04	116.94	146.80	26%
Construction & demolition waste for reuse	tonnes	-	-	-	4,484.66	203.31	957.19	-	-	-	-	-	-	-	-	-	4,484.66	203.31	957.19	371%
Mixed recyclables	tonnes	282.64	466.16	682.76	2,634.00	3,781.15	256.29	-	-	-	0.80	-	-	0.19	0.00	-	2,917.63	4,247.32	939.05	-78%
Hazardous waste intensity		**4.33269**	**1.82640**	**116.72877**	**0.00411**	**-**	**-**	**-**	**-**	**-**	**0.01620**	**0.02018**	**0.02346**	**0.00003**	**0.00002**	**0.00000**				
			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		**1.33**	**1.89**	**3.30**	**0.02**	**-**	**-**	**-**	**-**	**-**	**3.48**	**4.39**	**0.06**	**0.23**	**0.09**	**0.78**				
			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 FY2026 environmental KPIs is in line with FY2025, which includes the use of the latest available emission factors with reference to the IEA Energy Statistics Manual, GHG Protocol, US EPA Emission Factors for Greenhouse Gas Inventories, DEFRA Greenhouse Gas Reporting: Conversion Factors 2025, Water Supplies Department Annual Report 2024/25, Drainage Services Department ESG Report 2024/25, 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. FEC will align its GHG inventory with the requirements of the GHG Protocol in the future. Currently, FEC's calculation approach is aligned with the HKEX.

4. This year, FEC's scope 3 emissions include hotel stay-related emissions under Category 6: Business Travel for the following assets: Dorsett Tsuen Wan, FEC Office, Lan Kwai Fong Hotel @ Kau U Fong, Manchester Office, Silka Far East, and Silka Seaview. In the future, FEC aims to expand this list to cover additional assets.

5. Includes car park bays that are owned or managed by the Group only. This year, no information is received from the Malaysia car park, and data collected for FEC's Australia car park has been combined with the Melbourne car park office data.

6. FEC Australia data includes social information on a restaurant that FEC operates in Sydney, but no environmental data is provided.

7. The total energy consumption includes direct and indirect energy consumption, and the consumption of renewable electricity generated and consumed onsite. This year, fuel oil consumption has increased, which is attributable to improved data capture in FY2026.

8. Include compressed natural gas, petroleum coke, acetylene and other coal gas.

9. Global Warming Potential ("GWP") values are referenced from the IPCC Sixth Assessment Report and the UK Department for Environment Food and Rural Affairs.

10. GHG emission calculations comprise carbon dioxide, methane, nitrous oxide and hydrofluorocarbons.

11. Scope 1 emissions include direct emissions from combustion of fuel in stationary and mobile sources and fugitive releases from equipment and systems. This year, FEC's scope 1 emissions increased compared to last year due to an increase in business activities in our Victoria Riverside and Collyhurst Village property development sites.

12. Scope 2 emissions include energy indirect emissions from the generation of purchased electricity, purchased town gas (for hotel operations in Hong Kong) and purchased heating.

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. This year, the amount of mixed recyclables decreased due to the completion of the Perth Hub - Perth City Link project.

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. FEC's 2024 office water consumption data has been restated following a third-party review.

10. Appendix II: Performance Data Summary

10.2 SOCIAL PERFORMANCE

Metric	Unit	Hotel 2024	Hotel 2025	Hotel 2026	Carpark 2024	Carpark 2025	Carpark 2026	Gaming 2024	Gaming 2025	Gaming 2026	Office 2024	Office 2025	Office 2026	Total 2024	Total 2025	Total 2026	YoY Fluctuations FY25 to FY26
Social																	
Employment																	
Total Workforce		**2,441**	**2,455**	**2,442**	**343**	**260**	**239**	**414**	**423**	**470**	**413**	**422**	**516**	**3,611**	**3,560**	**3,667**	**3.01%**
By gender																	
Male	Number	1,229	1,220	1,234	277	215	197	209	204	223	230	234	272	1,945	1,873	1,926	2.83%
Female	Number	1,212	1,235	1,208	66	45	42	205	219	247	183	188	244	1,666	1,687	1,741	3.20%
By region																	
Hong Kong	Number	595	710	748	-	-	-	-	-	-	142	143	195	737	853	943	10.55%
Mainland China	Number	508	487	422	-	-	-	-	-	-	26	24	18	534	511	440	-13.89%
Singapore	Number	63	64	68	-	-	-	-	-	-	11	9	8	74	73	76	4.11%
UK	Number	56	-	107	106	57	-	-	-	-	77	86	107	239	143	214	49.65%
Australia	Number	532	536	500	190	152	239	-	-	-	108	114	123	830	802	862	7.48%
Malaysia	Number	461	440	416	47	51	-	-	-	-	-	-	-	508	491	416	-15.27%
Czech Republic	Number	55	57	50	-	-	-	414	423	470	37	40	65	506	520	585	12.50%
Germany	Number	131	119	94	-	-	-	-	-	-	-	-	-	131	119	94	-21.01%
Austria	Number	40	42	37	-	-	-	-	-	-	-	-	-	40	42	37	-11.90%
Malta	Number	-	-	-	-	-	-	-	-	-	12	6	-	12	6	-	-100.00%
By age group																	
30 or below	Number	663	698	643	78	55	51	99	100	116	53	57	94	893	910	904	-0.66%
31-40	Number	581	571	565	71	52	50	148	145	146	141	130	169	941	898	930	3.56%
41-50	Number	619	615	589	84	71	63	97	96	117	116	126	138	916	908	907	-0.11%
51 or above	Number	578	571	645	110	82	75	70	82	91	103	109	115	861	844	926	9.72%
By employee category																	
Senior management																172	
Male	Number	58	49	55	14	6	4	6	6	7	35	32	33	113	93	99	6.45%
Female	Number	49	48	47	3	3	3	1	1	1	19	19	22	72	71	73	2.82%
Middle management																611	
Male	Number	264	237	251	20	17	22	20	21	24	62	65	68	366	340	365	7.35%
Female	Number	182	157	173	7	4	7	4	3	3	46	58	63	239	222	246	10.81%
General staff																2,883	
Male	Number	907	934	927	243	192	171	183	177	192	133	137	171	1,466	1,440	1,461	1.46%
Female	Number	981	1,030	988	56	38	32	200	215	243	118	111	159	1,355	1,394	1,422	2.01%
By employee type																3,602	
Full-time	Number	2,130	2,184	2,085	289	168	159	355	356	402	392	405	498	3,166	3,113	3,144	1.00%
Part-time	Number	311	271	292	54	92	80	59	67	68	21	17	18	445	447	458	2.46%
New employees		**874**	**744**	**806**	**101**	**9**	**28**	**99**	**93**	**152**	**129**	**164**	**267**	**1,203**	**1,010**	**1,253**	**24.06%**
By gender																	
Male	Number	425	381	422	77	8	25	51	37	68	77	89	130	630	515	645	25.24%
Female	Number	449	363	384	24	1	3	48	56	84	52	75	137	573	495	608	22.83%
By region																	
Hong Kong	Number	170	237	216	-	-	-	-	-	-	55	59	103	225	296	319	7.77%
Mainland China	Number	112	63	54	-	-	-	-	-	-	1	-	2	113	63	56	-11.11%
Singapore	Number	33	23	36	-	-	-	-	-	-	1	1	-	34	24	36	50.00%
UK	Number	34	-	88	31	-	-	-	-	-	17	38	33	82	38	121	218.42%
Australia	Number	389	213	304	64	4	28	-	-	-	50	55	67	503	272	399	46.69%
Malaysia	Number	53	110	63	6	5	-	-	-	-	-	-	-	59	115	63	-45.22%
Czech Republic	Number	20	14	8	-	-	-	99	93	152	3	5	62	122	112	222	98.21%
Germany	Number	38	30	10	-	-	-	-	-	-	-	-	-	38	30	10	-66.67%
Austria	Number	25	54	27	-	-	-	-	-	-	-	-	-	25	54	27	-50.00%
Malta	Number	-	-	-	-	-	-	-	-	-	2	6	-	2	6	-	-100.00%

