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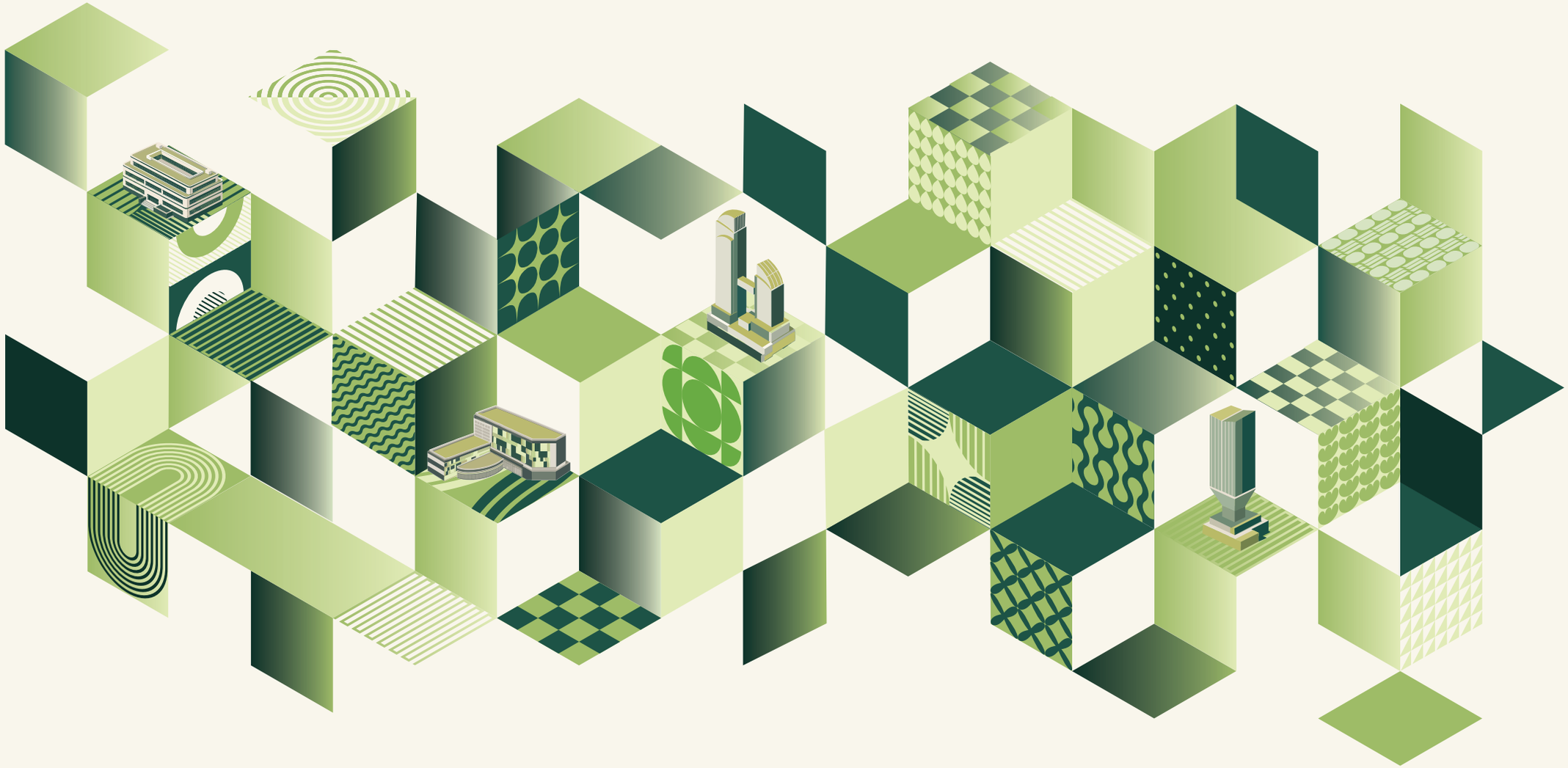

Sustainability Report

2025-2026

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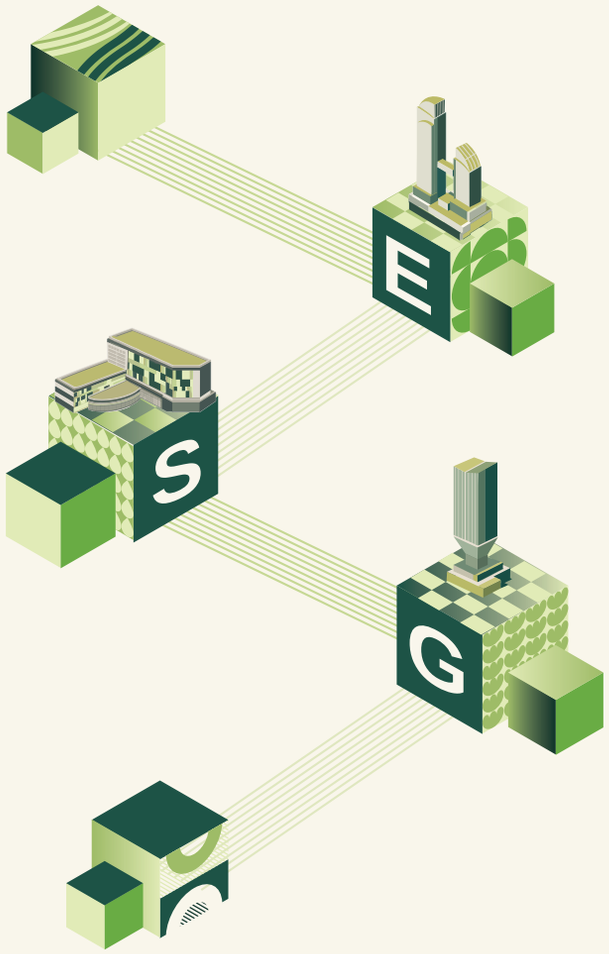

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Sustainability Performance at a Glance

Environmental

-39.1%

In 2025 operational carbon intensity from the 2020 base year, marking progress on the CCG 3050+ Roadmap[1]

-3.5% & -2.0%

In energy intensity across our Hospitality and Property Services operations respectively[2]

100%

Of new development and major asset enhancement projects receiving BEAM Plus Gold or above

97.5%

Of existing buildings hold the BEAM Plus/LEED/WELL building certifications[3]

189 tenants

Participated in the CCG Green Tenant Engagement Programme, up from 109 last year

83%

Of the Group's total financing facilities are green, social or sustainability-linked

Social

+2%

In overall favourable score in the Employee Engagement Survey

56.6% & 43.4%

Gender ratio of total employees (female and male)

Zero

Work-related fatalities of employees

~HK$19.2 million

In donation programmes benefiting the community[4]

277,104 person-times

Reached through Elderly Care, Health & Wellness, and Sustainable Cities & Communities initiatives

12,595 hours

Of volunteerism by CCG Volunteers & CCG Hearts members

Governance

CCG Vision 2030

Sustainability roadmap to guide strategic priorities

5-star & Global Sector Leader

In the Global Real Estate Sustainability Benchmark ("GRESB") for two consecutive years

B rating

In CDP's Climate Change Assessment 2025

Achieved at least 85%

Customer satisfaction rate across property owners, tenants, hotels guests, elderly residents and their families

1 This covers our headquarters office, Hospitality and Property Services operations.
2 The intensity units for Hospitality and Property Services operations are kWh/occupied room night and kWh/m² respectively.
3 The percentage covers the number of certified existing buildings as of 30 June 2026.
4 Incurred during FY2025/26 (1 July 2025 – 30 June 2026).

Message from the CEO

Leading with Purpose, Reimagining Our Future

Dear Stakeholders,

The world around us is changing at an unprecedented pace. Climate risks are intensifying, demographic shifts are reshaping our communities, and expectations of business continue to evolve. At Chinachem Group ("CCG"), we believe sustainability is fundamental to how we create places that remain relevant, resilient and connected to the people who depend on them. As a long-term community builder, we recognise that the places we shape today must continue to serve future generations. Our brand promise, "**Places with Heart**", reflects this commitment, guiding decisions that range from the sustainable materials we specify to the inclusive neighbourhoods we foster.

A New Strategic Horizon: Vision 2030

The past year marked an important step forward with the launch of CCG Vision 2030, our refreshed sustainability roadmap. Building on the business transformation achieved through CCG 2.0 strategy, Vision 2030 establishes the next phase of our sustainability journey through four strategic pillars: *Sustainable Outcomes, Fulfilled Employees, Connected Communities*, and *Leadership & Strong Financials.* It translates our long-term purpose into measurable priorities that guide how we decarbonise our portfolio, invest in our people, strengthen community resilience and uphold disciplined governance.

Global Leadership, Industry-Validated Impact

Our progress continues to receive international recognition. I am proud that CCG retained its 5-star rating and Global Sector Leader status in the 2025 Global Real Estate Sustainability Benchmark ("GRESB") for the second consecutive year, alongside a B rating in CDP's Climate Change Assessment 2025. These external benchmarks speak to the rigour of our governance, risk management and portfolio performance.

Closer to home, CCG was honoured with the *Pioneer Award for Green Building Leadership* at the HKGBC Green Building Award 2025, becoming the first private real estate developer to earn this distinction. ECHO HOUSE, our flagship residential project delivered at scale using Modular Integrated Construction ("MiC"), received both a Grand Award and a Special Citation for its direct alignment with the UN Sustainable Development Goals. While external recognition is encouraging, we measure success by the long-term value these efforts create for our stakeholders.

Accelerating the Transition to a Low-Carbon Future

The built environment has a critical role to play in addressing climate change, and we remain committed to leading by example.

As a property owner and developer, we recognise that the built environment can either accelerate climate risk or help mitigate it. Our Chinachem Group Carbon Reduction Roadmap – CCG 3050+, which aligns with the 1.5°C pathway and was approved by the Science Based Targets Initiative (SBTi), remains the cornerstone of our environmental strategy. In 2025, we recorded a 39.1% reduction in operational carbon intensity against our 2020 baseline, placing us firmly on track towards our 2030 goal of a 51.8% reduction.

Progress has been driven by a combination of operational excellence, technological innovation and collaboration. We continue to expand smart energy management solutions, deploy AI-enabled optimisation tools and implement major decarbonisation initiatives across our portfolio.

Extending impact beyond our operational boundaries, we achieved 100% Green Tenancy agreement adoption across new and renewal leases, alongside expanded tenant engagement on energy, waste and behaviour change, creating shared environmental value across our portfolio.

Furthermore, we are advancing towards formal validation of our 2050 net-zero target under the new SBTi standard, ensuring that our long-term ambition remains aligned with evolving global expectations.

