



Convenience Retail Asia Limited 利亞零售有限公司

(Incorporated in the Cayman Islands with limited liability)
Stock Code: 00831

Environmental, Social and Governance Report 2025

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A Fung Retailing Company



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About CRA

As a proud member of the Fung Group, Convenience Retail Asia Limited (the “Company”) and its subsidiaries (referred to as “CRA” or the “Group”) owns Saint Honore Holdings Limited and its renowned bakery chain, Saint Honore, which has become a household name for high-quality bakery products, along with Callista, a brand dedicated to wholesale bakery and festive products for wholesale customers. These businesses have solidified their presences in Hong Kong, Macau and Mainland China. Additionally, the Group operates a premium pâtisserie under the brand name Mon cher in Hong Kong – one of Japan’s most popular pâtisserie and cake brands. Expanding its portfolio beyond bakeries, CRA also manages a chain of fast-fashion eyewear stores under the brand name Zoff in Hong Kong and Singapore.

Listed on The Stock Exchange of Hong Kong Limited (“SEHK”) (Stock code: 00831), CRA is committed to addressing stakeholder concerns by embracing transparency in sustainability disclosures. To fulfil this commitment, the Group publishes its comprehensive Environmental, Social and Governance report (“ESG Report” or the “Report”) on an annual basis.

Business Overview

The Group posted solid results for the year ended 31 December 2025 (the “reporting year”), with stable revenue growth and strong underlying operating profit.



Operates a total of

152

self-operated stores under the brands Saint Honore, Mon cher and Zoff



Established three factories in

Shenzhen, Hong Kong and Macau



Supported by

2,580

employees¹



Delivered a profit attributable to shareholders of

HK\$33.8 million



Maintains a healthy financial position with net cash of

HK\$208 million

and no bank borrowings

More details of CRA’s financial performance and related information can be found on pages 68-132 of its 2025 Annual Report, which is available on CRA’s and SEHK’s websites.

¹ Including full-time and part-time employees.

Board Statement on Sustainability Performance

Dear Stakeholders,

At CRA, sustainability continues to underpin every aspect of our business – shaping how we manage risks, pursue growth and create long-term value for our stakeholders. We believe that responsible business practices, sound governance and strong stakeholder relationships are essential to our continued success.

The Board of Directors (the “Board”) holds ultimate responsibility for sustainability oversight. Through the Corporate Social Responsibility Steering Committee (the “CSR Steering Committee”), sustainability priorities are integrated across business functions to ensure that environmental and social considerations are embedded into day-to-day operations and strategic decision-making.

In 2025, CRA completed its first climate scenario analysis, assessing the potential impact of 1.5°C and 3°C climate pathways across the short-term (2030), medium-term (2030-2050) and long-term (beyond 2050). The assessment focused on CRA’s key climate-related risks and opportunities, covering both transition and physical factors. Based on the analysis, these risks and opportunities are not expected to result in material financial impacts on revenue, expenses, assets or liabilities. As part of its ongoing oversight of climate-related matters, the Board also receives regular updates on environmental performance and reviews progress against the Group’s climate-related targets, including its 2030 reduction goals.

During the year, CRA further strengthened its risk management practices, implementing proactive measures to address climate-related challenges in ingredient sourcing and enhancing its data protection controls following a network disruption. These efforts reinforce the Group’s commitment to operational resilience and responsible business conduct.

CRA also achieved important milestones in food safety and manufacturing excellence. In addition to the HACCP accreditation, the Shenzhen factory also obtained ISO 22000 certification, underscoring CRA’s leadership in food safety and quality management. To support sustainable growth, the Group secured a long-term lease for a new Tai Po production facility, which is expected to enhance efficiency through energy-efficient systems, automated production and smart monitoring technologies.

On the other hand, CRA continued to support the communities it serves through volunteer engagement and in-kind food donations. Leveraging its bakery network and resources, CRA distributed over 290,000 loaves of bread and nearly 13,000 festive gift boxes to vulnerable groups during the reporting year. Through sustained partnerships and employee participation, the Group remained committed to promoting food accessibility, social inclusion and community well-being.

As CRA advances into the next phase of its sustainability journey, the Board remains dedicated to integrating climate considerations, resource efficiency and responsible business practices into the Group’s strategy, creating long-term value for our employees, customers and the wider community.

Board of Directors

19 March 2026

Our Sustainability Approach



CRA’s sustainability governance framework ensures that sustainability is embedded across our business. The Board has overall responsibility for the Group’s sustainability strategy, risk management and reporting. The Board ensures that sustainability considerations, including climate-related risks and opportunities, are integrated into the Group’s overall business strategy and long-term development.

Reporting to the Board, the Corporate Social Responsibility Steering Committee (the “CSR Steering Committee”), led by the Chief Executive Officer, manages sustainability strategies, policies and performance. It evaluates material issues, set objectives and targets as well as monitor progress. Implementation is supported by the Corporate Social Responsibility Policy and a cross-functional Working Committee, which coordinates initiatives across four specialised teams, namely, the Environment Team, the Social Team, the Training and Workplace Safety Team, and the Food Safety and Supply Team. Regular reporting enables timely updates, informed recommendations and efficient Board oversight.



During the reporting year, the Board supported by the CSR Steering Committee:

- Reviewed and approved the Group’s material ESG issues, based on stakeholder engagement and materiality assessment results;
- Oversaw the identification, assessment and management of sustainability-related risks, including climate-related risks under different scenario pathways;
- Reviewed progress against sustainability-related targets, including the Group’s 2030 environmental targets on carbon emissions, water consumption and waste reduction;
- Ensured that adequate resources, systems and internal controls are in place for ESG management and reporting.

Performance Highlight: Climate Accountability

The Board of Directors holds ultimate responsibility for the oversight of climate-related risks and opportunities. Climate-related matters are reviewed and approved at least annually and are integrated into the Group's overall risk management, strategic planning and reporting processes.

In fulfilling this oversight role, the Board considers how climate-related risks and opportunities may affect CRA's strategic direction, operational decisions, capital allocation and long-term business resilience. The Board also evaluates its collective skills and experience to ensure effective oversight of climate-related strategies, taking into account members' professional backgrounds, ongoing training and awareness of relevant industry and regulatory developments.

The CSR Steering Committee oversees the management of climate-related risks and opportunities, including the review of scenario analysis, decarbonisation progress and related performance indicators. Where climate and environmental targets are established, management supports their implementation and monitors progress against defined objectives. At present, climate-related performance indicators are not formally incorporated into the remuneration or compensation policies of Directors or senior management. The Group will continue to review the feasibility of incorporating climate-related considerations into remuneration frameworks as its climate strategy, data maturity and performance management practices evolve.

For know more about CRA's progress towards its 2030 Environmental Targets, please refer to the Our Environment chapter.

Managing ESG Risks

CRA identifies and manages environmental- and social-related risks through its existing governance structure. Material risks are assessed for likelihood and impact, prioritised by management and reviewed by the Board. Mitigation measures are monitored through regular review of risk matrix, internal controls and assurance processes. This ensures risks are integrated into business planning and operational decision-making.

Performance Highlight: Climate Risk and Opportunity Management

Climate-related risks are incorporated into the Group's enterprise risk management framework and included in the corporate risk register. These risks are assessed alongside other principal business risks based on likelihood and potential impact, with regular monitoring and review by management. Key findings are reported to the Board at least annually. These insights inform target setting, operational planning and investment decisions relating to manufacturing resilience, energy use in bakery operations, cold-chain management and supplier risk exposure.

In 2025, CRA conducted its first comprehensive climate risk assessment covering both physical and transition risks to evaluate potential impacts and opportunities under different climate scenarios. CRA does not expect climate-related risks and opportunities to result in material changes to its financial condition in the short term. While certain physical and transition risks may increase in the medium to long term under higher-warming scenarios, they are not currently expected to give rise to material financial impacts. Accordingly, no assets or business activities were assessed as highly vulnerable to climate-related physical or transition risks for the reporting year, and quantitative financial impact information is not disclosed as such impact cannot be reliably estimated at this stage.

Physical Climate Risks and Potential Impacts

For physical risks, an asset-level assessment was performed using recognised climate models and publicly available datasets aligned with IPCC Representative Concentration Pathways (RCP 2.6 and RCP 7.0). The analysis considered site-specific factors, including geographic location and operational characteristics, and assessed risk levels based on the likelihood and potential severity of impacts across short-term (up to 2030), medium-term (2030-2050) and long-term (beyond 2050) time horizons, aligned with capital investment cycles and facility upgrade planning. Physical risk levels were determined by assessing the likelihood and potential severity of impacts under each scenario and time horizon.

Under the lower-emissions scenario (RCP 2.6), most identified acute and chronic climate risks, including storms, flooding, sea-level rise, heat stress and drought, are assessed as very low to low, with no material impacts expected on manufacturing operations, retail outlets or the broader value chain.

Under the higher-emissions scenario (RCP 7.0), certain risks such as tropical cyclones, riverine and coastal flooding, sea-level rise, heat stress and drought are projected to increase to low to moderate over the medium to long term. Potential impacts may include temporary production interruptions, increased maintenance costs, higher cooling demand in production and storage areas, water availability challenges and the need for additional resilience measures at exposed sites.

CRA's current geographic footprint limits exposure to severe physical climate risks in the near term, and identified impacts remain manageable. However, the Group recognises that long-term risks may evolve over time and therefore continues to monitor climate projections and integrate adaptation measures into operational planning and asset management.

Transition Climate Risks and Potential Impacts

For transition risks, CRA conducted a group-level assessment to evaluate resilience under two decarbonisation pathways. The analysis referenced internationally recognised energy transition scenarios, including the Net Zero Emissions by 2050 (NZE) and Stated Policies Scenario (STEPS), to assess potential regulatory, technological and market developments. The assessment considered both the likelihood of these developments and their potential impact on operating costs, energy sourcing, regulatory compliance and evolving market expectations.