10. Appendix II: Performance Data Summary

Metric	Unit	Hotel 2024	Hotel 2025	Hotel 2026	Carpark 2024	Carpark 2025	Carpark 2026	Gaming 2024	Gaming 2025	Gaming 2026	Office 2024	Office 2025	Office 2026	Total 2024	Total 2025	Total 2026	YoY Fluctuations FY25 to FY26
By age group																	
30 or below	**Number**	413	348	406	39	6	8	47	47	72	28	45	78	527	446	564	26.46%
31–40	**Number**	210	150	179	22	3	4	24	23	34	36	48	86	292	224	303	35.27%
41–50	**Number**	145	143	125	17	–	7	19	9	26	39	42	55	220	194	213	9.79%
51 or above	**Number**	106	103	96	23	–	9	9	14	20	26	29	48	164	146	173	18.49%
Employee turnover rate		**28.8**	**35.1**	**36.4**	**32.1**	**30.8**	**41.4**	**21.5**	**17.7**	**23.0**	**21.5**	**31.5**	**39.9**	**25.6**	**26.0**	**33.2**	**27.54%**
By gender																	
Male	**Percentage (%)**	26.69	34.51	32.98	27.44	30.70	40.61	17.70	18.63	21.97	23.91	28.21	39.34	25.50	26.48	33.39	26.08%
Female	**Percentage (%)**	25.50	35.63	32.78	51.52	31.11	45.24	25.37	16.89	23.89	18.58	35.64	40.57	25.75	25.43	32.91	29.42%
By region																	
Hong Kong	**Percentage (%)**	26.55	30.56	27.54	–	–	–	–	–	–	21.13	39.16	53.33	28.90	24.97	32.77	31.22%
Mainland China	**Percentage (%)**	27.17	25.26	30.81	–	–	–	–	–	–	11.54	8.33	11.11	26.03	27.20	30.00	10.29%
Singapore	**Percentage (%)**	46.03	31.25	23.53	–	–	–	–	–	–	27.27	22.22	12.50	40.54	41.10	21.05	-48.77%
UK	**Percentage (%)**	71.43	–	67.29	12.26	92.98	–	–	–	–	23.38	33.72	21.50	29.29	48.95	49.07	0.23%
Australia	**Percentage (%)**	29.51	61.38	59.40	48.42	13.82	41.42	–	–	–	27.78	22.81	47.15	36.02	37.28	53.71	44.07%
Malaysia	**Percentage (%)**	14.97	22.05	18.51	10.64	11.76	–	–	–	–	–	–	–	14.57	15.07	18.51	22.82%
Czech Republic	**Percentage (%)**	41.82	49.12	32.00	–	–	–	–	–	–	8.11	5.00	27.69	22.73	22.12	31.79	43.77%
Germany	**Percentage (%)**	41.22	60.50	11.70	–	–	–	–	–	–	–	–	–	41.22	45.38	11.70	-74.21%
Austria	**Percentage (%)**	42.50	154.76	167.57	–	–	–	–	–	–	–	–	–	42.50	40.48	167.57	313.99%
Malta	**Percentage (%)**	–	–	–	–	–	–	–	–	–	16.67	266.67	–	16.67	33.33	–	-100.00%
By age group																	
30 or below	**Percentage (%)**	20.21	27.65	27.53	23.08	23.64	54.90	15.15	15.00	17.24	22.64	19.30	21.28	37.63	36.92	55.97	51.59%
31–40	**Percentage (%)**	15.49	16.64	19.12	25.35	21.15	34.00	7.43	9.66	10.27	13.48	16.15	14.20	26.04	27.28	32.90	20.60%
41–50	**Percentage (%)**	8.08	11.06	10.53	26.19	18.31	20.63	10.31	6.25	7.69	11.21	11.90	16.67	20.20	20.37	24.37	19.59%
51 or above	**Percentage (%)**	9.34	11.38	12.09	16.36	35.37	29.33	1.43	3.66	5.49	10.68	17.43	34.78	18.47	18.84	23.97	27.26%
Health & safety																	
Work-related fatalities	**Number**	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Work-related fatalities rate	**Percentage (%)**	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Work-related injuries	**Number**	27	42	37	–	–	1	8	4	4	–	1	3	35	47	45	-4.26%
Work-related injuries rate	**Percentage (%)**	0.01	0.02	0.02	–	–	0.00	0.02	0.01	0.01	–	0.00	0.01	0.28	0.28	0.19	-31.82%
Lost days due to work-related injury	**Days**	361.00	935.80	613.00	–	–	–	177.50	142.30	311.00	–	3.00	113.00	538.50	1,081.10	1,037.00	-4.08%
Learning & development																	**64,584.89**
Average training hours per employees	**Hours**	**15.9**	**10.1**	**70.3**	**0.0**	**0.4**	**0.5**	**11.7**	**9.2**	**2.8**	**7.0**	**11.8**	**2.3**	**11.9**	**12.92**	**43.1**	**233.14%**
By gender																	
Male	**Hours**	13.1	8.4	73.8	0.0	0.5	0.4	13.5	9.9	3.0	6.4	12.4	3.0	10.6	11.00	48.1	337.46%
Female	**Hours**	–	–	–	0.0	–	1.1	10.0	8.5	2.5	7.8	11.0	1.6	13.5	13.40	37.5	179.51%
By region																	
Hong Kong	**Hours**	6.1	5.8	6.1	–	–	–	–	–	–	6.5	4.4	1.6	6.2	5.4	5.2	-3.60%
Mainland China	**Hours**	15.4	10.2	9.2	–	–	–	–	–	–	2.8	9.0	–	15.0	15.7	8.8	-43.98%
Singapore	**Hours**	7.4	6.7	10.8	–	–	–	–	–	–	–	–	–	6.3	6.4	9.6	50.19%
UK	**Hours**	1.0	–	148.3	0.0	2.0	–	–	–	–	2.8	29.0	6.3	1.1	1.9	77.3	3,963.76%
Australia	**Hours**	34.5	24.8	25.9	0.0	–	0.5	–	–	–	2.0	1.9	1.0	22.4	23.2	15.3	-33.82%
Malaysia	**Hours**	5.7	1.9	281.3	0.0	–	–	–	–	–	–	–	–	5.2	9.2	281.3	2,958.00%
Czech Republic	**Hours**	14.4	8.1	4.3	–	–	–	11.7	9.2	2.8	36.1	28.2	1.2	13.8	13.4	2.7	-79.78%
Germany	**Hours**	8.4	5.0	–	–	–	–	–	–	–	–	–	–	8.4	9.2	–	-100.00%
Austria	**Hours**	8.9	4.6	–	–	–	–	–	–	–	–	–	–	8.9	8.5	–	-100.00%
Malta	**Hours**	–	–	–	–	–	–	–	–	–	10.5	46.8	–	10.5	21.0	–	-100.00%
By employee category																	
Senior management	**Hours**	42.2	16.5	47.8	0.3	0.9	3.4	36.6	30.9	7.4	8.7	14.9	1.3	28.4	32.0	29.3	-8.59%
Middle management	**Hours**	20.0	14.1	55.8	0.1	0.4	1.1	38.7	44.5	7.6	8.6	7.5	1.4	17.7	19.2	39.4	105.42%
General staff	**Hours**	11.5	9.0	66.2	0.0	0.4	0.3	9.6	6.7	2.4	6.5	13.2	2.8	44.6	48.2	210.8	337.50%