Creating Shared Value for the Community

Sustainability is ultimately about people

A truly sustainable city must address its social architecture alongside its physical footprint. With Hong Kong experiencing rapid population ageing, CCG has chosen to sit at the intersection of climate action and senior care.

Through Pine Care, our elderly care arm, we are applying our expertise in elderly services to help address one of Hong Kong's most significant demographic challenges. This year, we extended that commitment by partnering with City University of Hong Kong and Hang Seng Bank to co-host the Future-Ready Hong Kong Summit 2026 and publish a joint research whitepaper exploring Hong Kong's dual transition towards a low-carbon economy and a thriving silver economy. Bringing together expertise from business, academia and finance, this collaboration highlighted opportunities to advance sustainability while responding to the needs of an ageing population.

Simultaneously, we continue investing in elderly support, community wellbeing, social inclusion and placemaking initiatives. During the year, we contributed more than HK$19.2 million to donation programmes. Our placemaking activities, including the *CCG Pickleball Challenge 2026* and *A Taste of Tsuen Wan*, engaged over 277,000 participants. In addition, CCG Volunteers and CCG Hearts members contributed a total of 12,595 volunteer hours.

Owning What Went Wrong

It would be a disservice to speak only of achievements. In October 2025, a fire incident at Chinachem Tower in Central tested our crisis response. We mobilised immediately to protect the public, our tenants and our people, and have since strengthened fire prevention protocols across every active development site.

Real accountability requires transparency when systems are tested, not only when they succeed. The incident prompted a thorough review of our emergency preparedness, contractor management and site safety protocols, resulting in strengthened measures across our portfolio and reinforcing our commitment to continuous improvement.

Our Path Forward

Looking ahead, we will keep decarbonising our operations, investing responsibly, deepening our community impact, and empowering our people to lead change from within. Just as importantly, we will keep embedding sustainability into the heart of our business strategy, so that every decision we make contributes to enduring value.

None of these achievements would be possible without the dedication of our colleagues, the guidance of our Board, and the trust of our customers, tenants, partners and community stakeholders. Together, we are building places that meet today's needs while helping shape a more resilient, inclusive and prosperous Hong Kong for generations to come. It is how we choose to create value, build trust and create truly meaningful places with heart.

Thank you for your continued trust and partnership.

Andy Cheung

Executive Director and Chief Executive Officer

Chinachem Group

October 2026



About This Report

Reporting Period & Reporting Scope

This Sustainability Report 2025-2026 (the "Report") is published by Chinachem Group Holdings Limited ("CCG", the "Group" or "We"). The Report discloses the Group's sustainability-related performance across its core business segments, including Property Investment and Property Development, Hospitality and Entertainment, Property Services and Elderly Care services, for the period from 1 July 2025 to 30 June 2026 ("FY2025/26", or the "Reporting Period").

The following 53 reporting entities are defined based on the Group's operations over which it has both financial ownership and operational control. These include:

- One headquarters office in Tsuen Wan West
- Property Services: 33 commercial, retail, industrial and residential properties
- Hospitality: seven hotels and serviced apartment complexes
- Healthcare: 12 Residential Care Homes for the Elderly ("RCHE") under Pine Care Group Limited ("Pine Care")

There has been no change to the reporting scope boundaries compared with the previous financial year.

Reporting Standards & Principles

The Report is prepared in accordance with the Environmental, Social and Governance Reporting Code ("HKEX ESG Reporting Code") set out in Appendix C2 of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited ("HKEX") and with reference to the Global Reporting Initiative ("GRI") Standards.

To align with global best practices in sustainability disclosure, the Report also references the following internationally recognised frameworks and standards:

- IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information ("IFRS S1") as issued by the International Sustainability Standards Board ("ISSB")
- IFRS S2 Climate-related Disclosures ("IFRS S2")
- Taskforce on Nature-related Financial Disclosures ("TNFD") framework

Readers may refer to the Content Index section for a comprehensive mapping against each disclosure requirement of the aforementioned reporting standards.

The following Reporting Principles, as set out in the HKEX ESG Reporting Code and recommended by the GRI Standards, have been applied in the preparation of this Report to ensure data quality and robust structural integrity:

- **Materiality:** Sustainability issues with significant impacts on the businesses, environment, and society are identified and managed through stakeholder engagement and double materiality assessment. This process allows CCG to allocate greater attention and resources to prioritised topics, embed them in the Group's ESG Strategy, and strengthen decision-making processes.

- **Quantitative:** The Report is underpinned by quantitative figures and comparative analysis. Environmental data are calculated and analysed by business segment, applying different metrics to derive intensity values. Remarks are stated where changes have been made to performance indicators.

- **Balance:** The unbiased disclosures enable readers to understand CCG's comprehensive performance and allow CCG to identify areas for improvement.

- **Consistency:** We make consistent disclosures on reporting standards and methodologies for meaningful comparison over time.

The Report is published in October 2026 and made accessible on our Sustainability Website: https://www.chinachemgroup.com/en/sustainability/sustainability-reports/.

External Assurance

The content of this Report has been subject to a limited assurance engagement conducted by the Hong Kong Quality Assurance Agency ("HKQAA") as an independent external assurance body. Details of HKQAA's scope of work and conclusion are set out in the "Verification Statement" section.

Contact Details

We value your opinion on our sustainability performance and reporting. Please take a moment to complete our online feedback form or reach us directly:

Email: sustainability@chinachemgroup.com

Telephone: +852 2739 8811

Address: 35-38/F, Nina Tower, 8 Yeung Uk Road, Tsuen Wan, New Territories, Hong Kong

About Chinachem Group

Founded in 1960, CCG has deep-rooted experience in managing a diverse portfolio of investment and development properties in Hong Kong, upholding its mission to create long-term value for stakeholders and its vision to create and operate "**Places with Heart**".

Building on our strong foundation in property development, investment, and management, we maintain a well-diversified portfolio that seamlessly integrates hospitality and elderly care services. This strategic diversification drives sustainable, long-term asset growth in alignment with our social and environmental goals.

Our financial performance during the Reporting Period is set out below:



Revenue (HK$) **10,810 million**



Total Asset Value (HK$) **147,646 million**

Background & Major Segments of Our Revenue

77%



Property Investment & Property Development

Our investments span a diverse portfolio of residential, office, retail, and industrial assets.

Notable projects and properties in Hong Kong include Nina Tower, One Hennessy, One and Two Chinachem Central, NINA MALL, D·PARK, IN ONE, ECHO HOUSE and ZENDO HOUSE.

9%



Hospitality & Entertainment

Nina Hospitality, a member of CCG, manages a portfolio of hotels and serviced apartment complexes in Hong Kong.

Its portfolio comprises five hotels and two serviced apartment complexes. Nina Hospitality features two distinct brands: Nina Hotel and Lodgewood, targeting the midscale to upscale market.

4%



Elderly Care Services

Pine Care supports the government's silver economy development and creates influential social impacts, fostering a vibrant intergenerational community.

We manage 12 RCHEs, providing personalised, high-quality elderly care services.

2%



Property Services

We deliver high-quality services across four core functions: property management, cleaning, security, and maintenance.

We provide property management services to more than 200 properties, including commercial, retail, industrial, and residential properties.

8%



Others

CCG Vision 2030: Sustainability Roadmap

CCG recognises that a clearly defined sustainability strategy is essential to guide long-term decision-making and support its sustainability vision. Beginning in the previous financial year, the Group commenced a review and enhancement of its sustainability strategy to establish a stronger foundation for the next phase of its sustainability journey.

As a result of this process, CCG has developed and endorsed CCG Vision 2030, a sustainability roadmap that outlines clear progression from key focus areas to actionable commitments supported by specific targets.

CCG Vision 2030 reflects the Group's commitment to advancing sustainable development through a structured approach across environmental, social and governance priorities.

Overview of CCG Vision 2030

Sustainable Outcomes

Vision:

To become a leading sustainable real estate developer and asset manager by developing a resilient, low-carbon portfolio

Aim:

To integrate environmental and climate considerations into decision-making across all aspects of operations

Fulfilled Employees

Vision:

To enable employees to realise their full potential and create meaningful impact in their careers and lives

Aim:

To foster an inclusive and purpose-driven workplace that supports growth, well-being and a strong sense of belonging

Connected Communities

Vision:

To cultivate inclusive and resilient communities where individuals can thrive and contribute to collective social well-being

Aim:

To develop people-centric urban environments that strengthen connections between people and place

Leadership & Strong Financials

Vision:

To uphold high standards of corporate governance and strengthen sustainability oversight

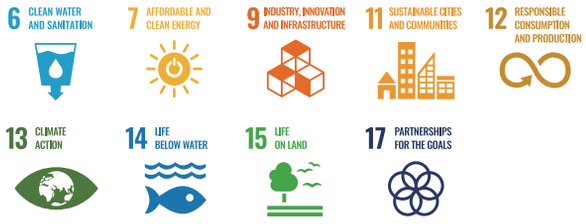
Aim:

To lead with vision, courage and integrity to cultivate long-term sustainable business growth and resilient financial returns

	Key Focus Areas	Highlights of Targets & Commitments
Sustainable Outcomes	• Invest Smarter • Build Better • Operate Efficiently • Collaborate Proactively	• **100%** compliance with ESG due diligence and carbon thresholds for mergers and acquisitions ("M&A") • **≥75%** of the Group's total financing facilities to be green, social or sustainability-linked • **100%** sustainable building certification and design/procurement compliance for eligible new projects • **100%** green building certification coverage for existing buildings • **39.5%** reduction in upfront embodied carbon in new development projects • **51.8%** reduction in operational carbon intensity by 2030 • **100%** green lease conversion • Maintain water intensity not higher than FY2024/25 baseline
Fulfilled Employees	• Accountability • Engagement • Communications • Self-development	• Achieve a balanced workforce by 2030 • **≤3.2** Lost-time Injury Rate ("LTIR") maintained across operations by 2030 • **≥12** annual well-being initiatives to foster a healthy and engaged workforce • **≥3** annual diversity, equity and inclusion ("DEI") initiatives advancing an inclusive workplace culture • **12** annual employee engagement and communication sessions • **≥20** average training hours per employee supporting capability development
Connected Communities	• Elderly Care • Health and Wellness • Sustainable Cities and Communities • Active Volunteering Culture	• **210,000+** person-times engaged through elderly care, health and wellness, and sustainable cities and communities initiatives • **12,000+** volunteering hours contributed annually by CCG Volunteers and CCG Hearts members • **600** CCG volunteers participations annually (person-times)
Leadership & Strong Financials	• Service Standard • Workflow Efficiency • Corporate Transparency • Sustainable Growth	• **1** externally verified sustainability report published annually • **8.5/10** score in the tenant satisfaction survey

CCG Vision 2030 is underpinned by 39 Key Performance Indicators ("KPIs"), with dedicated capital and budget allocations to support target achievement. To advance CCG Vision 2030, we recognise the interconnections among our key focus areas and have integrated the roadmap into our corporate strategy to help ensure that our business operations and value chain are aligned with its principles. Insights gained during the initial phase will help shape the development of medium- and long-term KPIs.