Under the NZE scenario, transition risks are generally assessed as moderate, reflecting accelerated decarbonisation. Policy and regulatory risks, such as carbon pricing and emissions trading, may increase compliance costs. Technology shifts, including higher renewable energy penetration, electrification and stricter energy efficiency standards, may require operational upgrades to energy-intensive bakery equipment, refrigeration systems and facility infrastructure. Market changes, including growing consumer demand for lower-carbon products, may also influence future energy sourcing, product development and infrastructure decisions. Under the STEPS scenario, transition risks are assessed as very low to low, reflecting a slower policy and technology shift.

While near-term transition risks remain manageable, an accelerated low-carbon transition could increase regulatory requirements, technology and market pressures. CRA therefore integrates climate-related considerations into strategic planning and capital allocation processes.

While no material financial impacts from climate-related risks and opportunities were identified during the reporting year, CRA will continue to monitor regulatory, technological and physical developments that may affect its operations. Where climate-related risks are assessed to have a potentially significant impact on operating costs, capital expenditure, asset values or business continuity, CRA will undertake more detailed financial impact assessments to support informed decision-making. For example, CRA has taken a series of adaptive measures to strengthen supply continuity and maintain product quality

Climate change also presents strategic opportunities for CRA. Enhanced contingency planning and supply chain diversification can strengthen operational resilience and reduce disruption risks. Investments in energy-efficient systems and smart energy management help lower operating costs while reducing carbon emissions. Through balanced risk management and opportunity capture, CRA will continue to monitor emerging technologies, policy developments and industry practices that may support future transition actions and longer-term planning. At present, the Group does not generate material revenue from activities that are specifically classified as climate-related or environmentally sustainable under recognised taxonomies. A formal methodology for quantifying the amount or percentage of assets or business activities aligned with climate-related opportunities is still under development. Accordingly, the Group has not disclosed quantitative amounts or percentages for the reporting period.

Based on current analysis, the Group's business model is considered resilient under both scenarios. The Group will continue to strengthen resilience through supply chain diversification, energy efficiency improvements and operational planning.

For further details on CRA's mitigation and adaptation initiatives, please refer to the Our Environment chapter.

Sustainability Strategy and Targets

As a member of the Fung Group, we adhere to the United Nations Global Compact principles and have established four sustainability pillars and ten focus areas to guide our long-term efforts. CRA continues to monitor its environmental footprint and remains committed to achieving and exceeding its long-term targets. Scenario analysis conducted in 2025 supports ongoing enhancement of the Group’s decarbonisation roadmap and informs future climate actions. Looking ahead, CRA is preparing to introduce social performance targets to complement its environmental goals.

Community Involvement

Community Involvement

creating value for the communities and improving their wellbeing

Environmental

Emissions

reducing emissions and waste

Use of Resources

promoting efficient use of resources

Employment

Employment

creating a culture of highly engaged employees

Development and Training

ensuring our people access to development and training opportunities

Health and Safety

providing and maintaining a safe and healthy workplace

Labour Standards

upholding best practices in labour and human rights standards

Product Responsibility

Product Safety

delivering products which are safe and of consistent quality

Supply Chain Management

developing long-term relationships with our suppliers

Customer Service

providing the best quality services to our customers

Stakeholder Engagement and Materiality Assessment

Stakeholder feedback remains central to CRA’s sustainability approach. In 2025, CRA engaged employees, customers and business partners to validate its material topics and refine its disclosures. Building on the foundation established in previous years, the assessment considered both impact materiality (how CRA affects the environment and society) and financial materiality (how ESG factors influence CRA’s business performance). This ensures the Group remains responsive to stakeholder expectations and emerging trends.



Business ethics and integrity

Upholding ethical conduct, anti-corruption practices and strong corporate values across all operation.



Customer engagement

Building relationships with customers through feedback, service quality and responsive communication.



Employee engagement

Fostering a motivated workforce through open dialogue, participation and a supportive workplace culture.



Employment practices and labour standards

Ensuring fair employment, equal opportunity, and compliance with labour laws and standards.



Occupational health, safety and well-being

Protecting employee health and safety while promoting physical and mental well-being.



Privacy and data security

Safeguarding customer and employee data through robust protection measures and governance.



Product and service quality and safety

Delivering safe, reliable and high-quality products and services that meet regulatory and customer expectations.



Responsible marketing and labelling

Ensuring transparency, accuracy and fairness in product communication and advertising.



Responsible supply chain management

Managing supply chain risks and promoting ethical, sustainable practices among suppliers.



Risk management

Identifying and mitigating operational, financial and sustainability-related risks across the business.



Training and development

Supporting employee growth through continuous learning, upskilling and career development opportunities.

Our Product *Responsibility*

We maintain rigorous standards for quality, safety and hygiene throughout our entire production process. Our comprehensive product safety policies, requirements and procedures are meticulously enforced to guarantee that our products pose no harm to customers, employees or the environment.



Management Approach

As a leading bakery and food manufacturer, the Group integrates product responsibility principles across every stage of its value chain – from sourcing raw materials to marketing, labelling and customer engagement. To ensure consistent implementation, the Group has established a cross-functional management framework involving the Food Safety Team, Quality Assurance, Marketing, and Procurement departments. These teams work together to oversee compliance and promote continuous improvement in line with international standards and regulatory requirements.

CRA follows a systematic approach to product responsibility management:

❁ **Product Safety Assurance:**

CRA upholds strict food safety protocols covering procurement, manufacturing and distribution. To promote consistency across operational units, a Common Food Safety Assessment Guideline has been developed for our factories and stores, providing unified standards for inspection and monitoring. The Food Safety Management Team, revamped in 2024, oversees governance and system alignment.

❁ **Responsible Marketing and Labelling:**

All marketing and labelling activities comply with applicable laws and food safety regulations. Product information, including ingredients, allergens, shelf life and consumption advice, is clearly and accurately disclosed. CRA continues to promote Clean Label products by simplifying ingredient lists and using plain, consumer-friendly language to build trust and clarity.

❁ **Customer Engagement and Feedback:**

CRA maintains multiple customer communication channels, including store displays, websites, social media, mobile apps and service hotlines, to share information and collect feedback. Insights gained from customer engagement help improve product development, service quality and awareness of sustainability initiatives such as food waste reduction and packaging optimisation.

❁ **Sustainable and Responsible Supply Chain:**

CRA is committed to maintaining a sustainable and responsible supply chain that upholds high standards of safety, quality and ethical conducts. All suppliers, including those providing ingredients, packaging and other services, are assessed under a unified, risk-based framework. Suppliers are evaluated based on the nature of their products or services, regulatory compliance and past performance. Higher-risk categories undergo enhanced controls such as compliance reviews, due diligence testing and incoming material inspections.



Feature Story: **Achieving Global Food Safety Excellence Across Value Chain**

Food safety is fundamental to CRA's operations, shaping every stage from ingredient sourcing to product delivery. As the Group continues to expand its business-to-business (B2B) business in chilled, frozen and other bakery products, ensuring consistent quality and compliance with global standards has become increasingly critical.

In 2025, CRA achieved a significant milestone as its Shenzhen factory obtained the ISO 22000 Food Safety Management System. This accomplishment reflects CRA's long-standing commitment to world-class manufacturing and its capability to meet the stringent requirements of international partners.

Comprehensive and Rigorous Certification Process

To achieve the ISO 22000, CRA built upon a strong foundation of internally recognised certification. Both the Shenzhen and Hong Kong factories are certified under ISO 9001:2015, with the Shenzhen site also accredited for Hazard Analysis and Critical Control Points (HACCP). In addition, its microbiological laboratory is certified by the China National Accreditation Services for Conformity Assessment (CNAS), demonstrating robust technical capability in testing and analysis.

To further support the implementation of ISO 22000, CRA arranged certification training for employees. Delivered by SGS Hong Kong, the two-day course deepened ten employees understanding of the updated requirements, enhancing internal capability and support ongoing compliance.

Recognising the importance of strong audit competency, CRA also sponsored leaders of the Quality Assurance Department to attend a five-day FSSC 22000 V6 Auditor/Lead Auditor Training. Participants who passed the written examination and continuous assessments were certified by the Chartered Quality Institute (CQI) and the International Register of Certified Auditors (IRCA), and were awarded the Certificate of Achievement for Food Safety Auditor/Lead Auditor competency level. This achievement enhanced their skills in audit planning, execution, documentation review and non-conformity identification.

Enhancing Traceability Through Technology

Supporting CRA's certification efforts, a Smart Traceability System was introduced in 2025 for frozen dough products. The system provides end-to-end batch traceability, linking every step from raw material intake to finished product dispatch, and enhances transparency and recall readiness.

Following a successful pilot rollout, CRA plans to expand the system to additional production lines in 2026, including the new Tai Po site, to strengthen batch-level traceability from ingredient sourcing to finished products.

Strengthening Supplier Oversight and Compliance

CRA’s food safety efforts are supported by a robust supplier network of 324 partners² across Mainland China, Hong Kong, Macau and Japan, all of whom are required to meet CRA’s stringent standards.

To ensure these requirements are consistently met, CRA conducts regular supplier compliance reviews and on-site assessments. In 2025, 14 key suppliers³ underwent compliance reviews, achieving a 100% pass rate. Ongoing supplier engagement programmes and training further support continuous improvements across the value chain.

To align with evolving global and industry best practices, CRA is updating its Supplier Code of Conduct, with the new version scheduled for rollout in 2026. The revised Code will set clearer expectations on environmental, social and ethical performance, ensuring that all business partners operate in a manner consistent with CRA’s sustainability values.