10. Appendix II: Performance Data Summary

		Hotel			Carpark			Gaming			Office			Total			YoY Fluctuations
Metric	**Unit**	**2024**	**2025**	**2026**	**2024**	**2025**	**2026**	**2024**	**2025**	**2026**	**2024**	**2025**	**2026**	**2024**	**2025**	**2026**	**FY25 to FY26**
Percentage of employee who received trainings		**94.22**	**80.45**	**82.44**	**2.33**	**5.38**	**6.69**	**100.00**	**101.18**	**100.00**	**50.85**	**56.40**	**39.34**	**75.30**	**76.38**	**68.45**	**-10.38%**
By gender																	
Male	**Percentage (%)**	83.16	75.57	81.12	2.17	6.51	6.09	100.00	108.82	100.00	50.00	54.27	35.66	69.51	72.18	69.21	-4.11%
Female	**Percentage (%)**	87.87	85.26	92.22	3.03	-	9.52	100.00	94.06	100.00	51.91	59.04	43.44	82.05	81.03	84.49	4.27%
By region																	
Hong Kong	**Percentage (%)**	75.80	81.97	76.34	-	-	-	-	-	-	47.18	49.65	35.90	70.28	60.73	67.97	11.93%
Mainland China	**Percentage (%)**	98.62	99.18	100.00	-	-	-	-	-	-	11.54	12.50	-	94.38	98.63	95.91	-2.76%
Singapore	**Percentage (%)**	100.00	71.88	100.00	-	-	-	-	-	-	-	-	-	85.14	86.30	89.47	3.68%
UK	**Percentage (%)**	100.00	-	113.08	2.83	24.56	-	-	-	-	-	18.60	30.84	24.69	41.26	71.96	74.42%
Australia	**Percentage (%)**	94.74	89.37	99.60	2.63	-	6.69	-	-	-	84.26	77.19	28.46	72.29	74.81	63.69	-14.87%
Malaysia	**Percentage (%)**	62.04	35.91	92.55	-	-	-	-	-	-	-	-	-	56.30	58.25	92.55	58.88%
Czech Republic	**Percentage (%)**	100.00	126.32	100.00	-	-	-	100.00	101.18	100.00	100.00	97.50	100.00	100.00	97.31	100.00	2.77%
Germany	**Percentage (%)**	100.00	100.00	-	-	-	-	-	-	-	-	-	-	100.00	110.08	-	-100.00%
Austria	**Percentage (%)**	100.00	85.71	-	-	-	-	-	-	-	-	-	-	100.00	95.24	-	-100.00%
Malta	**Percentage (%)**	-	-	-	-	-	-	-	-	-	100.00	350.00	-	100.00	200.00	-	-100.00%
By employee category																	
Senior management	**Percentage (%)**	84.11	106.19	94.12	17.65	11.11	42.86	100.00	100.00	100.00	51.85	66.67	43.64	69.19	78.05	76.16	-2.42%
Middle management	**Percentage (%)**	76.91	77.16	94.81	66.67	33.33	100.00	2,400.00	5,000.00	100.00	326.32	436.84	250.00	71.24	76.69	79.71	3.93%
General staff	**Percentage (%)**	87.61	79.84	84.44	1.00	5.22	4.93	100.00	94.64	100.00	47.81	48.79	37.58	46.93	46.72	46.06	-1.40%
Percentage of employee receiving regular appraisal	**Percentage (%)**	79.64	91.98	87.64	9.91	6.54	9.62	100.00	101.18	100.00	68.28	90.52	80.62	69.07	70.06	77.58	10.74%
Customer Relationship																	
Products and service related complaints received	**Number**	1,539	1,568	4,764	-	-	-	-	-	-	77	-	-	1,616	1,568	4,764	203.83%
Community Investment																	
Donation amount		**136,204**	**122,420**	**124,866**	**-**	**-**	**-**	**-**	**283,405**	**44,541**	**2,781,939**	**1,863,326**	**7,125,126**	**2,918,143**	**2,267,034**	**7,294,533**	**221.77%**
Arts & culture	**HK$**	39,680	4,975	5,911	-	-	-	-	2,455	-	520,450	1,111,000	5,168	560,130	1,118,430	11,079	-99.01%