Sustainable Outcomes



83%

Of the Group's total financing facilities are green, social or sustainability-linked

-39.1%

In 2025 operational carbon intensity from the 2020 base year, marking progress on the CCG 3050+ Roadmap

100%

Of new development and major asset enhancement projects receiving BEAM Plus Gold or above

189 tenants

Participated in the CCG Green Tenant Engagement Programme, up from 109 last year

Invest Smarter

CCG believes the long-term prosperity of its businesses is closely linked to the well-being of the environment and communities. We prioritise strategic investments that support business growth while balancing environmental and social considerations. As a member of the Hong Kong Green Finance Association ("HKGFA"), CCG continues to advance green finance initiatives and contribute to the development of a robust and sustainable finance ecosystem.

KPI for FY2025/26

≥60%

Of the Group's total financing facilities to be green, social or sustainability-linked

Performance

83%

Of the Group's total financing facilities were green, social or sustainability-linked

Allocation of Sustainable Finance Loan Proceeds

Green Loan (HK$):

21.3 billion

Social Loan (HK$):

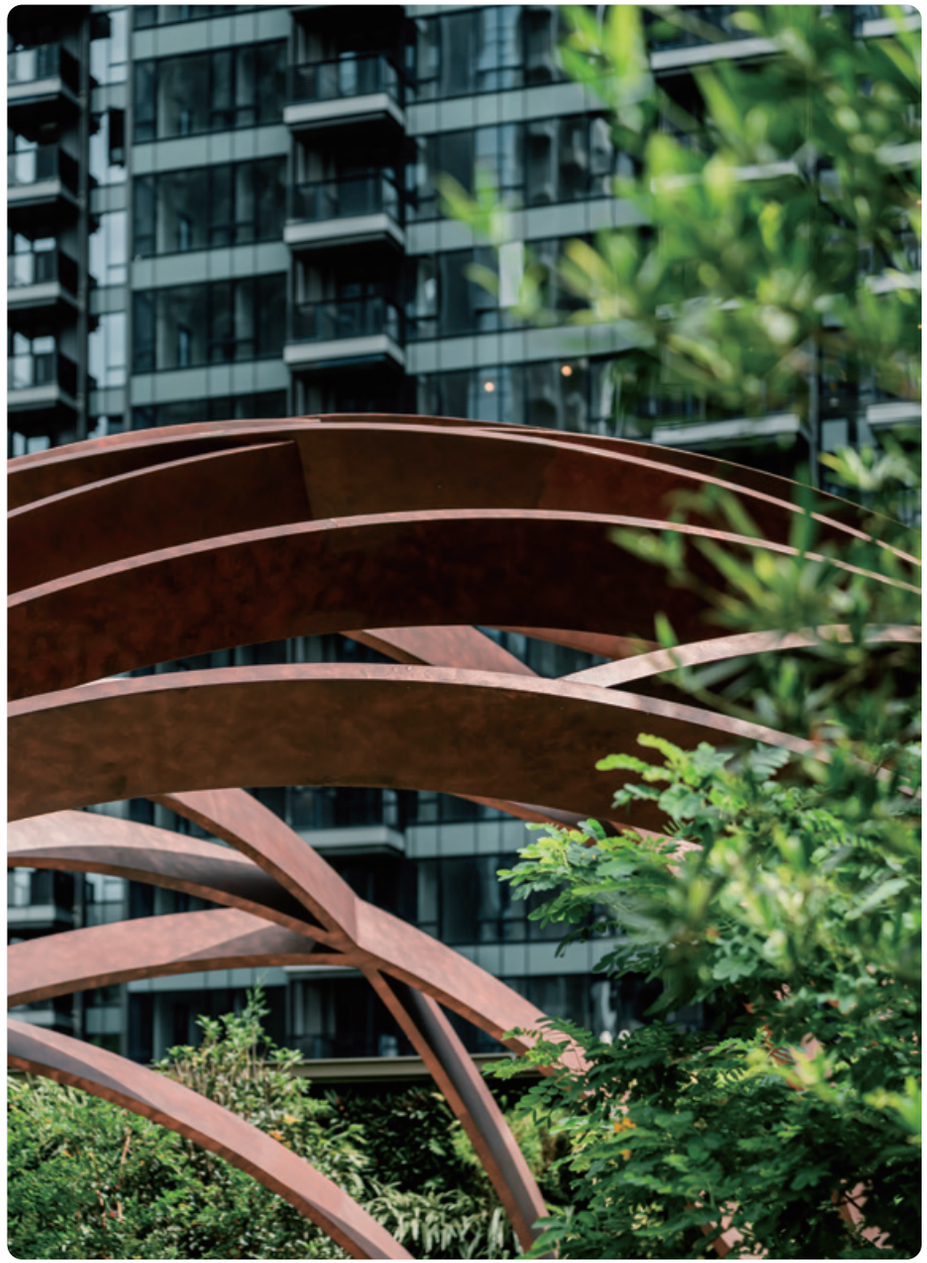
0.65 billion

Sustainability-Linked Loan (HK$):

8 billion

Total (HK$):

29.95 billion



Chinachem Group Sustainable Finance Framework

The Chinachem Group Sustainable Finance Framework ("CCG SF Framework") guides our financing and investment decisions to drive measurable environmental and social impacts. The CCG SF Framework was the first in Hong Kong to align with the Hong Kong Monetary Authority's Hong Kong Taxonomy for Sustainable Finance and the EU's Common Ground Taxonomy. Its credibility is supported by a Second-Party Opinion from ISS Corporate Solutions.

The CCG SF Framework covers 13 eligible project categories across environmental and social themes for bonds and loans:

Environmental (9 Categories)

- Green Buildings
- Renewable Energy
- Energy Efficiency
- Circular Economy
- Sustainable Water & Wastewater Management
- Pollution Prevention & Control
- Clean Transportation
- Green Technologies
- Climate Change Adaptation

Social (4 Categories)

- Community Investment & Engagement
- Affordable Housing
- Development of Age-friendly & Inclusive Buildings
- Cultural & Heritage Preservation

The Group assesses each sustainable financing transaction against four core components set out in recognised standards:



Use of Proceeds:

Net proceeds from Sustainable Financing Transactions ("SFTs") are exclusively allocated to fund or refinance eligible projects that meet at least one green or social category.



Project Evaluation and Selection:

Each transaction undergoes a rigorous review process led by a cross-functional team to ensure well-informed decision-making.



Management of Proceeds:

Internal tracking systems are employed to ensure transparent monitoring and allocation of all capital raised.



Reporting:

Annual disclosures on the allocation of proceeds and the measurable environmental and social impacts achieved.

Each Sustainable Financing Transaction undergoes both pre-issuance and post-issuance review by an independent external party to ensure compliance, transparency, and alignment with the framework's objectives. This approach reinforces CCG's commitment to responsible business practices and sustainable development through strategic financing.

Case Study

Financing a Landmark Green Residential Project at Tung Chung

In April 2025, CCG closed its inaugural HK$8 billion syndicated loan facility. As the region's first syndicated loan to integrate green, social and sustainability-linked components, the facility received strong market support from 12 banks.





Under the syndicated loan facility and the CCG SF Framework, the Tung Chung Traction Substation Property Development was designated under the Green Buildings category. Situated in Tung Chung East, the project comprises two residential towers with over 1,900 units and is currently the tallest Modular Integrated Construction ("MiC") residential development undertaken by a private developer in Hong Kong. The project has achieved BEAM Plus Provisional Platinum and WELL Precertification Platinum, reflecting its design focus on lower greenhouse gas emissions and greater energy efficiency. These certifications also supported the recognition as a green building under the CCG SF Framework. For further information on the project's latest developments and sustainability initiatives, please refer to the "Build Better" section of this Report.

Our sustainable financing strategies have gained significant market recognition, underscoring strong stakeholder confidence in our corporate governance and business resilience:

Recognition

- Best Sustainable Treasury Award at the Treasury Today Adam Smith Awards Asia 2025
- Outstanding Award for Green and Sustainable Loan Issuer (Real Estate Industry) at the Hong Kong Green and Sustainable Finance Awards 2025

Recognition



CCG received the Best Sustainable Finance Deal (Hong Kong SAR – Winner) at the FinanceAsia Achievement Awards 2025 in recognition of its innovative financial management solution and pioneering execution of Asia's first triple-themed syndicated loan.

Performance Highlights

100%

Compliance with the ESG Due Diligence Checklist for Mergers and Acquisitions

Sustainable and Responsible Investment Criteria

With the ESG Due Diligence Checklist for Mergers and Acquisitions ("ESG Due Diligence Checklist for M&A") and Sustainable Investment Guidelines in place, the Group integrates comprehensive ESG considerations into its capital deployment decisions. This helps minimise investment risks and align the leasing portfolio with the Group's ESG standards.

ESG Due Diligence Checklist for Mergers and Acquisitions

When evaluating M&A opportunities for investment properties, the Group applies its ESG Due Diligence checklist for M&A to assess potential risks and opportunities across various sustainability aspects, including building safety, climate risk resilience, energy efficiency, and compliance with relevant building standards and carbon intensity of target assets. Findings are presented to the Strategic Investment Committee and the Board to inform acquisition decisions and guide post-acquisition actions and provisions.

Sustainable Investment Guidelines

The Group's responsible investment strategy targets an average MSCI ESG Rating of BBB or above across our investment portfolio. We conduct comprehensive analyses of companies' ESG ratings and their financial indicators to evaluate overall performance. We also prioritise acquiring sustainable bonds whenever they are available from the same issuer. During the fund selection process, we conduct thorough reviews of the ESG performance and credentials of asset management firms associated with our investments. This practice forms the basis for identifying and selecting companies that meet our criteria for ESG performance and practices.

CCG applies strict exclusions on financing activities that are inconsistent with its values and ethical standards, including but not limited to:



Operation of Casinos



Production of Lethal Weapons



Production of Tobacco



Production of Pornography

These sustainable financing and investment commitments are embedded within CCG Vision 2030. Targets help ensure the defined sustainable financing ratio is maintained and compliance obligations are consistently achieved.

Build Better

CCG integrates sustainability, climate resilience, resource efficiency, biodiversity and wellness considerations into the design and operations of new and existing developments.