The updated Supplier Code will:

- ❁ Strengthen workplace safety and health governance such as fire safety, emergency precautions, chemicals and hazardous materials safety management
- ❁ Strengthen environmental performance, covering responsible resource use, pollution prevention and climate-risk awareness
- ❁ Reinforce human rights protections, including fair wages, working hours and non-discrimination
- ❁ Emphasise business integrity, with explicit requirements on anti-corruption, data protection and transparent communication



² Including 241 food-ingredient suppliers, 61 packaging suppliers and 22 suppliers providing other materials and services.

³ Including 7 food-ingredient suppliers, 4 packaging suppliers and 1 warehouse partner.

Progress Areas

Advancing Clean Label Product for Retail and B2B Customers

2025 marks the second year of CRA’s transition toward Clean Label product development. Building on the foundation established in 2024, CRA has deepened its efforts across both retail and B2B segments. For retail products, ongoing recipe optimisation has focused on further reducing artificial additives and preservatives while ensuring that the signature taste and texture of Saint Honore products remain unchanged. Product labels have been reviewed to maintain clear and accessible ingredient information, reinforcing consumer trust and transparency.

For the B2B business, the Clean Label principles are gradually being integrated into the design and production of chilled and frozen bakery items supplied to institutional clients and catering partners. This ensures that CRA’s food-service customers can offer products that meet growing market expectations for natural ingredients and transparent sourcing.



Enhancing Customer Engagement through “Cake Easy”

Saint Honore continues to strengthen its customer engagement through the evolution of its online-to-offline (O2O) customer relationship management platform, Cake Easy. The platform connects customers seamlessly with the brand’s products and services across Hong Kong and Macau.

During the year, Cake Easy launched a series of “Grab Great Deals” campaigns, offering members exclusive discounts and seasonal rewards. As at 31 December 2025, Cake Easy recorded over 1.45 million members in Hong Kong and Macau, including more than 200,000 Gold Members – a premium tier associated with higher repurchase rates and stronger brand loyalty. The sustained growth of the membership base demonstrates the platform’s effectiveness in driving customer retention and engagement across both online and physical stores.

The achievements of Cake Easy were again recognised by the Hong Kong Retail Management Association, which awarded Saint Honore with “O2O Customer Experience” and “Premium Quality Trusted E-Shop 2025” honours.

Responding to Customer Feedback

CRA maintains multiple customer communication channels, including store displays, websites, social media, mobile apps and service hotlines, to share information and collect feedback. Insights gained from customer engagement help improve product development, service quality and awareness of sustainability initiatives such as food waste reduction and packaging optimisation.

We have established a dedicated Customer Service Team to gather and address customer feedback promptly. Customers can express their concerns or provide feedback through various channels. All feedback is meticulously distributed and managed by relevant divisions, with escalations to management where necessary. In 2025, we received a total of 209 complaints from our reporting operations. There were no substantiated complaints received relating to the provision and use of products and services that have a significant impact on our operations.

CRA has established a clear product recall procedure to safeguard customer health and uphold consumer rights. In the event of a product recall, our Rapid Response Team is tasked with managing the recall procedures and ensuring the allocation of adequate resources to implement immediate corrective actions. There were no product recalls during the reporting year, reflecting our strong commitment to product safety and quality assurance.

Fortifying Customer Privacy

Protecting customer information is a key aspect of CRA's commitment to responsible business conduct and long-term stakeholder trust. CRA operates a robust information security framework to manage potential risks across its digital platforms and retail systems. Core measures include penetration testing and vulnerability scanning before deploying new key applications and regular system updates to maintain network integrity. Employee data and CRM-related customer data are stored in secure cloud environments with advanced security controls, including restricted access protocols and encryption.

In September 2025, CRA reported a temporary IT network disruption that affected certain internal systems. Immediate remedial measures were implemented and system functionality was restored promptly. Independent cybersecurity specialists were engaged to conduct an investigation and CRA is not aware of any misuse or unauthorised disclosure of customer data as a result of this incident.

Following the review, CRA reinforced its security governance by introducing a series of enhancements designed to strengthen system resilience and data protection. Anti-virus and firewall settings were upgraded to enhance threat detection and prevention capabilities. Access controls were tightened with the implementation of multi-factor authentication (MFA) for email account access, adding an extra layer of security against unauthorised entry. The end-user network-based file server is migrating to a secure cloud environment, ensuring greater reliability and safeguarding sensitive information.

Prompt and transparent handling of the 2025 incident underscores the strong governance structure and proactive management of cybersecurity risks.

Our Environment

We are unwavering in our dedication to mitigating the environmental impact of our daily operations, striving to collaborate with stakeholders to foster a cleaner, more sustainable environment. Our CSR Policy serves as a tangible manifestation of this commitment, outlining our steadfast resolve to preserve the natural environment and minimise our operational footprint.



Management Approach

CRA recognises that the efficient and sustainable use of energy, water, and raw materials is fundamental to the long-term success of its business. Our Environment Team works closely with business units and line managers year-round to identify and implement improvement opportunities. These include process optimisation, equipment upgrades and the integration of energy- and water-saving technologies.

CRA follows a systematic approach to environmental management:

❁ **Measurement and Disclosure:**

CRA measures and discloses key environmental performance, including energy consumption, greenhouse gas (GHG) emissions, water use, and waste generation. These metrics provide a clear basis for understanding its environmental footprint and identifying areas for improvement.

In determining climate-related metrics for disclosure, CRA considers industry characteristics relevant to its bakery manufacturing and retail operations. Based on this assessment, the Group has identified a set of quantitative indicators to monitor and manage climate-related risks and opportunities that are material to its business. These metrics support informed decision-making, performance tracking and transparent reporting.

❁ **Target Setting and Continuous Improvement:**

Based on data analysis, CRA develops targeted reduction actions and sets improvement targets to enhance resource efficiency and reduce emissions. Regular performance reviews ensure that progress is monitored and corrective measures are implemented where needed.

❁ **Climate Risk Management:**

CRA acknowledges the physical and transition risks posed by climate change, such as extreme weather events, changing regulations and evolving market expectations. The Group continues to integrate climate considerations into operational planning and supply chain management to mitigate risks and enhance resilience.

❁ **Employee Engagement and Awareness:**

To embed sustainability into daily operations, CRA promotes environmental awareness among employees through ongoing training and internal communications. Each business unit is encouraged to take ownership of its environmental performance and contribute to the Group's overall sustainability goals.



Feature Story: Advancing Green Practices Across the Value Chain

At CRA, sustainability is not a single initiative but a journey that connects every part of our business – from the factory floor to the retail storefront. In 2025, this commitment was further strengthened through the planned relocation of parts of Hong Kong production to a new, upgraded facility in Tai Po, with production scheduled to commence in 2026. This move represents a key step in enhancing operational efficiency and environmental performance.



Feature Story: Upgrading Production Facilities

A key development in the second half of 2025 was the agreement to relocate part of CRA's Hong Kong production operations to an upgraded facility in Tai Po. The new site is being designed with advanced technologies to optimise energy use and resource management. Planned measures include the integration of Internet of Things (IoT) systems for real-time temperature monitoring of refrigeration units, helping to maintain product quality while reducing energy waste.

Production lines will also be upgraded with advanced automated sandwich and festival products processing equipment. These automations will improve precision, reduce material waste and enhance production consistency.

While climate-related capital expenditure is not separately quantified at this stage, sustainability considerations form part of investment appraisal and facility upgrade decisions.



Feature Story: Enhancing Environmental Performance

Building on the success of previous energy- and water-efficiency initiatives, CRA continues to invest in advanced production technology to enhance energy performance across its operations. For example,

- ❁ additional vacuum cooling systems have been installed at the Shenzhen facility to rapidly cool baked goods to optimal storage temperature. Compared with conventional air cooling, this technology reduces energy consumption by up to 30%, shortens production cycles and improves product freshness.
- ❁ energy- and water-efficient auto-washing machines have been integrated into production lines to address water consumption in cleaning processes.
- ❁ upgraded sandwich refrigerators delivering improved cooling performance with enhanced energy efficiency have been installed at new Saint Honore stores.

In addition to improving energy and water efficiency, CRA maintains responsible wastewater management practices. Wastewater generated from bakery production and retail operations is managed in accordance with applicable local regulatory requirements. Liquid effluents containing food residues, oils or grease pass through grease trap facilities prior to discharge. These systems separate fats, oils and grease to prevent blockages, reduce environmental impact and protect municipal drainage infrastructure. Grease traps are regularly inspected and maintained to ensure effective operation and compliance.



Feature Story: Promoting Smarter Transport

Logistic solution remains a key part of CRA's environmental agenda. Building on earlier initiatives such as transitioning from whole eggs to pasteurised liquid eggs, which reduces packaging waste, minimises breakage during transport and enables bulk delivery, CRA continues to pursue efficiency and sustainability in logistics.

In 2025, logistic hubs were consolidated to optimise cross-docking and streamline the distribution process. Goods manufactured at Shenzhen and Hong Kong factories, together with finished products sourced from other suppliers, are now consolidated and distributed to retail stores through a centralised hub. This approach reduces the need for multiple cross-docking points, resulting in fewer trips and lower fuel consumption. By improving route efficiency and reducing redundant handling, these measures have contributed to lower transport-related emissions and enhanced operational performance.