Environment	**HK$**	1,328	4,311	4,022	-	-	-	-	125,788	-	305,415	29,000	5,168	306,743	159,059	9,190	-94.22%
Community wellness	**HK$**	38,217	98,439	69,584	-	-	-	-	22,329	33,515	1,813,536	1,458,261	6,096,621	1,851,753	1,579,029	6,199,721	292.63%
Youth education & development	**HK$**	21,349	1,250	6,916	-	-	-	-	3,363	-	25,319	215,947	1,005,168	46,669	220,560	1,012,084	358.87%
Others	**HK$**	35,630	13,446	38,432	-	-	-	-	129,470	11,026	117,218	84,000	13,000	152,848	226,916	62,458	-72.48%
No. of volunteers		**335**	**556**	**740**	**-**	**-**	**-**	**18**	**-**	**18**	**114**	**98**	**129**	**467**	**654**	**887**	**35.63%**
Arts & culture	**Number**	22	100	30	-	-	-	-	-	-	4	1	10	26	101	40	-60.40%
Environment	**Number**	74	196	182	-	-	-	-	-	-	8	5	53	82	201	235	16.92%
Community wellness	**Number**	156	122	293	-	-	-	10	-	10	68	70	12	234	192	315	64.06%
Youth education & development	**Number**	24	26	76	-	-	-	-	-	-	22	19	49	46	45	125	177.78%
Others	**Number**	59	112	159	-	-	-	8	-	8	12	3	5	79	115	172	49.57%
Volunteering hours		**2,055**	**1,150**	**3,538**	**-**	**-**	**-**	**82**	**-**	**82**	**541**	**-**	**575**	**2,678**	**1,150**	**4,194**	**264.70%**
Arts & culture	**Hours**	72	3	80	-	-	-	-	-	-	20	-	71	92	3	151	4,916.67%
Environment	**Hours**	1,179	276	365	-	-	-	-	-	-	202	-	169	1,381	276	534	93.30%
Community wellness	**Hours**	500	516	265	-	-	-	60	-	60	152	-	92	712	516	417	-19.19%
Youth education & development	**Hours**	81	60	237	-	-	-	-	-	-	123	-	229	204	60	466	676.67%
Others	**Hours**	223	295	2,591	-	-	-	22	-	22	44	-	14	289	295	2,627	790.51%

10. Appendix II: Performance Data Summary

Metric	Unit	Hotel 2024	Hotel 2025	Hotel 2026	Carpark 2024	Carpark 2025	Carpark 2026	Gaming 2024	Gaming 2025	Gaming 2026	Office 2024	Office 2025	Office 2026	Total 2024	Total 2025	Total 2026	YoY Fluctuations FY25 to FY26
Supply Chain																	
Number of suppliers by geographical region		**1,010**	**1,162**	**1,928**	**1,331**	**2,204**	**1,761**	**-**	**495**	**1,294**	**1,512**	**1,279**	**500**	**3,853**	**5,140**	**5,483**	**6.67%**
Hong Kong	**Number**	240	536	503	-	-	-	-	-	-	33	35	23	273	571	526	-7.88%
Mainland China	**Number**	372	234	94	-	-	-	-	-	-	36	28	39	408	262	133	-49.24%
Singapore	**Number**	262	265	301	-	-	-	-	-	-	-	2	-	262	267	301	12.73%
Asia (excluding Hong Kong, Mainland China and Singapore)	**Number**	80	86	90	229	184	235	-	-	-	424	2	-	733	272	325	19.49%
United Kingdom	**Number**	23	3	640	112	129	161	-	-	5	6	264	-	141	396	806	103.54%
Europe	**Number**	5	5	5	3	3	4	-	495	1,287	763	515	-	771	1,018	1,296	27.31%
Australia	**Number**	28	27	269	983	1,885	1,357	-	-	-	250	422	438	1,261	2,334	2,064	-11.57%
North America	**Number**	-	5	13	4	3	4	-	-	2	-	4	-	4	12	19	58.33%
Other region	**Number**	-	1	13	-	-	-	-	-	-	-	7	-	-	8	13	62.50%

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 2026. This excludes employees in our property development segment.