Our Commitment to Green Building

100%

New development and major asset enhancement projects to receive BEAM Plus Gold or above

Our Achievements[5]

10

BEAM Plus certifications for 8 development projects

3

LEED certifications for 2 development projects

1

China Green Building Label ("CGBL") building

6

WELL certifications for 5 development projects and 1 asset enhancement project

2

Buildings certified with SmartScore and WiredScore

[5] Covering Registered, Provisional Assessment, Pre-assessment, Pre-certification, and Final Assessment in green building standards as of 30 June 2026.

Integrating Sustainability Across the Development Lifecycle

CCG integrates sustainability and wellness considerations across the building lifecycle, supported by defined project targets. The Sustainable Design and Procurement Manual governs our building design, selection of building materials, and construction. For development and major asset enhancement projects, key requirements include meeting energy performance requirements under the Zero-Carbon-Ready Building Certification, conducting climate risk screening, and carrying out embodied carbon analysis.

The Group uses pre-qualification and qualification assessments, supported by checklists, to select tenderers with strong sustainability capabilities. The assessed criteria include:

- Project credentials in sustainable building design and construction
- Formally established environmental policy
- Avoidance of deleterious building materials
- Proven capabilities in sustainable construction practices
- Effective management of construction waste
- Zero non-compliance cases in environmental-related litigation or arbitration

Case Study

Low-Carbon Building Materials in Tung Chung East Commercial Development



Tung Chung East Commercial Development is the first commercial building project to trial CarbonCure® concrete in structural elements, demonstrating the adoption of innovative low-carbon construction technologies. CarbonCure® concrete injects captured carbon dioxide and recycled carbon into fresh concrete during mixing, where it is permanently mineralised. This enables a 4–7% reduction in cement content without compromising performance. Together with the use of a low-carbon concrete mix containing approximately 40% Ground Granulated Blast-furnace Slag (“GGBS”), the solution achieves an estimated 34% reduction in embodied carbon emissions compared with conventional concrete. In addition, approximately 40% of the superstructure concrete used in the development is green pulverised fuel ash ("PFA") concrete, further reducing the project's embodied carbon footprint.

To support sustainable material procurement, approximately 30% of gypsum block walls were constructed using Construction Industry Council ("CIC")-certified green products. The project also adopted aluminium and table formwork systems, reducing timber formwork demand by approximately 50% compared with conventional construction methods.

Next-generation Smart Building Solutions

As demand for smart city solutions and digital applications continues to grow, CCG invests in innovative technologies to enhance building performance, optimise resource use and improve occupant comfort.

To support operational excellence, the Group deploys Internet of Things (“IoT”) systems across its portfolio. Through interconnected sensors and automated devices, real-time energy, environmental and operational data are collected and analysed on a centralised platform. These insights support data-driven decisions, automated load optimisation and more efficient resource management, helping to reduce carbon emissions and improve building performance.

Case Study

Smart Building Innovation at Tung Chung East Commercial Development

Building on the pilot implementation of digital twin technology at Nina Tower, Tung Chung East Commercial Development has been designed as a next-generation digital twin application that harnesses advanced digital technologies to further optimise building operations and environmental performance.

By integrating digital infrastructure with electrical and mechanical ("E&M") systems, the development turns operational data into actionable insights. CCG's smart building platform enables real-time performance monitoring, resource optimisation and predictive maintenance, enhancing asset resilience, operational efficiency and occupant experience.

By continuously monitoring the performance of E&M, façade and environmental systems, the platform helps identify inefficiencies and anticipate maintenance needs, reducing downtime and supporting more accurate lifecycle management.

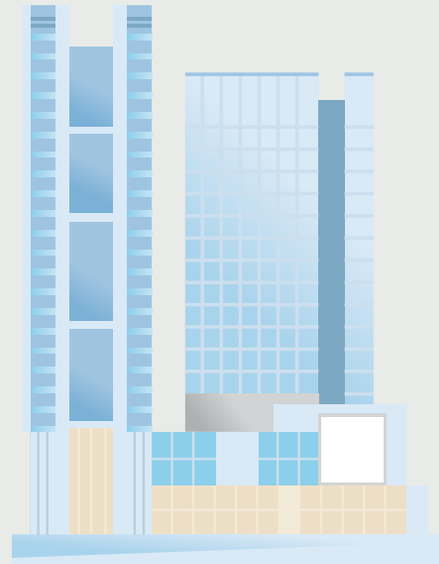
Next-generation Digital Twin & AI Optimisation

We leverage digital twin technology and predictive AI to streamline building operations and automate sustainability performance tracking through the following features:

- AI-driven optimisation of cooling and ventilation
- Predictive modelling for energy use and equipment diagnostics
- Occupancy and footfall analysis to support load management and customer experience

Building-Integrated Photovoltaics Fins (BIPV)

BIPV fins will capture solar energy to generate renewable power and provide effective solar shading, thereby reducing cooling demand. Combined with the rooftop photovoltaic panels, the total annual renewable energy generation is expected to be equivalent to the energy consumption of around two office floors.



Intelligent Surveillance & Spatial Analytics

To optimise space use and strengthen safety, we deploy AI-enabled CCTV analytics in lift lobbies, escalators, and retail corridors to generate operational insights at source, including:

- Automated people counting and real-time crowd density analysis to facilitate adjustments to lighting, ventilation, and space allocation based on foot traffic patterns
- Shape recognition, motion tracking, loitering detection, and background change detection to reduce false alarms and strengthen security monitoring
- Abandoned object detection to promptly identify unattended items in public areas
- Visitor attribute analytics to support retail planning and targeted marketing initiatives

Sustainable Construction Practices

Wherever feasible, we apply sustainable construction practices across our new development and asset enhancement projects, demonstrating our environmental commitments.

Modular Integrated Construction (MiC)

This construction method involves prefabricating building components off-site for final assembly on-site, ensuring stable, consistent quality while shortening construction time.

MiC delivers meaningful environmental and social impacts, including reducing on-site emissions and improving safety, and CCG is committed to applying flexible, customised MiC designs across different projects to promote wider adoption of off-site construction.



Applied in:

- ECHO HOUSE
- Tung Chung Traction Substation Property Development

Please refer to the "CCG's Unique MiC Building Method" below for further information on the application in the Tung Chung Traction Substation Property Development.

Multi-trade Integrated Mechanical, Electrical and Plumbing ("MiMEP")

This technology enables the off-site prefabrication of the mechanical, electrical, and plumbing systems, which are subsequently transported to the construction site for installation. It delivers a 30 – 50% reduction in MEP (Mechanical, Electrical and Plumbing) installation time, minimises waste and enhances quality control throughout the building process.

Applied in:

- Kwai Chung Logistics Centre
- Tung Chung East Commercial Development
- Tung Chung Traction Substation Property Development

Building Information Modelling ("BIM")

BIM provides real-time data analysis to manage the building lifecycle and support informed design decisions.

Applied in:

- Kwai Chung Logistics Centre
- Tung Chung East Commercial Development
- Tung Chung Traction Substation Property Development

Battery Energy Storage System ("BESS")

At our construction sites, we are progressively phasing out the use of on-site diesel generators, requiring early-stage grid connection for foundation and superstructure works.

Where grid connection is not feasible, BESS provides an alternative power source for energy storage and high-power equipment operation, with B5 biodiesel-powered generators (5% biodiesel, 95% conventional diesel) used only as a last resort.

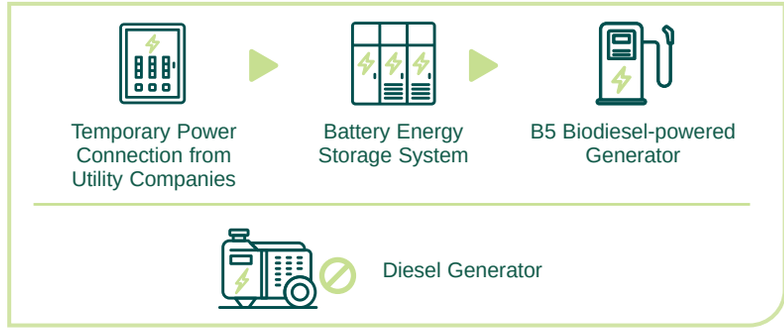




At the Tung Chung East Commercial Development, a liquid-cooled BESS system achieved a 15 dB(A) noise reduction over conventional air-cooled BESS systems, complemented by the nearby solar photovoltaic panels for a more diversified, lower-carbon energy mix.

Applied in:

- Tung Chung East Commercial Development
- All construction sites wherever feasible



Electric Forklift

Deployed as part of a low-carbon construction approach to reduce reliance on diesel-powered equipment.



Applied in:

- Tung Chung East Commercial Development
- All construction sites wherever feasible

CCG's Unique MiC Building Method

MiC is a construction method in which free-standing, three-dimensional modules are manufactured in a controlled factory environment, then transported for on-site installation and assembly. By shifting a substantial portion of construction activities off site, MiC enhances quality control, improves workplace safety and reduces environmental impacts throughout the construction process.



CCG has continuously refined its unique MiC methodology through practical project experience, integrating design optimisation, manufacturing excellence and efficient on-site assembly to improve construction productivity and building quality.





Our MiC journey began with ECHO HOUSE, completed in 2024, Hong Kong's first private residential development constructed using the MiC method. More than 80% of the residential floor area was delivered using MiC technology. The project, comprising a six-storey podium and a 22-storey residential tower with 198 units, served as a pilot for innovative approaches to reducing embodied carbon and enhancing construction efficiency.

ECHO HOUSE – First Private Residential Development Using MiC Method

1 Off-site Manufacturing

- High level of pre-fabrication reduces the workload on site
- Comprehensive planning and design are required for module configurations tailored to different unit types
- Structural elements, E&M, finishes, fixtures and fit-out works are pre-installed
- Work is shifted off site to achieve better quality assurance under safer working conditions

70% reduction in site labour



BIM – Highly Detailed Models to Minimise Construction Errors



Robot Dog – Automated 3D Survey

2 Transportation to Site

- Completed modules are then transported to the construction site

60% reduction in local traffic loading in Hong Kong



GPS – Real-Time Tracking for Just-in-Time Delivery



BEAM Plus New Buildings v2.0 | Platinum

WELL Building Standard | Gold

3 On-site Installation & Assembly

- Modules are precisely installed as part of the permanent building structure
- Each unit is structurally self-contained, and modules are stacked and connected to form the final structure
- Limited on-site works are required for the connection of E&M systems and finishes between modules

80% reduction in on-site heavy lifting operations

65% reduction in construction noise



Ultrasonic Scanning – First Application in Hong Kong to Verify Structural Quality

Case Study

Tung Chung Traction Substation Property Development

Building on the successful delivery of ECHO HOUSE, we leveraged the experience gained to further optimise our unique MiC methodology for the Tung Chung Traction Substation Property Development, a larger and more complex project that addresses common industry concerns around flexibility, quality and liveability.