Logistics for the new Tai Po factory will also be integrated into the consolidated hub, further supporting streamlined operations and shorter delivery routes. These efforts demonstrate how operational efficiency and environmental responsibility can work hand in hand to reduce carbon impact while maintaining product quality and service standards. The Group also continues to upgrade its delivery fleet, with 71% of in-house trucks now meeting Euro VI standards, significantly reducing harmful emissions such as nitrogen oxides (NOx) and particulate matter (PM). CRA also works closely with outsourced logistics partners to adopt fuel-efficient practices and transition to low-carbon vehicles, ensuring sustainability principles are embedded across the entire logistics network.



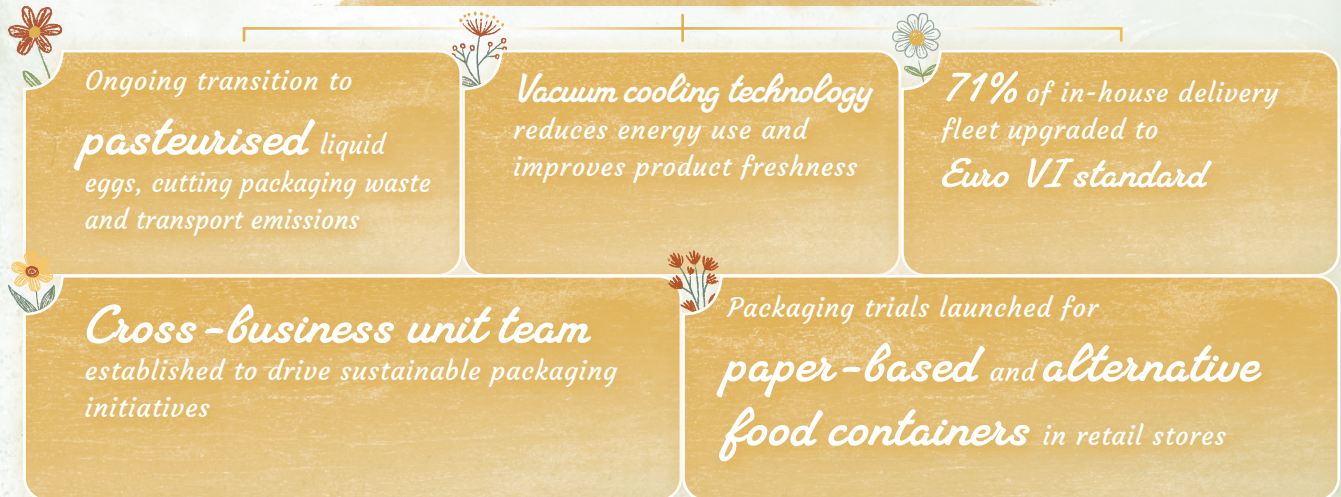
Feature Story: Rethinking Everyday Materials

At the retail level, CRA stepped up its efforts to reduce plastic packaging and single-use consumables. Since 2024, a cross-business unit team was established to coordinate packaging sustainability efforts across operations, production, procurement, quality assurance and retail. The team’s goal is to identify practical, food-safe and customer-friendly alternatives that meet both environmental and operational needs.

This team leads the evaluation of alternative materials for bakery bags, trays and takeaway boxes, assessing their ability to replace conventional plastic packaging while maintaining durability, grease resistance and moisture control. All takeaway boxes and bakery bags in selected Saint Honore stores have already been transitioned to food-grade paper packaging, marking a significant step toward reducing plastic use.

Customer feedback, together with technical assessments on food safety and performance, will inform the development of a sustainable packaging roadmap for CRA’s retail operations. This roadmap will guide the gradual introduction of recyclable, compostable or hybrid materials across the store network.

2025 Sustainability Highlights



Progress Areas

Progressing towards Our 2030 Environmental Targets⁴

Steady progress continued in 2025 across key areas of environmental performance. Through ongoing investments in energy-efficient technologies and waste reduction initiatives, CRA remains committed to advancing its environmental goals and minimising its overall footprint.

The following provides an update on progress toward the 2030 environmental targets:

Water Consumption Intensity Reduction Target: Sustained Leadership

The target aims for a 20% reduction in water consumption intensity by 2030. As of 2025, a 36% reduction has been achieved, maintaining strong performance well ahead of the long-term goal. This progress reflects continuous efforts to optimise water use through efficient cleaning systems, recycling and reuse practices and equipment upgrades at production facilities.

Waste Reduction Intensity Target: On Track to Exceed

The waste reduction target calls for a 30% decrease in waste intensity at manufacturing sites by 2030. In 2025, a 32% reduction was recorded, building on the substantial improvement achieved in 2024. This progress reflects the effectiveness of automated production lines, which help minimise material wastage during manufacturing. Moving forward, CRA will continue to optimise production processes, invest in automation technologies, and expanding recycling and reuse initiatives to ensure the 2030 target is fully achieved or surpassed.

Carbon Emission Intensity Reduction Target: 30% by 2030

The carbon reduction target is set at a 30% decrease in carbon emission intensity by 2030. As of 2025, a 24% reduction has been achieved, supported by the adoption of energy-efficient equipment and low-emission transport.

With continued focus on efficiency and innovation, CRA remains on course to meet or exceed its 2030 environmental targets. Although the Group does not currently apply an internal carbon price in its decision-making processes or rely on carbon credits or external offset mechanisms to achieve its emission reduction target, it will periodically review the appropriateness of adopting an internal carbon pricing mechanism as regulatory frameworks and carbon market developments evolve. Meanwhile, sustained collaboration across production, logistics and retail operations will support sustained improvements in environmental performance and ensure their integrated into long-term business growth.

⁴ The scope boundary of CRA's carbon emission reduction target is aligned with the reporting boundary of this ESG Report. It covers operations under the Group's operational control that are included within the reporting scope.

Ensuring Chocolate Supply Resilience under Climate Change

Climate change is transforming agricultural production worldwide, driving more frequent droughts, floods and temperature extremes that affect crop yields and quality. For the food and bakery sector, ingredients once considered reliable, such as wheat, fruit and cocoa beans (used to make chocolate), are increasingly vulnerable to climate-induced volatility in both price and availability.

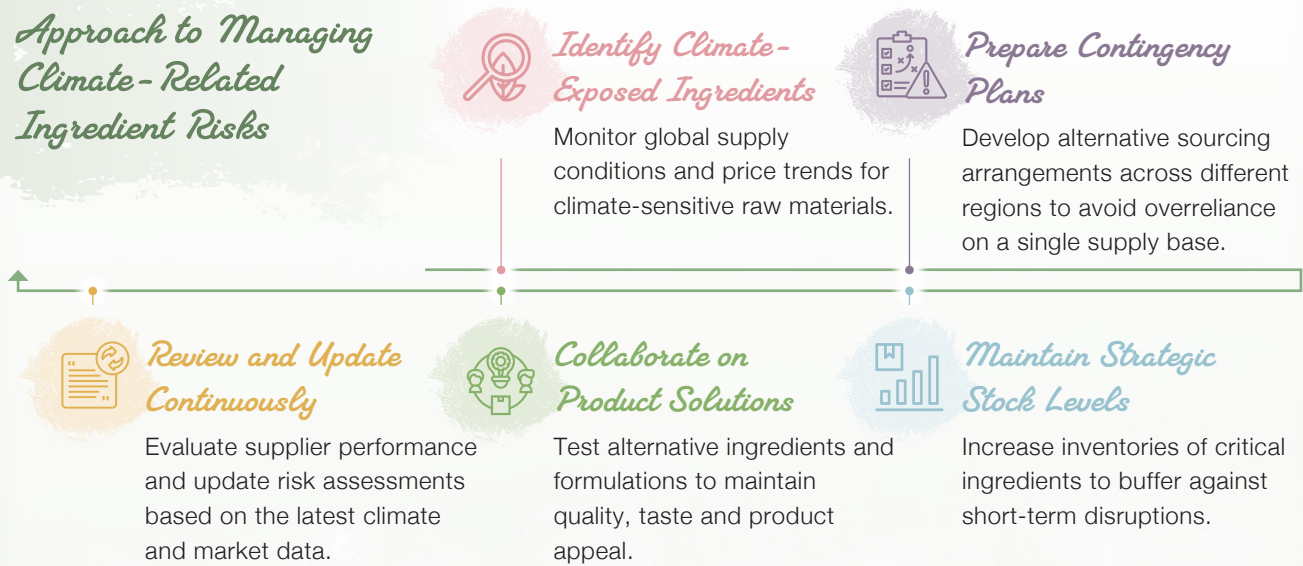
To better understand and manage these risks, CRA has completed a climate risk screening of its key raw materials, identifying materials that are more likely to face supply disruptions or cost fluctuations. During the reporting year, cocoa has been identified as one of the higher-risk ingredients due to changing weather conditions in major producing countries.

In response, CRA has taken a series of adaptive measures to strengthen supply continuity and maintain product quality:

- ❁ **Strategic stocking:** maintaining appropriate buffer inventory of chocolate to ensure production stability during market shortages.
- ❁ **Diversified sourcing:** identifying and qualifying alternative suppliers from regions less affected by extreme weather events.
- ❁ **Collaborative product innovation:** Testing and refining recipes to ensure the flavour, texture and consistency of bakery products remain uncompromised when alternative chocolate sources are used.

These proactive measures form part of CRA's broader commitment to building a resilient and sustainable supply chain. By anticipating climate-related challenges and responding through collaboration and flexibility, we continue to deliver the high-quality products our customer's trust.

Approach to Managing Climate-Related Ingredient Risks



Advancing Scope 3 Data Collection to Strengthen Climate Action

Understanding the full climate impact of our value chain is essential to CRA’s long-term sustainability strategy. While the Group continues to monitor and report its Scope 1 and Scope 2 greenhouse gas emissions, CRA recognises that a significant portion of its total carbon footprint arises from activities beyond its direct control.