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. FEC Australia data includes social information on a restaurant that FEC operates in Sydney, but no environmental data is provided.

23. 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.

24. 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.

25. General staff refers to colleagues other than senior management and middle management.

26. 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%".

27. 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)".

28. The rate of work-related injuries is calculated as "Total number of recordable work-related injuries divided number of employees (per 100 employees)".

29. 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". This year, some regions recorded a decrease in average training hours per employee due to reduced training opportunities in FY2026.

30. FEC's 2024 office training hours data has been restated following a third-party review.

31. 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%.

32. 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%".

33. Exchange rate of 1 Chinese Yuan Renminbi = 1.14 Hong Kong Dollar; 1 Singapore Dollar = 6.08 Hong Kong Dollar; 1 British Pound = 10.34 Hong Kong Dollar; 1 Australian Dollar = 5.37 Hong Kong Dollar; 1 US Dollar = 7.84 Hong Kong Dollar; 1 Euro = 9.03 Hong Kong Dollar; 1 Malaysian Ringgit = 1.94 Hong Kong Dollar; 1 Czech Koruna = 0.37 Hong Kong Dollar; 1 New Zealand Dollar = 4.48 Hong Kong Dollar; 1 Hungarian forint = 0.02 Hong Kong Dollar used.

34. Fluctuations in the thematic donation amounts are largely attributable to the availability of programmes hosted by external organisations as well as the events in the market during the financial year.

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APPENDIX C2 ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORTING CODE

Mandatory Disclosure Requirements		Sections/Remarks
Governance Structure	A statement from the board containing the following elements: (i) a disclosure of the board's oversight of ESG issues; (ii) the board's ESG management approach and strategy, including the process used to evaluate, prioritise and manage material ESG-related issues (including risks to the issuer's businesses); and (iii) how the board reviews progress made against ESG-related goals and targets with an explanation of how they relate to the issuer's businesses.	1.3 Chairman and Chief Executive Officer's Statement 3.2 Sustainability Governance
Reporting Principles	A description of, or an explanation on, the application of the following Reporting Principles in the preparation of the ESG report:	
	Materiality: The ESG report should disclose: (i) the process to identify and the criteria for the selection of material ESG factors; (ii) if a stakeholder engagement is conducted, a description of significant stakeholders identified, and the process and results of the issuer's stakeholder engagement.	1.5.4 Reporting Principles 3.3 Materiality Assessment 3.4 Stakeholder Engagement
	Quantitative: Information on the standards, methodologies, assumptions and/or calculation tools used, and source of conversion factors used, for the reporting of emissions/ energy consumption (where applicable) should be disclosed.	1.5.4 Reporting Principles 10. Performance Data Summary
	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.	1.5.4 Reporting Principles 10. Performance Data Summary
Reporting Boundary	A narrative explaining the reporting boundaries of the ESG report and describing the process used to identify which entities or operations are included in the ESG report. If there is a change in the scope, the issuer should explain the difference and reason for the change.	1.5.2 Reporting Boundary

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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 A1.3	Total hazardous waste produced (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 A1.4	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.

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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
B. Social		
Employment and Labour Practices		
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
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

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Subject Areas, Aspects, General Disclosures and KPIs		Sections/Remarks
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
Operating Practices		
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

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Subject Areas, Aspects, General Disclosures and KPIs		Sections/Remarks
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
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

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Subject Areas, Aspects, General Disclosures and KPIs		Sections/Remarks
Community		
Aspect B8: Community Investment		
General Disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	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

Climate-related Disclosures			Sections/Remarks
(I)	**Governance**		
19.	An issuer shall disclose information about:		
	(a)	the governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of climate-related risks and opportunities. Specifically, the issuer shall identify that body(s) or individual(s) and disclose information about:	5.2.2.4 Climate Change Risk and Opportunity Management – Governance
	(a)(i)	how the body(s) or individual(s) determines whether appropriate skills and competencies are available or will be developed to oversee strategies designed to respond to climate-related risks and opportunities;	5.2.2.4 Climate Change Risk and Opportunity Management – Governance
	(a)(ii)	how and how often the body(s) or individual(s) is informed about climate related risks and opportunities;	5.2.2.4 Climate Change Risk and Opportunity Management – Governance
	(a)(iii)	how the body(s) or individual(s) takes into account climate-related risks and opportunities when overseeing the issuer's strategy, its decisions on major transactions, and its risk management processes and related policies, including whether the body(s) or individual(s) has considered trade-offs associated with those risks and opportunities;	5.2.2.4 Climate Change Risk and Opportunity Management – Governance
	(a)(iv)	how the body(s) or individual(s) oversees the setting of, and monitors progress towards, targets related to climate-related risks and opportunities (see paragraphs 37 to 40), including whether and how related performance metrics are included in remuneration policies (see paragraph 35); and	While climate-related performance metrics are not included in the remuneration policies currently, the Board proactivity monitors progress towards, and targets related to climate-related risks and opportunities.
	(b)	management's role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities, including information about:	5.2.2.4 Climate Change Risk and Opportunity Management – Governance
	(b)(i)	whether the role is delegated to a specific management-level position or management-level committee and how oversight is exercised over that position or committee; and	5.2.2.4 Climate Change Risk and Opportunity Management – Governance
	(b)(ii)	whether management uses controls and procedures to support the oversight of climate-related risks and opportunities and, if so, how these controls and procedures are integrated with other internal functions.	5.2.2.4 Climate Change Risk and Opportunity Management – Governance