The development is the tallest MiC residential project undertaken by a private developer to date.

> 1,900
residential units

6,200+
modules, with 2-3 modules per unit

By applying MiC technology at scale, this project is expected to have significant environmental and social benefits:

>5,000 tCO_2e
Reduction in embodied carbon

65%
Reduction in total on-site construction waste generation

70%
Manpower optimisation through automated and prefabricated workflows

80%
Reduction in on-site lifting operations

35%
Reduction in workers' risk of heat stress

Advancing MiC Design & Quality

Beyond large-scale implementation, the project demonstrates how MiC design can evolve to address common market concerns, enhance the resident experience and strengthen buyer confidence in MiC construction quality, despite requiring additional planning and design effort.

Design Optimisation

- Advance from a double-wall to a single-wall arrangement between modules
- Retain a double-wall design for toilet areas

Objective: reduce unnecessary wall thickness, increase carpet area without compromising structural performance or acoustic separation

Flexible Layout Options

- Non-structural partition walls are either removable or reconfigurable

Objective: maximise usable floor area and interior flexibility, enabling residents to adapt layouts to changing needs, including open-plan kitchen, living and dining configurations

Mock-up Testing

- Work closely with relevant government departments
- Conduct extensive mock-up testing

Objective: validate design assumptions and resolve technical challenges identified during the review process

Mitigation of Water Leakage

- Refine interface detailing between MiC connections and on-site measures during MiC installation to avoid water leaks

Objective: reduce the risk of misalignment between modules

In recognition of these innovations, the Group received the Outstanding MiC Project (Design) award at the MiC/MiMEP Achievement Award 2025, organised by CIC.





Enhancing Sustainability & Liveability

In addition to MiC adoption, the development incorporates a range of sustainability features that enhance environmental performance, climate resilience and resident well-being.

Verdant Landscape & Biodiversity

- Implement vertical greening systems to address spatial constraints imposed by the adjacent railway
- Construct a sprawling landscape deck above the railway facilities to expand communal green space and incorporate native plant species
- Mitigate urban heat island effect and target approximately 23% greenery of the total site area

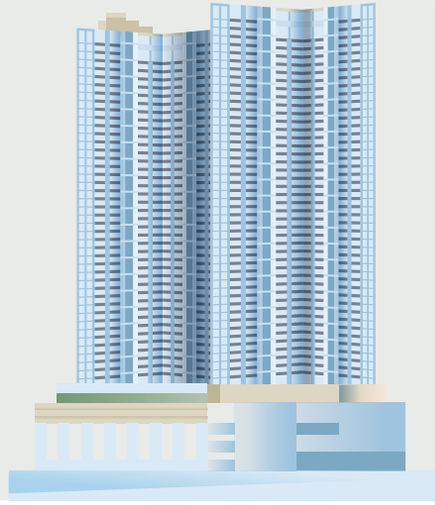


Resource Circularity

- Upcycle felled trees into timber furniture for the development

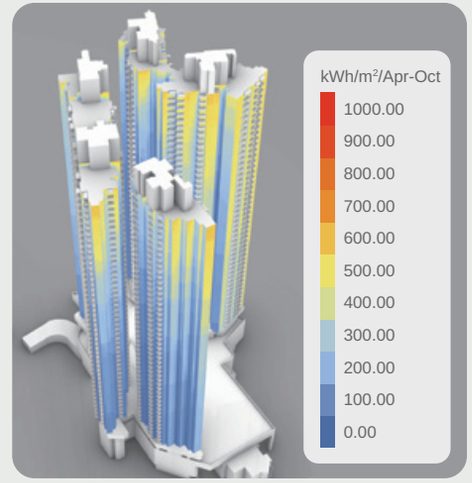
Sustainable Mobility & Connectivity

- Provide over 120 bicycle parking spaces
- Design dedicated cycling routes to promote low-carbon and active mobility



Climate-responsive & Energy-efficient Design

- A 15-metre-wide gap is maintained between the two residential towers and aligned with prevailing wind directions to promote natural ventilation throughout the development
- Align the primary building axis along a north-south orientation, utilising architectural fins and balconies to minimise solar exposure and avoid glare
- Install Insulated Glazing Units ("IGUs") with a low shading coefficient to outperform the Residential Thermal Transfer Value ("RTTV") statutory requirement by about 20%
- Achieve average solar irradiance of 173 kWh/m², 56% below the BEAM Plus baseline requirement



Driving Wider Adoption of MiC

The Tung Chung Traction Substation Property Development demonstrates how innovative design, careful planning and technological advancement can address common challenges associated with MiC construction while delivering measurable environmental and social benefits.

Case Study

Engagement on Promoting Sustainable Construction Practices

Beyond project delivery, CCG actively promotes industry knowledge sharing and public awareness of innovative construction methods. Located in Kam Tin, our mock-up site features a full-scale (1:1) two-storey MiC sample based on the Tung Chung Traction Substation Property Development. Originally developed as a testing platform for assembly trials and quality assurance, the facility has since been repurposed as a showroom, providing visitors with firsthand insights into MiC design, manufacturing and assembly processes.

Upon invitation from industry associations, professional institutions and government bodies, our employees conduct guided tours, technical walkthroughs and live demonstrations at the facility. These engagements facilitate knowledge exchange, showcase the practical application of MiC technologies and help build confidence in sustainable construction practices across the industry.





Building on its project experience and aligning with the Hong Kong SAR Government's strategic direction for innovative construction, CCG will continue to promote wider adoption of MiC technologies to support sustainable urban development and enhance the quality of future communities.

Operate Efficiently

Our key operations, including headquarters office, property services, and hospitality operations, are ISO 14001:2015 certified. Guided by our Climate Change Policy and Sustainability Policy, we promote environmental stewardship across our direct operations and the broader value chain.

KPI for FY2025/26

90%

Of existing buildings to obtain green building certificates (e.g., BEAM Plus/ LEED/ WELL, etc.)

Performance

97.5%

Of existing buildings had green building certificates

Decarbonisation

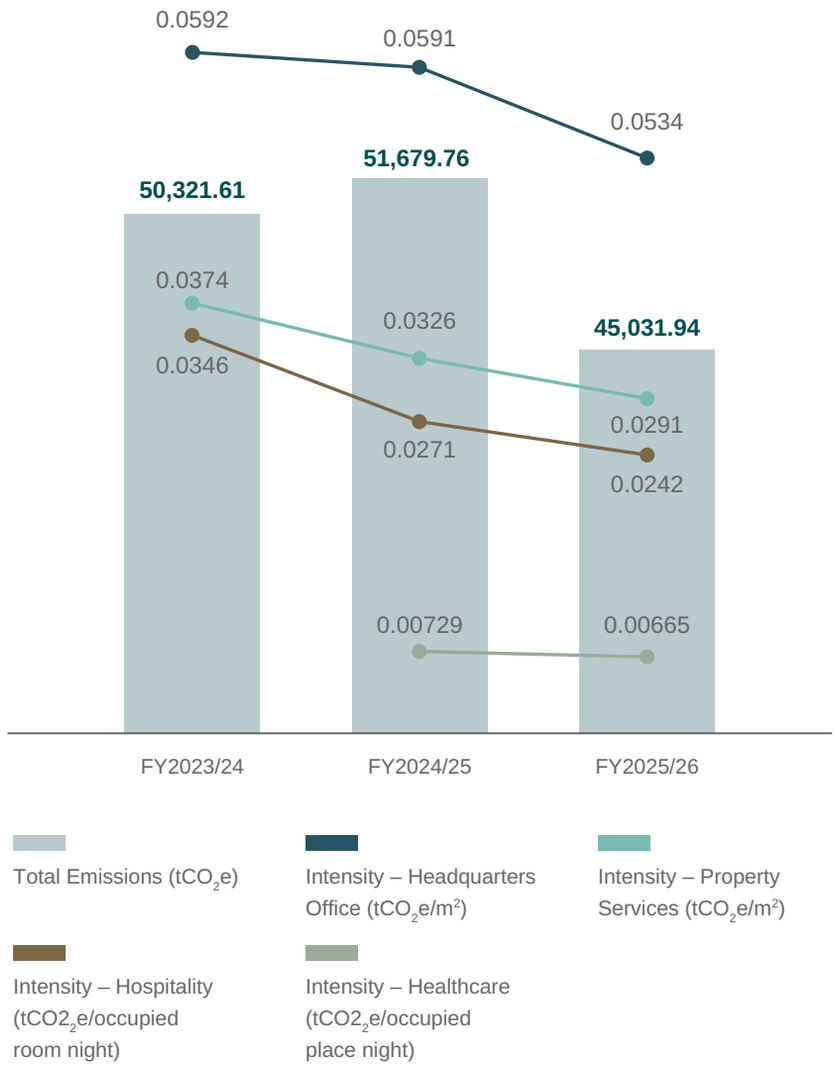
Performance Highlights

Year-on-year Comparison of Carbon Intensity for FY2025/26:

Headquarters Office	Property Services
-9.7%	**-10.8%**
Hospitality	**Healthcare**
-10.8%	**-8.9%**

Performance Highlights

Carbon Emissions (Scope 1 and 2)* and Intensity[6] (*Market-based method)



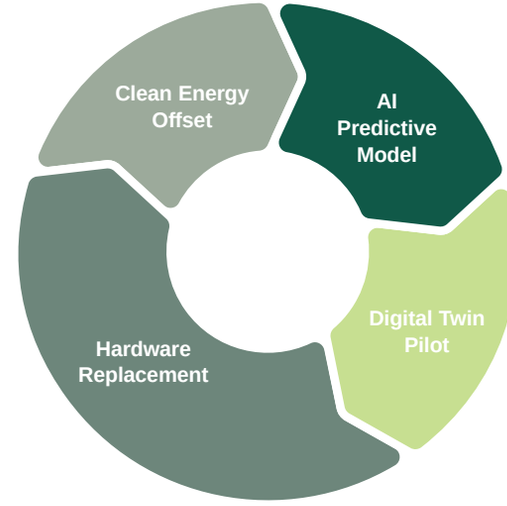
[6] The carbon emission data for FY2024/25 has been restated following enhancements to the data collection mechanism. CCG maintains the practice of reviewing historical data to uphold data quality.

Case Study

Decarbonisation Efforts at Nina Tower

Nina Tower – home to NINA MALL and Nina Hotel Tsuen Wan West – is a mixed-use development in Tsuen Wan undergoing a phased upgrade to a zero-carbon chiller system, implemented with CLP Power Hong Kong Limited. At NINA MALL, where foot traffic is high, a 5G predictive control system complements the energy-efficient chiller to further optimise performance.