In 2025, CRA began exploring with key suppliers to collect Scope 3 emissions data, aiming to enhance transparency across the supply chain and establish a robust data infrastructure for future emissions management and target setting. Early discussions revealed that data collection poses unique challenges for the bakery business due to its reliance on multiple raw materials sourced from various suppliers and regions. To ensure steady progress, CRA is taking a phased approach, initially focusing on suppliers with more readily available and reliable data. CRA recognises that certain supplier categories, such as packaging manufacturers, have considerable experience in quantifying and reporting their emissions. Engaging these suppliers could provide a practical starting point for piloting data collection efforts, assessing consistency and creating effective communication channels for reporting.

In subsequent stages, CRA plans to expand this process to other key suppliers in its bakery and retail operations. The insights gained from these efforts will guide the refinement of CRA’s Scope 3 estimation methodology and strengthen its alignment with the Greenhouse Gas Protocol.

Our Workplace

At CRA, our employees are the driving force behind our success. Exemplifying our dedication to our employees, our HEARTS culture embodies our core values: Happy, Energised, Achievements, Respect, Training, and Success. Our human resources policies and initiatives are designed with these values at the forefront, ensuring a supportive and fulfilling environment for all members of our team.



Management Approach

CRA recognises that attracting, developing and protecting its people is fundamental to long-term business success. Guided by the CSR Policy, Inclusion & Diversity Statement, Equal Employment Opportunity Policy and Code of Conduct and Business Ethics, CRA is committed to fostering a fair, inclusive and supportive workplace. Across all operating units, CRA seeks to create an environment where employees feel respected, empowered and equipped to grow professionally.

To ensure consistency and accountability, CRA follows a systematic approach to workplace management:

❁ Employment Practices and Employee Engagement

CRA promotes a fair, respectful and inclusive workplace. Equal employment opportunities are based on merit and governed by transparent recruitment practices and employment terms set out in the Employee Handbook. In 2025, CRA further strengthened its commitment to workplace equity by introducing the Inclusion & Diversity Statement, which reinforces the Company's value and expectations around inclusive behavior. Discrimination, harassment, child labour and forced labour are strictly prohibited in line with international labour standards. Employee engagement is supported through regular communication, workplace initiatives and feedback mechanisms to maintain positive employee relations.

❁ Workplace Safety

Employee health and safety is a core priority at CRA. Guided by the CSR Policy and internal safety procedures, the Group maintains a safe working environment through systematic risk management, inspections and corrective actions. The Training and Workplace Safety Team conducts routine inspections, coordinates follow-up actions and oversees enhancement projects for higher-risk issues.

❁ Development and Training

CRA supports employee development through various training programmes and continuous learning opportunities. The Competency Model defines role-specific skills and behaviours and informs recruitment, performance management, succession planning and career development. Training needs are identified through annual appraisals and ongoing performance feedback.

❁ Business Ethics

Ethical conduct is governed by the Code of Conduct and Business Ethics, which applies to all employees. Anti-corruption, anti-fraud and conflict-of-interest requirements are reinforced through internal policies, training and monitoring, supporting a culture of integrity and accountability across operations.



Feature Story: **Building a Safe and Empowered Workplace**

At CRA, employee safety and well-being are fundamental to operational excellence. The Group believes that a strong safety culture is built on continuous learning, practical preparedness and the empowerment of every employee to act confidently in protecting themselves and others.



Feature Story: **Promoting a Culture of Safety Through Professional Training**

CRA operates a structured and ongoing safety training framework designed to embed safety awareness across the organisation.

All new frontline and factory employees are required to complete mandatory safety training within their first month of service through the e-Learning platform. Core modules cover workplace safety, manual handling safety, fire safety, chemical safety and display screen equipment safety, ensuring a consistent baseline of safety knowledge for all employees.

For existing employees, CRA reinforces safety competence through regular refresher training and task-specific instruction. Led by team leaders, these sessions are conducted periodically and updated in response to operational needs, changes in work processes and identified risks. Training emphasises practical application and covers areas such as machine safety, safe use of hand tools, push trolley operations, manual handling, chemical handling and spill management, as well as electrical safety.

This structured approach ensures that safety standards remain current, relevant and embedded in daily operations. In 2025, over 97% of frontline employees and 96% of factory employees successfully completed internal safety-related training, demonstrating CRA's continued commitment to maintaining a safe and responsible working environment.



Feature Story: **Enhancing Workplace Emergency Response Capability**

In addition to its in-house training programmes, CRA expanded its safety certification programmes in 2025 by introducing Automated External Defibrillator (AED) training to enhance workplace emergency preparedness. The four-hour course was delivered to employees from warehouse, supply chain and production teams and covered safe AED operation, coordination with CPR procedures and scenario-based emergency response. Participants also received training in cardiac emergency fundamentals and practised resuscitation techniques through hands-on exercises. Eight employees successfully completed the programme, strengthening internal first-aid capability and improving emergency response readiness across operational sites.



Feature Story: Strengthening Safety Management for an Evolving Workforce

CRA engaged outsourced employees to support the productions and operations at its production sites. To ensure consistent safety standards across both direct and outsourced workforces, the Group reinforced its safety management and onboarding requirements across all sites.

All outsourced employees are required to attend the safety briefing before commencing work. The briefing covers workplace hazards, emergency procedures, use of personal protective equipment (PPE) and incident reporting protocols. This requirement ensures that everyone entering CRA's production or warehouse environment meets the same baseline safety expectations, supporting accident prevention and consistent site safety performance.



Feature Story: Safeguarding Health and Safety in Logistics Operations

To further safeguard workplace health, CRA continued its annual health assessment programme for logistics personnel, a requirement implemented in recent years. All drivers and logistics team members undergo a yearly medical check-up, focusing on vision, cardiovascular health, reaction time and fitness to operate vehicles safely. Passing the medical assessment is mandatory for individuals to continue serving as company drivers. This measure reduces operational risks, protects employee well-being and enhances road safety.

2025 Sustainability Highlights

First rollout of company-wide AED training to enhance emergency preparedness.

All outsourced employees completed mandatory pre-work safety briefings covering hazard awareness, machine safety and emergency procedures.

All drivers and logistics personnel underwent annual medical examinations to ensure fitness for safe vehicle operation.



AED training to enhance emergency preparedness

Progress Areas

Fostering a Family-Friendly and Employee-Centric Workplace

At CRA, we prioritise the well-being of our employees by offering comprehensive welfare and benefits schemes. Our remuneration packages go beyond statutory requirements, providing eligible employees with a range of additional benefits.

We recognise that employees may face stress or challenges that require professional support. Through partnerships with third-party counsellors, available through both face-to-face sessions and hotline consultations, ensuring that employees can receive the care they need in a comfortable and discreet manner. This resource helps our staff manage personal and professional challenges, fostering a healthier and more resilient workforce.

In 2025, employees entitled to long service awards (every 5 years) will receive additional annual leave based on their years of service. Our commitment to fostering employee well-being and satisfaction is also demonstrated through the following initiatives:

- ❁ **Family-Friendly Leave:** Eligible employees are granted an additional one-day family-friendly leave each year, promoting a better work-life balance.
- ❁ **Festive Celebration:** To celebrate cultural traditions and promote social well-being, we provide festive gifts such as mooncakes, dumplings and Chinese New Year treats like carrot cake during the respective seasons.
- ❁ **Free Influenza Vaccinations:** Free seasonal influenza vaccinations are offered to safeguard employees' health and reduce illness-related disruptions.
- ❁ **Wellness Options:** Employees can choose between free seasonal influenza vaccinations or health check-ups, ensuring they have access to essential health resources.

Creating Connections and Celebrations

At CRA, we understand that a motivated and engaged workforce is essential to our continued success. To foster a positive and inclusive work environment, we have implemented a variety of initiatives aimed at supporting our employees' well-being, celebrating their achievements and providing opportunities for growth.

Highlights of our employee engagement program include the annual long service award ceremony, birthday parties and the annual dinners. This year, the Group also hosted a farewell dinner for two of our senior employees who have dedicated over 30 years of service, honoring their remarkable contributions. These celebrations are designed to recognise their contributions, creating a sense of community and appreciation. From themed decorations to heartfelt speeches, these events provide a platform for employees to connect with their colleagues in a joyful and supportive atmosphere.

Besides, the Social Team plays a key role in fostering employee engagement through the annual HEARTS program. This program encompasses initiatives such as career development sessions, work-life balance workshops and social gatherings. These efforts align with our commitment to employee well-being, professional growth and the cultivation of a supportive and collaborative workplace culture.

Turning Incidents into Action

CRA adopts a continuous improvement approach to workplace safety, recognising that effective incident management and transparent learning are essential to preventing future harm. By systematically investigating incidents and strengthening follow-up actions, the Group aims to enhance safety performance across all operations.

While any workplace injury is a matter of serious concern, these incidents provided important learning opportunities to further strengthen safety management practices. For each reported injury, team leaders are required to submit an improvement plan and communicate updated safety measures to their teams. All cases and follow-up actions are reviewed by the Workplace Safety Committee to ensure lessons learned are shared consistently across the organisation.

In 2025, CRA recorded 32 work-related injuries, with sprains, collisions, cuts, slips and falls being the most common types. Detailed investigations were conducted for every incident to identify root causes and implement corrective actions aimed at preventing recurrence. To address these risks, CRA continued to strengthen its employee safety training programmes, with a focus on hazard recognition, emergency response and the proper use of equipment.