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Climate-related Disclosures	Sections/Remarks
(II) Strategy	
Climate-related risks and opportunities	
20. An issuer shall disclose information to enable an understanding of climate-related risks and opportunities that could reasonably be expected to affect the issuer's cash flows, its access to finance or cost of capital over the short, medium or long term. Specifically, the issuer shall:	
(a) describe climate-related risks and opportunities that could reasonably be expected to affect the issuer's cash flows, its access to finance or cost of capital over the short, medium or long term;	5.2.2.4 Climate Change Risk and Opportunity Management – Strategy
(b) explain, for each climate-related risk the issuer has identified, whether the issuer considers the risk to be a climate-related physical risk or climate-related transition risk;	5.2.2.4 Climate Change Risk and Opportunity Management – Strategy
(c) specify, for each climate-related risk and opportunity the issuer has identified, over which time horizons – short, medium or long term – the effects of each climate-related risk and opportunity could reasonably be expected to occur; and	5.2.2.4 Climate Change Risk and Opportunity Management – Strategy
(d) explain how the issuer defines 'short term', 'medium term' and 'long term' and how these definitions are linked to the planning horizons used by the issuer for strategic decision-making.	5.2.2.4 Climate Change Risk and Opportunity Management – Strategy
Business model and value chain	
21. An issuer shall disclose information that enables an understanding of the current and anticipated effects of climate-related risks and opportunities on the issuer's business model and value chain. Specially, the issuer shall disclose:	
(a) a description of the current and anticipated effects of climate-related risks and opportunities on the issuer's business model and value chain; and	5.2.2.4 Climate Change Risk and Opportunity Management – Strategy
(b) a description of where in the issuer's business model and value chain climate-related risks and opportunities are concentrated (for example, geographical areas, facilities and types of assets).	5.2.2.4 Climate Change Risk and Opportunity Management – Strategy

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Climate-related Disclosures	Sections/Remarks
Strategy and decision-making	
22. An issuer shall disclose information that enables an understanding of the effects of climate-related risks and opportunities on its strategy and decision-making. Specifically, the issuer shall disclose:	
(a) information about how the issuer has responded to, and plans to respond to, climate-related risks and opportunities in its strategy and decision-making, including how the issuer plans to achieve any climate-related targets it has set and any targets it is required to meet by law or regulation. Specifically, the issuer shall disclose information about:	5.2.2.4 Climate Change Risk and Opportunity Management – Strategy
(a)(i) current and anticipated changes to the issuer's business model, including its resource allocation, to address climate-related risks and opportunities;	5.2.2.4 Climate Change Risk and Opportunity Management – Strategy
(a)(ii) current and anticipated adaptation and mitigation efforts (whether direct or indirect);	5.2.2.4 Climate Change Risk and Opportunity Management – Strategy
(a)(iii) any climate-related transition plan the issuer has (including information about key assumptions used in developing its transition plan, and dependencies on which the issuer's transition plan relies), or an appropriate negative statement where the issuer does not have a climate-related transition plan; and	5.2.2.4 Climate Change Risk and Opportunity Management – Strategy
(a)(iv) how the issuer plans to achieve any climate-related targets (including any greenhouse gas emissions targets (if any)), described in accordance with paragraphs 37 to 40; and	The Group will explore with external professionals on setting emissions targets and formulation of a net-zero roadmap in the near future. Further details of this aspect will be disclosed in our future ESG report when the work is completed.
(b) information about how the issuer is resourcing, and plans to resource, the activities disclosed in accordance with paragraph 22(a).	5.2.2.4 Climate Change Risk and Opportunity Management – Strategy
23. An issuer shall disclose information about the progress of plans disclosed in previous reporting periods in accordance with paragraph 22(a).	The Group will explore with external professionals on setting emissions targets and formulation of a net-zero roadmap in the near future. Further details of this aspect will be disclosed in our future ESG report when the work is completed.

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Climate-related Disclosures	Sections/Remarks
Financial position, financial performance and cash flows	
Current financial effect	
24. An issuer shall disclose qualitative and quantitative information about:	
(a) how climate-related risks and opportunities have affected its financial position, financial performance and cash flows for the reporting period; and	5.2.2.4 Climate Change Risk and Opportunity Management – Strategy
(b) the climate-related risks and opportunities identified in paragraph 24(a) for which there is a significant risk of a material adjustment within the next annual reporting period to the carrying amounts of assets and liabilities reported in the related financial statements.	5.2.2.4 Climate Change Risk and Opportunity Management – Strategy
Anticipated financial effect	
25. The issuer shall provide qualitative and quantitative disclosures about:	
(a) how the issuer expects its financial position to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities, taking into consideration:	5.2.2.4 Climate Change Risk and Opportunity Management – Strategy
(a)(i) its investment and disposal plans; and	5.2.2.4 Climate Change Risk and Opportunity Management – Strategy
(a)(ii) its planned sources of funding to implement its strategy; and	5.2.2.4 Climate Change Risk and Opportunity Management – Strategy
(b) how the issuer expects its financial performance and cash flows to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities.	5.2.2.4 Climate Change Risk and Opportunity Management – Strategy
Climate resilience	
26. An issuer shall disclose information that enables an understanding of the resilience of the issuer's strategy and business model to climate-related changes, developments and uncertainties, taking into consideration the issuer's identified climate-related risks and opportunities. An issuer shall use climate-related scenario analysis to assess its climate resilience using an approach that is commensurate with an issuer's circumstances. In providing quantitative information, the issuer may disclose a single amount or a range. Specifically, the issuer shall disclose:	5.2.2.4 Climate Change Risk and Opportunity Management – Strategy
(a) the issuer's assessment of its climate resilience as at the reporting date, which shall enable an understanding of:	5.2.2.4 Climate Change Risk and Opportunity Management – Strategy
(a)(i) the implications, if any, of the issuer's assessment for its strategy and business model, including how the issuer would need to respond to the effects identified in the climate-related scenario analysis;	5.2.2.4 Climate Change Risk and Opportunity Management – Strategy
(a)(ii) the significant areas of uncertainty considered in the issuer's assessment of its climate resilience; and	5.2.2.4 Climate Change Risk and Opportunity Management – Strategy
(a)(iii) the issuer's capacity to adjust, or adapt its strategy and business model to climate change over the short, medium or long term;	5.2.2.4 Climate Change Risk and Opportunity Management – Strategy