Nina Tower's decarbonisation strategy centres around four key components: hardware replacement, an AI predictive model, a digital twin pilot and clean energy offset, leveraging AI and machine learning to recommend optimal operational parameters.



Case Study

Decarbonisation Efforts at Nina Tower (cont'd)

Hardware Replacement



Transition from air-cooled to water-cooled chiller systems can significantly reduce energy consumption. Another environmentally conscious upgrade involves using an eco-friendly refrigerant, which has a significantly lower environmental impact than the standard refrigerant.

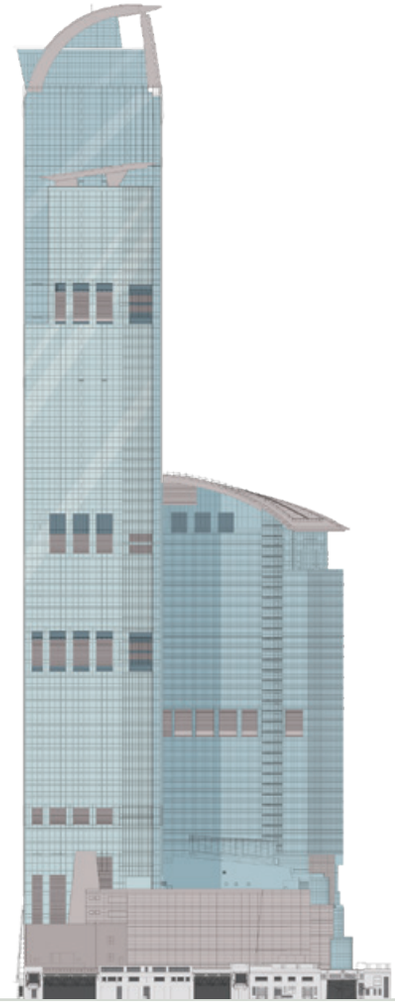
>50%
Energy savings in Mechanical Ventilation and Air Conditioning ("MVAC") systems via advanced controls

8,500+ MWh
Annual energy savings under full operation vs 2024 baseline

Digital Twin Pilot

The digital twin pilot is being applied in the zero-carbon chiller system at Nina Tower. The AI model uses data retrieved from the Building Management System ("BMS") to develop self-trained, physics-guided machine learning models to optimise the system. This AI-driven model blends physical principles with machine learning, ensuring an accurate modelling of actual performance. The environmental benefits include:

- Monitor plant efficiency and equipment condition through health-score reporting
- Extend the service life of chillers through a comprehensive maintenance plan



AI Predictive Model

Developed by CLP Power Hong Kong Limited, this cooling load model is deployed at NINA MALL, where foot traffic is high. Digital control systems manage both waterside and airside operations, factoring in environmental and occupancy conditions – with occupancy data drawn from the 5G webcam people-counting system to minimise operating cost. The investment has successfully recovered its cost within one year, demonstrating outstanding performance. Looking ahead, CCG is studying the feasibility of extending the use of similar predictive models to other projects.

675 MWh
Annual energy savings achieved (8–15% efficiency gain)

+20%
In facility management manpower efficiency

Clean Energy Offset

The electricity consumed by the chiller plants at Nina Tower will be matched by an equivalent amount of Green Electricity Certificates ("GECs") linked to renewable energy projects in Mainland China to offset carbon emissions.

Under the “Chinachem Group Carbon Reduction Roadmap – CCG 3050+” (“CCG 3050+ Roadmap”), we have set intensity-based carbon reduction targets. Following validation of our near-term targets by SBTi in January 2022, the target trajectory aligns with limiting global warming to 1.5°C above pre-industrial levels. CCG conducts carbon footprint assessments and reports performance progress annually to evaluate its decarbonisation strategy and maintain transparent reporting.

Performance Highlights

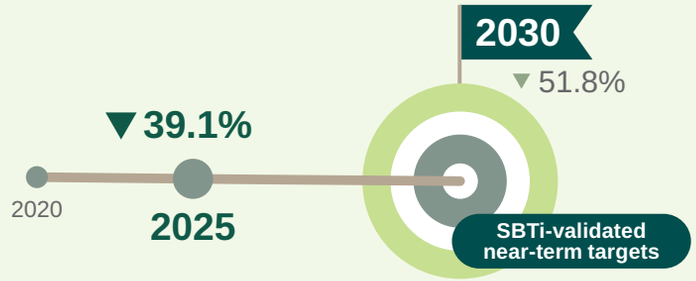
CCG 3050+ Targets

-51.8%

In operational carbon intensity (Scope 1 and 2) by 2030, against the 2020 baseline

2025 Progress

-39.1%



Under the CCG Vision 2030, we have set achievable emission reduction targets for each financial year, building collective efforts to surpass the 2030 targets. For details on our decarbonisation strategy and governance, please refer to the “Climate Action” section of this Report.

Scope 3 Emissions

We currently evaluate and disclose selected material upstream and downstream Scope 3 categories to identify opportunities for collaborating with value chain partners to reduce emissions across our operations.

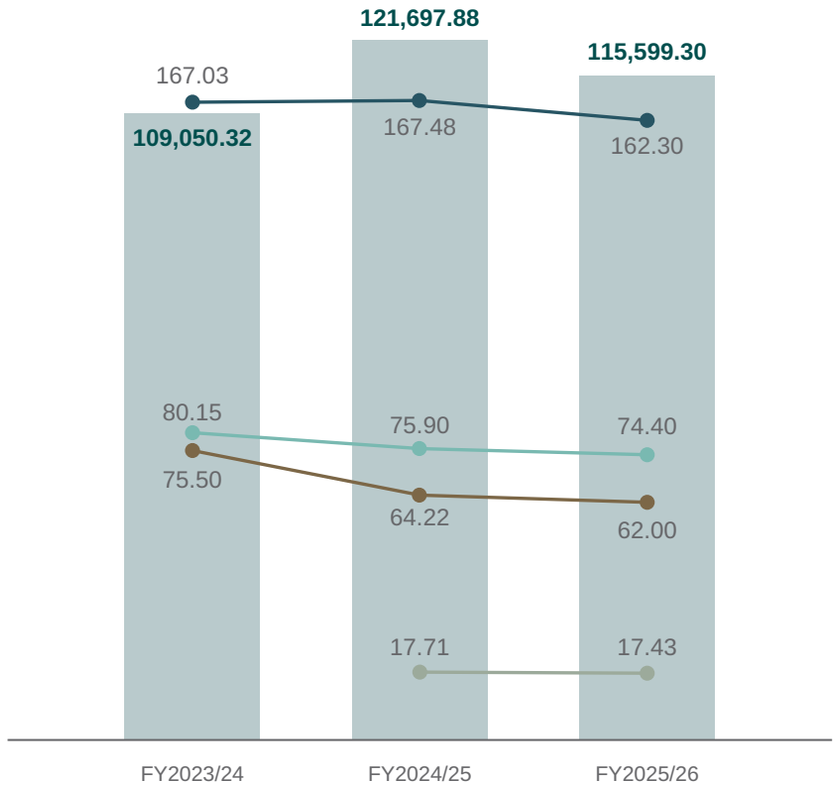
The Category 2: Capital Goods accounts for the upfront embodied carbon associated with our construction projects, as referenced in the Science Based Targets initiative ("SBTi") Buildings Sector Explanatory Document. We assess embodied carbon using the cradle-to-site (A1-A5 stages) approach, supported by the CIC Carbon Assessment Tool, which complies with ISO 14040:2006 standards for life cycle assessment.

The ECHO HOUSE project demonstrates our approach to embodied carbon management. The project prioritised low-impact materials to reduce embodied carbon, with material selection guided by life cycle thinking. Through the adoption of low-carbon in-situ concrete for permanent works, the project reduced embodied carbon by approximately 140 tCO_2e.

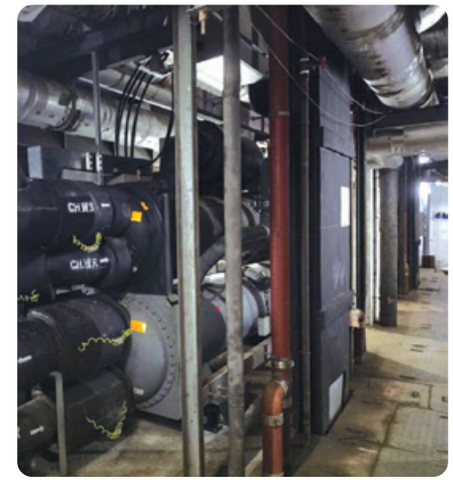
In accordance with our reporting methodology, Category 2 emissions are recognised upon project completion. Although development activity continued, no newly completed projects were recognised under Category 2 during the Reporting Period. For the completed projects, we will continue to apply the same methodology and work with contractors to collect data on key construction materials, including concrete, steel, façade elements and other major building components, to assess embodied carbon performance and support ongoing monitoring and improvement efforts. Additionally, to improve construction waste data management, we have adopted the CIC Smart Waste Management Tool to replace manual recording and streamline data consolidation process.

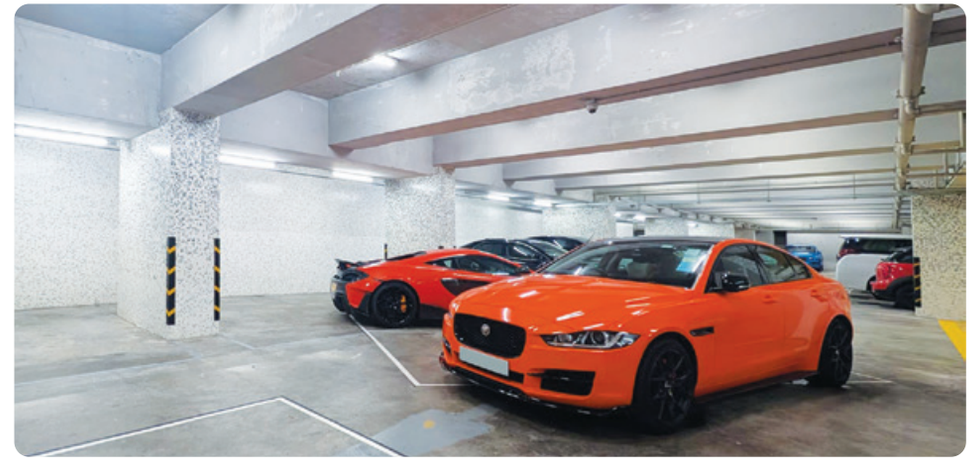
Performance Highlights

Energy Consumption & Intensity



With Scope 1 and 2 carbon emissions targets in place, CCG is placing greater emphasis on improving energy efficiency across its existing buildings through retrofit and asset enhancement projects. During the Reporting Period, we completed eight asset enhancement works, including chiller replacement at Sheung Shui Town Centre, Ho Fai Commercial Centre, and Nina Hotel Island South as well as LED lighting replacement projects across five other properties. These initiatives are expected to deliver annual energy savings of more than 2,000 MWh and cost savings of approximately HK$3.5 million.