Building Expertise in Festive and Artisanal Bakery Production

In 2025, to enhance product quality and support product innovation, CRA organised two specialised bakery training programmes for production staff from Hong Kong and Shenzhen. The Mooncake Production Technology Certificate Course focused on solving common manufacturing challenges such as crust detachment and cracking, while introducing advanced techniques and best-practice troubleshooting. 14 employees attended hands-on sessions to improve efficiency and product consistency during festive production. In parallel, the Sourdough Specialty Training Programme equipped 17 staff with expertise in American-style San Francisco sourdough production, covering fermentation control, texture optimisation and flavour development. Led by industry experts, the course supported product diversification and strengthened artisanal baking capabilities.

Both programmes contribute to operational excellence, enhance staff technical skills and reinforce CRA's commitment to continuous improvement and high-quality bakery product development.

Supporting Employee Development

At CRA, we are committed fostering a culture of continuous learning by providing employees with specialised training that enhances their skills, expertise and career growth. Our training programs are designed to address evolving industry trends, regulatory requirements and business needs while supporting professional development across all levels of the organisation.

In 2025, CRA delivered targeted in-house training programmes to support employees' skill development and business needs. Key initiatives included:

- ❁ **Generative AI as Your Creative Partner:** A four-hour course for 32 Hong Kong office staff, introducing AI tools for presentation design, content creation and workflow efficiency. Participants learned how to apply AI in daily tasks to enhance productivity and support CRA's digital transformation.
- ❁ **Lean Six Sigma (LSS) Green Belt Certification:** A four-day training programme attended by 12 employees from Hong Kong and Shenzhen. The course focused on process optimisation using structured problem-solving and data-driven techniques, helping participants identify inefficiencies and improve workflow performance.

In addition to these structured programs, CRA offered e-learning courses and corporate training sessions throughout the year, ensuring accessibility and flexibility in employment development.

In 2025, Saint Honore was once again recognised as a "Super MD" under the Employees Retraining Board Manpower Developer Award Scheme for the period 2025–2030, acknowledging its continued excellence and commitment in manpower training and development.

Business Ethics

At CRA, business ethics are integral to our operations, ensuring transparency, integrity and accountability in all aspects of our activities. We are committed to upholding the highest standards of ethical conduct, guided by a strong framework of policies and practices that promote responsible business practices.

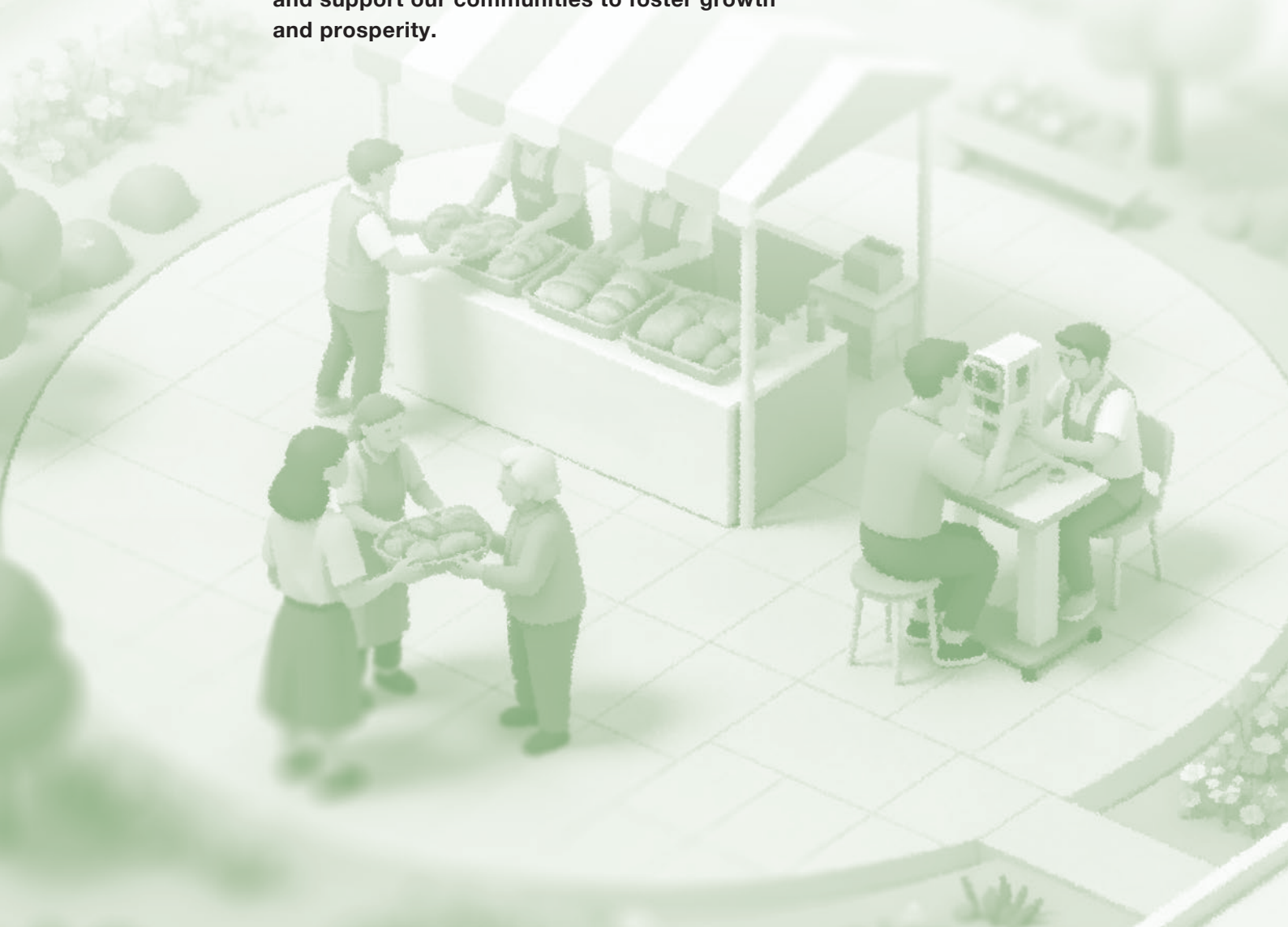
- ❁ **Anti-Bribery and Anti-Corruption Practices:** CRA takes a zero-tolerance approach to bribery and are committed to complying with all applicable. We maintain a robust Whistleblowing Policy that provides employees with a confidential channel to raise concerns about any potential misconduct, improprieties, or fraud. This policy ensures that concerns are addressed promptly by senior management or the Group Chief Compliance and Risk Management Officer.
- ❁ **Equal Employment Opportunity And Non-Discrimination:** CRA adopts an equal opportunity policy in connection with all human resource matters including selection and recruitment, training and development, appraisal and promotion, transfer, compensation and benefits, discipline, redundancy and dismissal, etc. We do not discriminate on the basis of gender, age, religion, marital status, race, sexual orientation, disability, pregnancy, trade union and/or political affiliation.
- ❁ **Harassment:** CRA upholds values of mutual respect by maintaining a workplace that is free of all forms of harassment including verbal, physical, visual, and sexual, intimidation and threat.
- ❁ **Avoiding Conflicts of Interest:** CRA Employee and relevant personnel must make full disclosure and obtain prior approval from senior management before being employed by any organisation outside the Group on a regular or consulting basis or engaging any outside organisation, in which we have a personal interest, to undertake any work for the Group. In addition, selected employees who may be exposed to potential conflicts of interest are required to submit an annual declaration of interest to ensure transparency and compliance.

In 2025, CRA organised a corporate ethics and integrity webinar in collaboration with the Independent Commission Against Corruption (ICAC) to promote ethical conduct within the organisation. The session aimed to familiarise employees with corruption-prone areas in business operations, raise awareness of anti-bribery laws and promote responsible decision-making in line with corporate governance standards. A total of 43 Hong Kong office staff participated in the training, which outlined real-life case studies illustrating risks associated with unethical behaviour. The webinar also emphasised the importance of internal whistleblowing mechanisms and reinforced the Group's zero-tolerance stance on misconduct. By educating employees on potential red flags and providing practical guidance on ethical responses, the programme helps mitigate compliance risks and strengthen CRA's culture of integrity.

In 2025, no reportable cases of breaches were identified. This demonstrates our dedication to maintaining the highest level of legal and regulatory standards.

Our Community

Our business objectives align closely with our corporate social responsibilities, which revolve around serving the public and making meaningful contributions to the communities where we operate. Through a range of initiatives spanning public education, charitable donations, volunteerism, and community programs, we actively engage with and support our communities to foster growth and prosperity.



Management Approach

CRA is committed to contributing positively to the communities in which it operates. Aligned with the CSR Policy, the Group places strong emphasis on inclusive, meaningful and sustained community engagement. CRA seeks to build long-term relationships with community stakeholders by understanding their needs, mobilising employee participation and delivering programmes that generate shared value.

To ensure a consistent and structured approach across the organisation, CRA follows a systematic approach to community engagement:

❁ **Stakeholder Understanding and Needs Assessment**

CRA's Social Team conducts regular assessments to better understand the priorities of local communities and the interests of employees. These insights form the basis for developing engagement plans that align community expectations with the Group's sustainability strategy.

❁ **Employee Participation and Volunteer Development**

Employees are encouraged to contribute ideas and participate in shaping community initiatives. Many engagement programmes incorporate suggestions from employees, strengthening relevance and impact. CRA actively promotes volunteerism by offering dedicated volunteer leave, enabling employees to take part in community activities that support social well-being.

❁ **Structured Planning and Programme Delivery**

CRA develops community initiatives based on clear objectives, stakeholder needs and organisational capabilities. Programmes are designed to support meaningful social outcomes while leveraging the strengths of CRA's business, people and partnerships. The Social Team coordinates planning, implements activities and ensures alignment across business units.

❁ **Continuous Monitoring and Community Impact Enhancement**

Community programmes are reviewed regularly to evaluate participation, stakeholder feedback and social impact. Insights from these reviews inform future planning and enhance the effectiveness of engagement initiatives. CRA remains committed to continuous improvement to maximise its positive contribution to society.



