

# MESSAGE FROM THE CHAIRMAN

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

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

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

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

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

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

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

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

**Victor T K Li**  
Chairman, CK Hutchison