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Climate-related Disclosures	Sections/Remarks
(b) how and when the climate-related scenario analysis was carried out, including:	
(b)(i) information about the inputs used, including:	
(1) which climate-related scenarios the issuer used for the analysis and the sources of such scenarios;	5.2.2.4 Climate Change Risk and Opportunity Management – Strategy
(2) whether the analysis included a diverse range of climate-related scenarios;	
(3) whether the climate-related scenarios used for the analysis are associated with climate-related transition risks or climate-related physical risks;	
(4) whether the issuer used, among its scenarios, a climate-related scenario aligned with the latest international agreement on climate change;	
(5) why the issuer decided that its chosen climate-related scenarios are relevant to assessing its resilience to climate-related changes, developments or uncertainties;	
(6) time horizons the issuer used in the analysis; and	
(7) what scope of operations the issuer used in the analysis (for example, the operation, locations and business units used in the analysis);	
(b)(ii) the key assumptions the issuer made in the analysis; and	5.2.2.4 Climate Change Risk and Opportunity Management – Strategy
(b)(iii) the reporting period in which the climate-related scenario analysis was carried out.	5.2.2.4 Climate Change Risk and Opportunity Management – Strategy
(III) Risk Management	
27. An issuer shall disclose information about:	
(a) the processes and related policies it uses to identify, assess, prioritise and monitor climate-related risks, including information about:	5.2.2.4 Climate Change Risk and Opportunity Management – Strategy
(a)(i) the inputs and parameters the issuer uses (for example, information about data sources and the scope of operations covered in the processes);	5.2.2.4 Climate Change Risk and Opportunity Management – Strategy
(a)(ii) whether and how the issuer uses climate-related scenario analysis to inform its identification of climate-related risks;	5.2.2.4 Climate Change Risk and Opportunity Management – Strategy
(a)(iii) how the issuer assesses the nature, likelihood and magnitude of the effects of those risks (for example, whether the issuer considers qualitative factors, quantitative thresholds or other criteria);	5.2.2.4 Climate Change Risk and Opportunity Management – Strategy
(a)(iv) whether and how the issuer prioritises climate-related risks relative to other types of risks;	5.2.2.4 Climate Change Risk and Opportunity Management – Risk Management
(a)(v) how the issuer monitors climate-related risks; and	5.2.2.4 Climate Change Risk and Opportunity Management – Risk Management

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Climate-related Disclosures	Sections/Remarks
(a)(vi) whether and how the issuer has changed the processes it uses compared with the previous reporting period;	5.2.2.4 Climate Change Risk and Opportunity Management – Risk Management
(b) the processes the issuer uses to identify, assess, prioritise and monitor climate related opportunities (including information about whether and how the issuer uses climate-related scenario analysis to inform its identification of climate-related opportunities); and	5.2.2.4 Climate Change Risk and Opportunity Management – Risk Management
(c) the extent to which, and how, the processes for identifying, assessing, prioritising and monitoring climate-related risks and opportunities are integrated into and inform the issuer's overall risk management process.	5.2.2.4 Climate Change Risk and Opportunity Management – Risk Management
(IV) Metrics and Targets	
Greenhouse gas emissions	
28. An issuer shall disclose its absolute gross greenhouse gas emissions generated during the reporting period, expressed as metric tons of CO_2 equivalent, classified as:	
(a) Scope 1 greenhouse gas emissions;	10.1 Environmental Performance
(b) Scope 2 greenhouse gas emissions; and	10.1 Environmental Performance
(c) Scope 3 greenhouse gas emissions.	10.1 Environmental Performance
29. An issuer shall:	
(a) measure its greenhouse gas emissions in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004) unless required by a jurisdictional authority or another exchange on which the issuer is listed to use a different method for measuring greenhouse gas emissions;	10.1 Environmental Performance
(b) disclose the approach it uses to measure its greenhouse gas emissions including:	5.2 Energy and GHG Emissions 10.1 Environmental Performance
(b)(i) the measurement approach, inputs and assumptions the issuer uses to measure its greenhouse gas emissions;	5.2 Energy and GHG Emissions 10.1 Environmental Performance
(b)(ii) the reason why the issuer has chosen the measurement approach, inputs and assumptions it uses to measure its greenhouse gas emissions; and	5.2 Energy and GHG Emissions 10.1 Environmental Performance
(b)(iii) any changes the issuer made to the measurement approach, inputs and assumptions during the reporting period and the reasons for those changes;	5.2 Energy and GHG Emissions 10.1 Environmental Performance

Climate-related Disclosures			Sections/Remarks
	(c)	for Scope 2 greenhouse gas emissions disclosed in accordance with paragraph 28(b), disclose its location-based Scope 2 greenhouse gas emissions, and provide information about any contractual instruments that is necessary to enable an understanding of the issuer's Scope 2 greenhouse gas emissions; and	5.2 Energy and GHG Emissions
	(d)	for Scope 3 greenhouse gas emissions disclosed in accordance with paragraph 28(c), disclose the categories included within the issuer's measure of Scope 3 greenhouse gas emissions, in accordance with the Scope 3 categories described in the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (2011).	5.2 Energy and GHG Emissions 10.1 Environmental Performance
Climate-related transition risks			
30.	An issuer shall disclose the amount and percentage of assets or business activities vulnerable to climate-related transition risks.		The Group has not disclosed the amount and percentage of assets or business activities vulnerable to climate-related transition risks for the Reporting Period, as the underlying assessment methodology and data collection processes are still under development. The Group is currently enhancing its approach to climate risk assessment, with a view to providing more robust and meaningful disclosures in future reporting periods.
Climate-related physical risks			
31.	An issuer shall disclose the amount and percentage of assets or business activities vulnerable to climate-related physical risks.		The Group has not disclosed the amount and percentage of assets or business activities vulnerable to climate-related physical risks for the Reporting Period, as the underlying assessment methodology and data collection processes are still under development. The Group is currently enhancing its approach to climate risk assessment, with a view to providing more robust and meaningful disclosures in future reporting periods.