Feature Story:

Strengthening Communities Through Care, Connection and Inclusive Support

At CRA, community investment is more than a series of programmes – it is a long-term commitment to nurturing well-being, supporting the vulnerable and ensuring that our business growth translates into positive social impact. In 2025, we continued to build on this foundation through a combination of volunteer engagement, strategic in-kind donations, festive support initiatives and digital innovation that enhances food accessibility. Together, these efforts reflect our belief that a caring company can uplift lives in meaningful and lasting ways.



Feature Story:

Connecting With Communities Through Volunteerism

Our employees play a central role in advancing our community mission. Through our volunteer programme, they generously contribute their time, energy and compassion to support people in need. In 2025, employees collectively recorded more than 8,500 volunteer hours, participating in outreach initiatives in Hong Kong. Volunteers visited community centres and elderly care facilities, where they offered companionship, conversation and moments of joy. These engagements not only brightened the lives of residents but also strengthened bonds between our volunteers and the communities they serve.



Feature Story:

Extending Support Through In-Kind Donations

Beyond volunteering, CRA continued to use our resources to help alleviate hardship and promote food security. In 2025, we donated more than 290,000 loaves of bread to grassroots families, the elderly and individuals experiencing financial stress. These daily donations provided reliable nourishment to those who need it most, reinforcing our commitment to supporting social welfare organisations and community partners. Our efforts extended to festive moments as well. During Chinese New Year, the Dragon Boat Festival and the Mid-Autumn Festival, we donated over 13,000 boxes of Chinese New Year cakes, rice dumplings and mooncakes. These seasonal gifts helped ensure that even the most vulnerable could celebrate with dignity, warmth and a shared sense of belonging.



2025 Blood Donation Day



2025 Mid-Autumn Charity Campaign



Feature Story: Enhancing Food Accessibility Through Digital Innovation

In 2025, we expanded our partnership with the Yindii, demonstrating how technology can strengthen both sustainability outcomes and community support. The initiative enables Saint Honore stores to offer surplus bakery items at special discounted prices near the end of each day. While the programme helps reduce food waste, its community value is equally significant – it provides affordable access to quality bakery products at a time when many households face rising living costs.

Other community investment initiatives such as volunteer outreach, in-kind donations, festive support and digital inclusion – illustrate our holistic approach to social responsibility. Together, they embody CRA’s belief that meaningful impact stems from consistent action, empathy and the willingness to support people in diverse and practical ways. As we move forward, we remain dedicated to strengthening the communities around us and creating a more inclusive, resilient and supportive society for all.

2025 Sustainability Highlights



Over **8,500** volunteer hours contributed by employees across Hong Kong and Guangzhou



More than **290,000** loaves of bread donated to families facing hardship



Nearly **13,000** boxes of festive cakes, dumplings and mooncakes distributed during major festivals

Progress Areas

Festive Token for Elderly Well-Being

In 2025, CRA partnered with the charity Helping Hand to support its “Cookie Campaign 2025” and bring festive joy to elder members of the Hong Kong community. Under the scheme, the campaign issued physical gift-vouchers redeemable for two oval-shaped egg tarts or coconut tarts at select Saint Honore outlets. Each voucher purchase helps fund elderly services run by Helping Hand.

By participating in the campaign, CRA enabled greater access to festive treats while supporting a good cause – helping to make the Mid-Autumn or Lunar New Year seasons more inclusive for those in need. The voucher scheme is valid until 28 February 2026, creating a flexible redemption window for beneficiaries.

In addition, senior citizens can enjoy a 5% discount on bread and assorted cakes at all Saint Honore stores in Hong Kong upon presentation of a Senior Citizen Card.

These initiatives demonstrate CRA's commitment to social welfare through in-kind contributions and community partnerships. It aligns with the Group's broader ESG objectives to promote dignity, warmth and connection during festive periods for vulnerable community members.

Festive Support for Children with Special Educational Needs

As part of our ongoing commitment to community care, CRA supported the Special Educational Needs & Parents Association during the Mid-Autumn Festival by donating mooncakes to families with children who have special educational needs. The initiative aimed to share festive warmth and create moments of joy for both children and their caregivers.

The Association expressed its gratitude in a public message, highlighting how the gesture provided encouragement and promoted social cohesion. Volunteers were also recognised for assisting in coordinating deliveries and extending heartfelt support to the beneficiaries. This collaboration underscores CRA's dedication to supporting vulnerable communities, promoting social inclusion and spreading positivity during meaningful cultural celebrations.

Celebrating CSR Excellence

CRA continued to demonstrate its commitment to meaningful community impact and social well-being. Saint Honore was proudly awarded the "15 Years Plus Caring Company Logo" by the Hong Kong Council of Social Service for 2024–2025, recognising our long-standing dedication to corporate social responsibility. Zoff Hong Kong also awarded the "5 Years Plus Caring Company Logo," reaffirming our focus on supporting the community, caring for employees and advancing environmental sustainability. Together, these recognitions underscore our ongoing efforts to embed social and environmental responsibility across our operations and reflect our broader ESG commitments.

About this Report





This Environmental, Social and Governance (“ESG”) Report has been prepared in accordance with the Environmental, Social and Governance Code (the “ESG Code”) set out in Appendix C2 to the Main Board Listing Rules of The Stock Exchange of Hong Kong Limited (“HKEX”), including the New Climate Requirements under Part D, for the financial year ended 31 December 2025 (“the Reporting Year”).

Unless otherwise specified, all information and performance data cover the Reporting Year. Comparative figures from previous years are provided where relevant to illustrate performance trends and progress against targets.

This report is available in both English and Chinese on the Company’s and the HKEX websites.

Application of HKEX ESG Reporting Principles

CRA applies the ESG Reporting Principles of Materiality, Quantitative, Balance and Consistency in preparing this Report:

Reporting Principle	How it is Applied by CRA
 <i>Materiality</i>	Disclosures focus on issues identified through CRA’s materiality assessment, which considers stakeholder views, sector trends and enterprise risk.
 <i>Quantitative</i>	Data are reported using recognised methodologies. Estimates are indicated where used.
 <i>Balance</i>	Information is presented transparently, covering both progress and areas for improvement.
 <i>Consistency</i>	Consistent methodologies are applied for performance comparison. Any changes or restatements are explained.

Reporting Boundary and Scope

The reporting boundary remains consistent with the previous ESG Report and focuses on operations that represent approximately 87% of total revenue, including:

- Saint Honore operations in Hong Kong and Macau; and
- Production facilities in Hong Kong, Macau and Shenzhen.

Disclosures relating to licensed operations and external service providers are included where CRA has direct oversight or significant ESG influence.

Performance Data Summary¹

Environmental Performance

GHG Emissions ²		
Indicator and Unit	2025	2024
Scope 1 emissions (in tonnes of CO ₂ -e)	6,923	5,730
Scope 2 emissions (in tonnes of CO ₂ -e)	17,004	18,101
Total carbon emissions (in tonnes of CO ₂ -e)	23,928	23,830
Intensity of carbon emissions by Saint Honore stores in Hong Kong and Macau (tonnes of CO ₂ -e/number of store day)	0.11	0.11
Intensity of carbon emissions by Saint Honore factories in Hong Kong, Macau and Shenzhen (tonnes of CO ₂ -e/finished products produced in kg)	0.0009	0.0009
Intensity of carbon emissions by our own logistics team (tonnes of CO ₂ -e/travel distance in km)	0.0008	0.0008

Air Emissions ³		
Indicator and Unit	2025	2024
Nitrogen oxides (NO _x) (in tonnes)	5	5
Sulphur oxides (SO _x) (in tonnes)	<1	<1
Respiratory suspended particles (RSP) (in tonnes)	<1	<1

¹ Refer to page 39 "About this Report" for the scope of the performance data.

² Greenhouse gas emissions are calculated in accordance with the Greenhouse Gas Protocol and relevant local guidelines. Emission factors are referenced from internationally recognised sources and local regulatory bodies where applicable.

³ Air emissions refer to those emitted by our own logistics team.

Energy Consumption		
Indicator and Unit	2025	2024
Petrol (in MWh-e)	84	82
Diesel (in MWh-e)	4,614	4,147
Towngas (in MWh-e)	164	137
Natural Gas (in MWh-e)	9,583	8,389
Electricity (in MWh-e)	34,403	33,600
Total energy consumption (in MWh-e)	48,848	46,355
Intensity of energy consumption by Saint Honore stores in Hong Kong and Macau (MWh-e/number of store days)	0.23	0.23
Intensity of energy consumption by Saint Honore factories in Hong Kong, Macau and Shenzhen (MWh-e/finished products produced in kg)	0.0017	0.0016
Intensity of energy consumption by own logistics team (MWh-e/travel distance in km)	0.0034	0.0033

Water		
Indicator and Unit	2025	2024
Total water consumption (in cubic metres)	179,769	160,922
Intensity of water consumption by Saint Honore stores in Hong Kong and Macau (cubic metres/number of store days)	0.35	0.34
Intensity of water consumption by Saint Honore factories in Hong Kong, Macau and Shenzhen (cubic metres/finished products produced in kg)	0.0083	0.0074

Waste ⁴		
Indicator and Unit	2025	2024
Total hazardous waste produced (in tonnes)	0	0
Total non-hazardous waste produced (in tonnes)	1,770	1,876
Intensity of non-hazardous waste produced of Saint Honore factories in Hong Kong, Macau and Shenzhen (tonnes/finished products produced in kg)	0.0001	0.0001

⁴ Amount of waste produced only covers Saint Honore factories in Hong Kong, Macau and Shenzhen as waste generation of Saint Honore stores in Hong Kong and Macau is not considered as material to our operations.