Renewable Energy

CCG is expanding the application and utilisation of renewable energy to support a low-carbon transition. The feasibility of renewable energy systems is considered in the design of new development projects. Currently, around 60% of our active new development projects are designed to incorporate such systems, with an expected annual generation of over 516,000 kWh. Additionally, we actively purchase renewable energy certificates from reputable local providers, reflecting our continued growth in operational renewable energy adoption.

71,348 kWh

Of renewable energy generated during the Reporting Period

5,676,419 kWh

Of renewable energy purchased via renewable energy certificates issued by reputable local providers

Nina Park features the integration of various renewable energy technologies:



Solar Panel

A total of 186 solar panels have been installed. The system was designed with a generation capacity equivalent to approximately 26% of the park's annual electricity demand. In FY2025/26, it generated 71,348 kWh of renewable electricity.

Smart Bench System

Electricity generated by 36 experimental steppable solar panels powers CCTVs and reading lights embedded in the bench.





Outdoor Recharge Bike

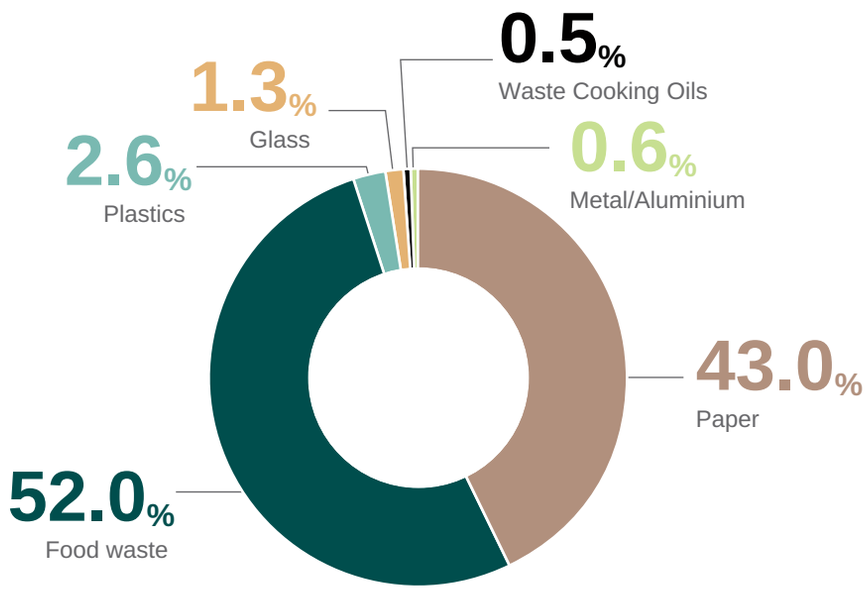
Electronic devices can be charged through pedalling, combining physical exercise with energy conservation.

Waste Management

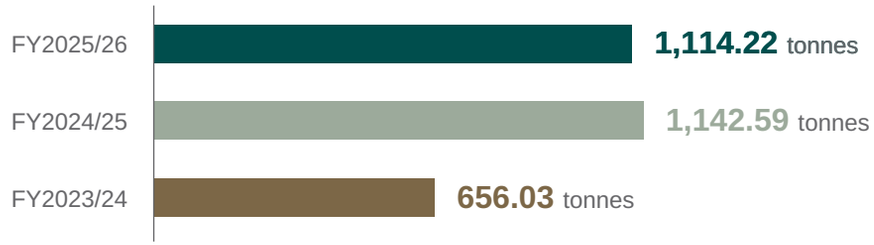
As a signatory to The Green Earth's Waste Reduction Pledge, CCG promotes circularity through tailored waste management strategies across its business segments and through partnerships with value chain stakeholders. For hazardous waste, such as chemical waste generated by Pine Care, we maintain compliance by engaging a third-party specialist to manage it. In addition, we drive our commitment to promoting recycling habits through targeted initiatives, stakeholder engagement, and continuous education, ensuring that recycling becomes an integral part of daily operations and behaviour.

Performance Highlights

Composition of Materials Recycled (Non-hazardous Waste) in FY2025/26



Total Amount of Materials Recycled



Construction Waste & Sustainable Construction Material

All our development projects are supported by comprehensive waste management plans and some are complemented by advanced construction methods, such as BIM, MiC, and MiMEP, which leverage off-site prefabrication to improve material efficiency and minimise construction waste. We prioritise the use of sustainable building materials with recycled content, such as PFA concrete and GGBS concrete, to reduce embodied carbon. For more information, please refer to the "Build Better" section of this Report.

Contractors are also required to reuse surplus construction and demolition ("C&D") materials across other sites, and we set waste recycling targets for projects to drive higher recovery rates. At our Tung Chung East Commercial Development project, approximately 28 tonnes of timber waste were upcycled into decorative materials, supporting circular economy principles and reducing waste sent to landfill.





Food Waste

Food waste remains a significant part of Hong Kong's municipal solid waste. We have therefore implemented a range of initiatives to minimise and manage our food waste footprint.

579.1 tonnes

Of food waste diverted from landfill during the Reporting Period

We continue to support the Hong Kong SAR Government's Environmental Protection Department ("EPD") food waste collection programme, in collaboration with our food and beverage ("F&B") tenants across our malls. Under the programme, EPD provides the collection bins to enable convenient food waste disposal. Contractors assigned by EPD transport the waste to the Government's treatment facilities for waste-to-energy processing and composting. This helps reduce landfill pressure and greenhouse gas emissions while advancing Hong Kong's transition towards a circular economy.

100%

Of our eligible shopping malls participate in the food waste collection programme, with over 80 tonnes of food waste collected during the Reporting Period.

Recognising that hospitality is a signature business segment with a critical need to address food waste, CCG has strengthened the controls and management of food waste at Nina Hospitality by establishing food waste circularity management strategy that spans food procurement, production, consumption and food waste management. Key measures include:

Food Procurement

- Conduct monthly inventory checks to optimise ordering and minimise waste
- Prioritise products with minimal processing and packaging
- Procure eco-friendly, plastic-free takeaway containers and cutlery

Food Production

- Improve menu planning to maximise the use of food ingredients and reduce preparation waste

Food Consumption

- Offer appropriate portion sizes, including smaller buffet portions and flexible serving options, to help reduce plate waste





Food Waste Management

- Track leftovers and waste for better menu planning
- Repurpose imperfect food where feasible
- Engage guests to bring their own container for leftovers
- Divert food waste to on-site composting for further treatment



Awareness Building

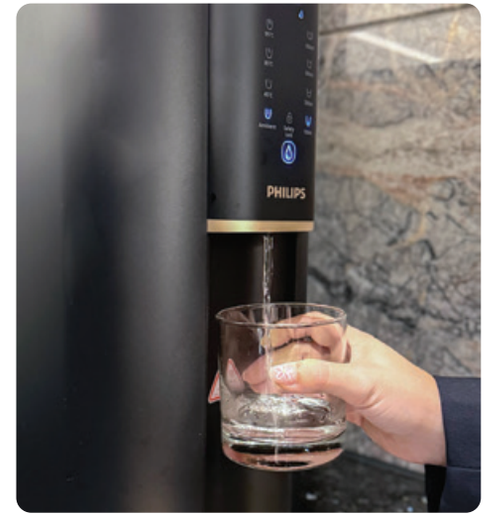
- Provide regular staff training on waste separation, food waste reduction and the proper handling of composting facilities

Partnerships

- Promote low-carbon dining through local sourcing partnerships
- Donate surplus food through community partners such as the Foodlink Foundation

Plastic Waste

Plastic waste is also a key source of waste for Nina Hospitality. In alignment with the Hong Kong SAR Government's Product Eco-responsibility Ordinance, we supply guests with eco-friendly amenities. We are further extending the installation of water dispensers while phasing out the provision of bottled water. Since 2023, all our hotels have provided umbrella drying machines to eliminate the need for plastic umbrella covers.





100%

Of our hotels currently provide water dispensers in guestrooms or guestroom floors

>1,488,000

Single-use plastic bottles were avoided during the Reporting Period through the installation of water dispensers

To reduce plastic waste across F&B operations, we

- Provide takeaway utensils and cutlery made from eco-friendly materials
- Use double-layer cups to eliminate paper sleeves and redesign packaging (e.g., switching from plastic bags to foil for our signature palmier)

In support of the EPD's "Plastic-Free Takeaway, Use Reusable Tableware" campaign, we also offer incentives to customers who bring reusable containers, encouraging more responsible consumption.

During the Reporting Period, seven Reverse Vending Machines ("RVMs") were installed across our shopping malls under the Hong Kong SAR Government's Reverse Vending Machine Pilot Scheme, collectively recovering over 4.7 million plastic beverage bottles for recycling, representing a 20% year-on-year increase.

In February 2026, an additional RVM was installed at NINA MALL 2 under "Beverage Bottles & Cartons: Return to Renew", a scheme funded by the Environment and Conservation Fund ("ECF") and organised by the Business Environment Council ("BEC"). The machine also accepts beverage cartons, further improving convenience for shoppers and supporting a circular economy.



We promote resource circularity through a range of waste management initiatives that engage tenants, customers, residents and the wider community. By encouraging waste reduction, reuse and recycling, these programmes help divert valuable resources from landfill while fostering more sustainable consumption behaviours.

Case Study

Driving Circularity in Pickleball Challenge 2026

As the Group's flagship sports event, the CCG Pickleball Challenge 2026 integrated circular economy principles into the participant experience. All trophies were produced by ECOHOPE, a local plastic-upcycling social enterprise, using locally collected recycled plastics to transform waste into meaningful awards while reducing the demand for virgin resources.

The event also featured 3D Recycling Material Printing Workshops, where participants learned how recycled plastics can be turned into new products through 3D printing, reinforcing the value of recycling and upcycling.

With over 540 teams and around 1,000 participants, the programme extended the reach of circular economy messages and showed how community events can promote more sustainable behaviours.





Case Study

Circular Fashion Clothing Sorting Activity

To promote textile circularity and reduce fashion waste, CCG participated in Get Redressed Month 2026, a city-wide initiative organised by Redress. Collection boxes were placed across four properties, namely Papillons Square, D·PARK, Lucky Plaza and NINA MALL 2, encouraging employees, tenants and visitors to donate unwanted clothing for reuse.