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Climate-related Disclosures			Sections/Remarks
Climate-related opportunities			
32.	An issuer shall disclose the amount and percentage of assets or business activities aligned with climate-related opportunities.		The Group has not disclosed the amount and percentage of assets or business activities aligned with climate-related opportunities for the Reporting Year, as the underlying assessment methodology and data collection processes are still under development. The Group is currently enhancing its approach to climate risk assessment, with a view to providing more robust and meaningful disclosures in future reporting periods.
Capital deployment			
33.	An issuer shall disclose the amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities.		5.2.2.4 Climate Change Risk and Opportunity Management – Strategy
Internal carbon prices			
34.	An issuer shall disclose:		
	(a)	an explanation of whether and how the issuer is applying a carbon price in decision-making (for example, investment decisions, transfer pricing, and scenario analysis); and	While the Group does not currently maintain an internal carbon price, it recognises the importance of these approaches.
	(b)	the price of each metric tonne of greenhouse gas emissions the issuer uses to assess the costs of its greenhouse gas emissions; or an appropriate negative statement that the issuer does not apply a carbon price in decision-making.	
Remuneration			
35.	An issuer shall disclose whether and how climate-related considerations are factored into remuneration policy, or an appropriate negative statement. This may form part of the disclosure under paragraph 19(a)(iv).		While climate-related performance metrics are not included in the remuneration policies currently, the Board proactivity monitors progress towards, and targets related to climate-related risks and opportunities.

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Climate-related Disclosures	Sections/Remarks
Industry-based metrics	
36. An issuer is encouraged to disclose industry-based metrics that are associated with one or more particular business models, activities or other common features that characterise participation in an industry. In determining the industry-based metrics that the issuer discloses, an issuer is encouraged to refer to and consider the applicability of the industry based metrics associated with disclosure topics described in the IFRS S2 Industry based Guidance on implementing Climate-related Disclosures and other industry-based disclosure requirements prescribed under other international ESG reporting frameworks.	We are actively exploring the adoption of cross-industry and industry-based metrics to strengthen its climate risk management and reporting.
Climate-related targets	
37. An issuer shall disclose (a) the qualitative and quantitative climate-related targets the issuer has set to monitor progress towards achieving its strategic goals; and (b) any targets the issuer is required to meet by law or regulation, including any greenhouse gas emissions targets. For each target, the issuer shall disclose:	
(a) the metric used to set the target; (b) the objective of the target (for example, mitigation, adaptation or conformance with science-based initiatives); (c) the part of the issuer to which the target applies (for example, whether the target applies to the issuer in its entirety or only a part of the issuer, such as a specific business unit or geographic region); (d) the period over which the target applies; (e) the base period from which progress is measured; (f) milestones or interim targets (if any); (g) if the target is quantitative, whether the target is an absolute target or an intensity target; and (h) how the latest international agreement on climate change, including jurisdictional commitments that arise from that agreement, has informed the target.	We are exploring the opportunities to work with external professionals on setting emissions targets and formulation of a net-zero roadmap in a near future. Further details of this aspect will be disclosed in our future ESG report when the work is completed.
38. An issuer shall disclose information about its approach to setting and reviewing each target, and how it monitors progress against each target, including: (a) whether the target and the methodology for setting the target has been validated by a third party; (b) the issuer's processes for reviewing the target; (c) the metrics used to monitor progress towards reaching the target; and (d) any revisions to the target and an explanation for those revisions.	We are exploring the opportunities to work with external professionals on setting emissions targets and formulation of a net-zero roadmap in a near future. Further details of this aspect will be disclosed in our future ESG report when the work is completed.

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Climate-related Disclosures				Sections/Remarks
39.	An issuer shall disclose information about its performance against each climate-related target and an analysis of trends or changes in the issuer's performance.			We are exploring the opportunities to work with external professionals on setting emissions targets and formulation of a net-zero roadmap in a near future. Further details of this aspect will be disclosed in our future ESG report when the work is completed.
40.	For each greenhouse gas emissions target disclosed in accordance with paragraphs 37 to 39, an issuer shall disclose:			
	(a)	which greenhouse gases are covered by the target;		We are exploring the opportunities to work with external professionals on setting emissions targets and formulation of a net-zero roadmap in a near future. Further details of this aspect will be disclosed in our future ESG report when the work is completed.
	(b)	whether Scope 1, Scope 2 or Scope 3 greenhouse gas emissions are covered by the target;		
	(c)	whether the target is a gross greenhouse gas emissions target or a net greenhouse gas emissions target. If the issuer discloses a net greenhouse gas emissions target, the issuer is also required to separately disclose its associated gross greenhouse gas emissions target;		
	(d)	whether the target was derived using a sectoral decarbonisation approach; and		
	(e)	the issuer's planned use of carbon credits to offset greenhouse gas emissions to achieve any net greenhouse gas emissions target. In explaining its planned use of carbon credits, the issuer shall disclose:		
		(e)(i)	the extent to which, and how, achieving any net greenhouse gas emissions target relies on the use of carbon credits;	
		(e)(ii)	which third-party scheme(s) will verify or certify the carbon credits;	
		(e)(iii)	the type of carbon credit, including whether the underlying offset will be nature-based or based on technological carbon removals, and whether the underlying offset is achieved through carbon reduction or removal; and	
		(e)(iv)	any other factors necessary to enable an understanding of the credibility and integrity of the carbon credits the issuer plans to use (for example, assumptions regarding the permanence of the carbon offset).	
Applicability of cross-industry metrics and industry-based metrics				
41.	In preparing disclosures to meet the requirements in paragraphs 21 to 26 and 37 to 38, an issuer shall refer to and consider (i) the applicability of cross-industry metrics (see paragraphs 28 to 35) and (ii) industry-based metrics (see paragraph 36).			We are actively exploring the adoption of cross-industry and industry-based metrics to strengthen its climate risk management and reporting.

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