Packaging materials ⁵		
Indicator and Unit	2025	2024
Total packaging materials used (in tonnes)	1,580	1,714
Packaging materials used per unit produced of Saint Honore factories in Hong Kong, Macau and Shenzhen (tonnes/finished products produced in kg)	0.0001	0.0001

Social Performance

Employment and Labour Practices		
Indicator	2025	2024
By Employment Type		
Full-time	1,856	1,914
Part-time	566	634
Temporary	201	3
Total Workforce	2,623	2,551
By Gender		
Female	1,667	1,672
Male	956	879
By Age Group		
Below 40 years old	1,178	1,145
40 years old and above	1,445	1,406
By Geographical Location		
Hong Kong	1,313	1,418
Macau	197	230
Shenzhen	1,113	903

⁵ Amount of packaging materials used only covers Saint Honore factories in Hong Kong, Macau and Shenzhen as packaging materials use of Saint Honore stores in Hong Kong and Macau is not considered as material to our operations.

Turnover Rate		
Indicator	2025	2024
Total Workforce	42.8%	21.0%
By Gender		
Female	35.8%	22.6%
Male	54.9%	17.9%
By Age Group		
Below 40 years old	69.9%	29.0%
40 years old and above	20.7%	14.4%
By Geographical Location		
Hong Kong	20.3%	23.3%
Macau	12.2%	20.0%
Shenzhen	74.8%	17.7%

Health and Safety		
Indicator for Work-related Fatalities	2025	2024
Number and rate of work-related fatalities ⁶	0	0
Indicator for Work-related Injuries		
No. of lost days due to work injuries	1,005	517
Work-related injury rate	1.2%	1.1%
Hong Kong	1.4%	1.2%
Macau	–	0.9%
Shenzhen	1.3%	1.0%

⁶ No work-related fatality and occupational disease in the past three years.

Development and Training								
Indicator	2025				2024			
	Employee Trained Rate ⁷	Employee Trained ⁸	Total Training Hours	Average Training Hours per Employee	Employee Trained Rate ⁷	Employee Trained ⁸	Total Training Hours	Average Training Hours per Employee
Total Workforce	106%	2,783	14,042	5.35	144%	3,665	13,642	5.35
By Gender								
Female	100%	1,670	7,300	4.38	134%	2,235	8,267	4.94
Male	116%	1,113	6,742	7.05	163%	1,430	5,374	6.11
By Employee Category								
Office employees	53%	193	3,584	9.82	63%	218	2,256	6.48
Frontline employees	84%	865	1,418	1.38	121%	1,384	4,416	3.85
Factory/Warehouse Employees	140%	1,725	9,041	7.33	195%	2,063	6,970	6.60

Number of Suppliers					
By Geographical Location of Suppliers	Chinese				
	Mainland	Hong Kong	Macau	Japan	
Total number of suppliers for Saint Honore factories	181	123	19	1	
By Supplier Type	Food		Packaging		
	Other		Other		
Total number of suppliers for Saint Honore factories	241		61		22

⁷ It is calculated by dividing the total number of training attendances by the number of employees in the respective category

⁸ Number of training attendances

ESG Reporting Guide Index

The following tables outlines CRA's disclosures in accordance with Part C of the HKEX ESG Code, which is governed by the "comply or explain" principle. Each disclosure item is referenced against the relevant section of this Report.

Environmental Performance

Disclosure Area		Relevant Section(s)	Page No.	Remarks
Aspect A1: Emissions				
General disclosure – policies and compliance with relevant laws/regulations		Our Environment	18–25	–
A1.1	Types of emissions and corresponding data	Performance Data Summary	40–42	Include air emissions where material
A1.2	Greenhouse gas emissions (total and intensity)	Performance Data Summary	40–42	Reported under the new mandatory climate-related disclosure requirements under Part D
A1.3	Total hazardous waste produced and intensity	Performance Data Summary	40–42	No hazardous waste produced
A1.4	Total non-hazardous waste produced and intensity	Performance Data Summary	40–42	–
A1.5	Emission reduction targets and progress	Our Environment	18–25	–
A1.6	Handling of waste and measures to reduce emissions	Our Environment	18–25	–
Aspect A2: Use of Resources				
General disclosure – policies on efficient resource use		Our Environment	18–25	–
A2.1	Total energy consumption and intensity	Performance Data Summary	40–42	–
A2.2	Total water consumption and intensity	Performance Data Summary	40–42	–
A2.3	Energy reduction targets and progress	Our Environment	18–25	–

Disclosure Area	Relevant Section(s)	Page No.	Remarks	
A2.4	Issues in sourcing water and water efficiency targets	Our Environment	18–25	No sourcing concerns in 2025
A2.5	Total packaging material used and per unit produced	Performance Data Summary	40–42	
Aspect A3: Environment and Natural Resources				
General disclosure – environmental impact and mitigation		Our Environment	18–25	–
A3.1	Significant impacts of activities on environment and actions taken	Our Environment	18–25	No significant impacts in 2025
Aspect A4: Climate Change				
General disclosure – identifying and mitigating climate risks		Our Environment	18–25	Reported under the new mandatory climate-related disclosure requirements under Part D
A4.1	Significant climate-related issues and actions taken	Our Environment	18–25	

Social Performance

Disclosure Area	Relevant Section(s)	Page No.	Remarks	
B1 Employment				
General disclosure – employment policies and compliance		Our Workplace	26–33	–
B1.1	Total workforce by gender, employment type, age group and region	Performance Data Summary	42–44	–
B1.2	Employee turnover rate by gender, age group and region	Performance Data Summary	42–44	–

Disclosure Area		Relevant Section(s)	Page No.	Remarks
B2 Health and Safety				
General disclosure – occupational health and safety and compliance		Our Workplace	26–33	–
B2.1	Number and rate of work-related fatalities (past 3 years)	Performance Data Summary	42–44	No work-related fatalities in 2023-2025
B2.2	Lost days due to work injury	Performance Data Summary	42–44	–
B2.3	Occupational safety measures and actions	Our Workplace	26–33	–
B3 Development and Training				
General disclosure – training and development policies		Our Workplace	26–33	–
B3.1	% of employees trained by gender and employee category	Performance Data Summary	42–44	–
B3.2	Average training hours per employee by gender and employee category	Performance Data Summary	42–44	–
B4 Labour Standards				
General disclosure – prevention of child and forced labour		Our Workplace	26–33	–
B4.1	Measures to prevent child and forced labour	Our Workplace	26–33	–
B4.2	Actions taken if such cases identified	Our Workplace	26–33	–
B5 Supply Chain Management				
General disclosure – policies on managing supply chain issues		Our Product Responsibility	12–17	–
B5.1	Number of suppliers by geographical region	Performance Data Summary	44	–
B5.2	Standards for supplier selection	Our Product Responsibility	12–17	–
B5.3	Practices to identify and manage ESG risks in the supply chain	Our Environment	18–25	–
B5.4	Practices to promote sustainable procurement	Our Environment	18–25	–

Disclosure Area		Relevant Section(s)	Page No.	Remarks
B6 Product Responsibility				
General disclosure – quality, safety, marketing and data protection		Our Product Responsibility	18–25	–
B6.1	Product recall cases	Our Product Responsibility	18–25	No product recall cases in 2025
B6.2	Customer complaints and handling	Performance Data Summary	18–25	–
B6.3	Intellectual property protection	Our Product Responsibility	18–25	–
B6.4	Quality assurance and certification	Our Product Responsibility	18–25	–
B6.5	Customer data protection and privacy	Our Product Responsibility	18–25	–
B7 Anti-corruption				
General disclosure – policies and compliance		Our Workplace	26–33	–
B7.1	Concluded legal cases regarding corruption	Our Workplace	26–33	No concluded legal cases regarding corruption in 2025
B7.2	Preventive measures, whistleblowing system	Our Workplace	26–33	–
B7.3	Training on anti-corruption	Our Workplace	26–33	–
B8 Community Investment				
General disclosure – community engagement approach		Our Community	34–38	–
B8.1	Focus areas of community engagement	Our Community	34–38	–
B8.2	Resources contributed	Our Community	34–38	–

The following table summarises CRA’s climate-related disclosures in accordance with Part D of the HKEX ESG Code. These disclosures are integrated throughout the Report and reflect CRA’s governance, strategy, risk management approach, and use of climate-related metrics and targets.

Disclosure Area	Relevant Section(s)	Page No.	Remarks
D1. Governance			
Board oversight of climate-related risks and opportunities	Our Sustainability Approach	4-11	-
Management's role in assessing and managing climate-related matters	Our Sustainability Approach	4-11	-
D2. Strategy			
Climate-related risks and opportunities over short, medium and long term	Our Sustainability Approach	4-11	-
Impact of climate risks/opportunities on business model and strategy	Our Sustainability Approach	4-11	-
Climate resilience and scenario analysis	Our Sustainability Approach	4-11	-
D3. Risk Management			
Processes to identify and assess climate-related risks	Our Sustainability Approach	4-11	-
Integration of climate risks into sustainability and enterprise risk management	Our Sustainability Approach,	4-11	-
Monitoring and updating of climate risk assessments	Our Sustainability Approach	4-11	-
D4. Metrics and Targets			
GHG emissions (Scope 1 & 2; Scope 3 where available)	Our Environment, Performance Data Summary	18-25	-
Climate-related targets and progress	Our Environment	18-25	-
Climate metrics used to assess risks and opportunities	Our Environment	18-25	-
Where applicable, financial effects of climate-related risks and opportunities	Our Environment	18-25	No material financial impact has been identified in the short-, medium-and long-terms