A total of 205 kg of textiles was collected and diverted from landfill. Following collection, the garments were processed through Hong Kong's largest clothing sorting event, Sort-a-thon, with most redistributed to local charities and the remainder downcycled or prepared for resale as second-hand clothing.

By extending the useful life of textiles and promoting resource recovery, the initiative contributed to waste reduction, circular economy development and community participation in sustainable fashion practices.



Case Study

Festive Recycling Campaigns

During Chinese New Year, the Group expanded its red packet recycling campaign to 62 participating properties, supported by 35 collection boxes. The initiative collected 1,250 kg of used red packets for recycling, a tenfold increase over the previous year. The campaign also drove strong community engagement, with nearly 4,000 CCG Hearts members redeeming rewards and more than 2,300 new members joining the programme.



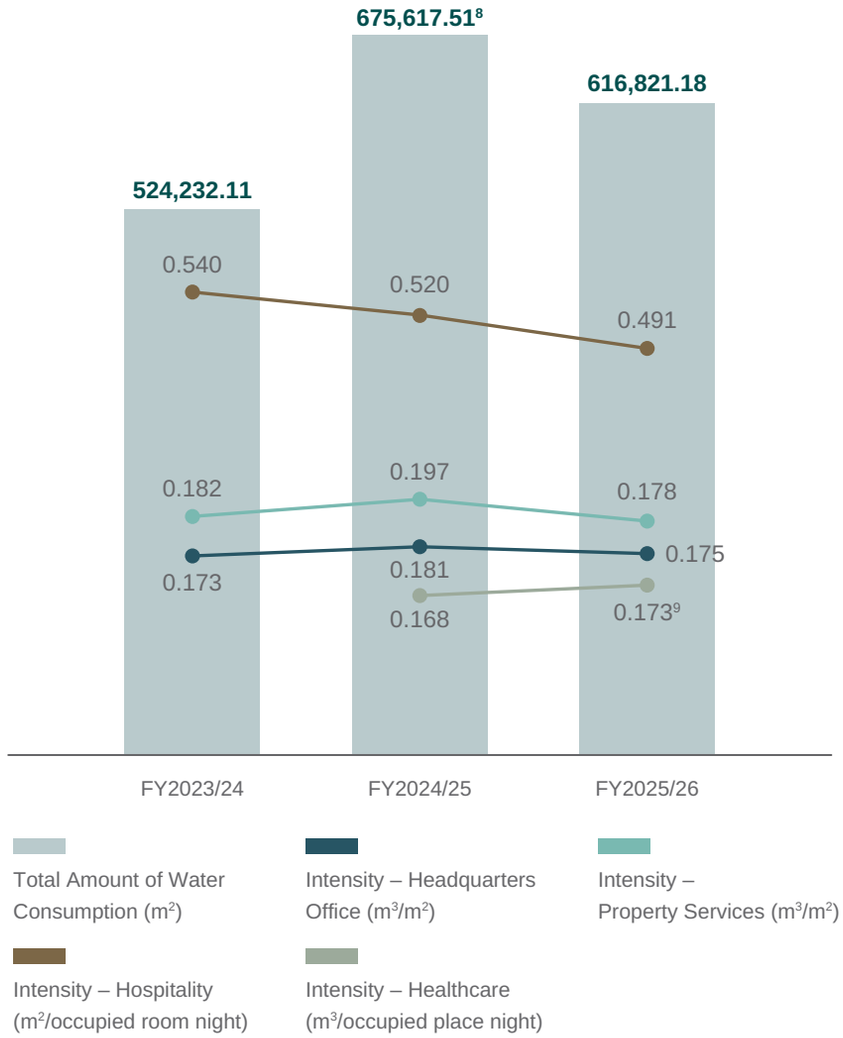
During the Mid-Autumn Festival, CCG also collaborated with Maxim's Group on Project Green Moon to promote mooncake box recycling. The initiative collected 223 kg of paper and metal mooncake boxes, equivalent to more than 700 boxes, helping divert seasonal waste from landfill and reinforce public awareness of recycling and resource conservation. Additional CCG Hearts point incentives were offered to encourage participation.

Water Management

We continue to promote water conservation through targeted initiatives and education for employees, tenants, residents and hotel guests. Currently, 100% of our eligible existing buildings are certified under the Quality Water Supply Scheme for Buildings initiated by Hong Kong SAR Government's Water Supplies Department ("WSD").

Performance Highlights

Water Consumption & Intensity[7]



7 The water consumption data for FY2024/25 has been restated following enhancements to the data collection mechanism. CCG maintains the practice of reviewing historical data to uphold data quality.

8 Since FY2024/25, water consumption from D·PARK and Pine Care operations has been included in the reporting scope, resulting in an increase in total water consumption.

9 The increase in water intensity was primarily driven by a 33% rise in water consumption at Pine Care Jade Maison. This was largely attributable to enhanced cleaning activities, including more frequent washing of air-conditioning systems, façades, and facility grounds, to mitigate dust from ongoing construction activities in the Kwun Tung area.

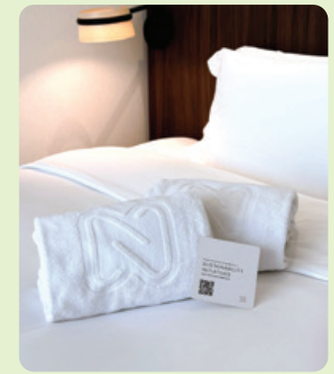
CCG is strengthening water stewardship through data-driven solutions and collaboration with The University of Hong Kong. The Water-Smart Taskforce Programme ("WaterTAP Programme") enabled us to identify opportunities for water-use optimisation by installing high-resolution smart water meters across five properties, including three hotels, a shopping mall, and an office building. The WaterTAP Programme provides insights into consumption patterns and supports the planning of improvement measures. The study found no evidence of water leakage.



Complementing this programme, our routine water conservation measures include installing water meters, regulating water flow, and replacing fixtures with water-efficient alternatives such as automatic taps. Regular inspections, replacements and maintenance of plumbing fixtures, pipes and drainage systems are also conducted to enable prompt leak detection and repair, effectively reducing water loss. We are also exploring the reuse of cooling tower bleed-off water for flushing where feasible[10].

Water conservation initiatives at Nina Hospitality:

- Install low-flow faucet aerators for guestroom water taps to save approximately 50% of water
- Promote water conservation by placing message cards in hotel rooms to encourage guests to reuse bed linens and towels



10 A total of 3,899 m³ of reused water was recorded across five existing buildings during the Reporting Period. We are currently enhancing the tracking of water reuse metrics to cover a wider scope of existing buildings.

Nina Park's Sponge Park design concept features a rainwater harvesting system that captures and reuses rainwater. The recycled rainwater is subsequently utilised for landscaping irrigation, supported by appropriate scheduling and flow adjustments.



Collaborate Proactively

Collaboration across CCG's value chain is central to driving environmental and social impact. Sustainable places are built through active partnerships with tenants, customers and industry partners. As a key topic identified through our materiality assessment, we implement collaboration and empowerment programmes that are strategically integrated into our businesses to enhance occupant well-being.

Tenant Management

We engage tenants as partners to pursue environmental sustainability. With sustainability clauses incorporated into new tenancy agreements, we support our tenants and encourage their participation in building a more sustainable future.

Sustainability Clauses in Tenancy Agreement

Green Fit-out & Indoor Environmental Quality

- Promote sustainable fit-out practices through energy-efficient design, water-saving features and adherence to Green Fit-Out Guidelines
- Prioritise low-VOC materials and environmentally friendly products to enhance indoor environmental quality and occupant well-being

Resource efficiency & Waste Reduction

- Encourage tenants to reduce energy consumption, water use, waste generation and environmental impacts arising from daily operations
- Promote waste reduction, source separation and recycling to support responsible resource management and circularity

Performance Data Sharing & Collaboration

- Facilitate the sharing of environmental performance data, including energy, water, waste and indoor environmental quality metrics, to support monitoring and continuous improvement
- Foster landlord-tenant collaboration on sustainability initiatives, including carbon reduction, resource efficiency and environmental awareness

100%

Of the new and renewal tenants have signed the Green Tenancy agreements

85%

Of active lease (representing 2,016 agreements) have been executed as Green Tenancy Agreements. The Group targets a 99.9% conversion rate across the active lease portfolio by 2028

Green Tenant Engagement Programme

The Green Tenant Engagement Programme brings together commercial, residential, and retail tenants to support greener lifestyle and business practices. Following the pilot phase, Phase 2 engaged 189 tenants from around 50% of our wholly owned and managed buildings.

To enhance programme effectiveness, we employ tenant-centric digital solutions with in-person engagement to communicate sustainability messages and provide programme details. Through the platform, tenants can share electricity consumption data, record green actions, join quizzes and surveys, attend online talks and watch educational videos. The platform supports measurable carbon savings while creating a more engaging tenant experience.

To incentivise sustainable behaviours, high-performing tenants can earn CCG Hearts Points through participation in green actions, redeemable for a wide range of rewards and meaningful experiences. Tenants who outperform the industry average in energy performance also receive management fee rebates. We will continue to advance the programme and strengthen partnerships to build a more sustainable tenant community.

Highlights of the Programme

16
Of our wholly owned and managed buildings covered

189 Tenants
Participated across commercial, retail and residential buildings

>2,700
Energy-saving actions and sustainable initiatives completed

~277,000 kg
Carbon emission avoided[11]

Overview of Green Tenant Engagement Programme



1 **Tenants Register via the Digital Engagement Platform**



2 **Complete Green Actions & Earn Points**

- Upload electricity bill
- Complete quiz challenges
- Join *Chill Green Friday* online sharing sessions
- Watch sustainability learning videos
- Participate in low-carbon actions, such as walking, bringing your own bottle, and recycling
- Conduct energy audits supported by CLP



3 **Recognition & Incentives**

3.1 **Outstanding Energy Performance Award**
(with management fee rebate)

3.2 **Green Action Awards**
(with special incentives)

- Most Outstanding Green Tenant
- Most Active Green Tenant
- Most Progressive Green Tenant

3.3 **Redeem CCG Hearts points for Completing Green Actions**

3.4 **Certificate of Participation**

[11] Comparing the energy performance of our participating tenants to the industry standard, equal to the annual emissions of 250 standard households in Hong Kong.

Case Study

Green Tenant Engagement Programme Award Ceremony 2026



The Green Tenant Engagement Programme Award Ceremony 2026 celebrated tenants' outstanding contributions to environmental stewardship and sustainable operations through active participation in green initiatives. A total of eight top-performing tenants were recognised across three award categories (Most Outstanding, Most Active, and Most Progressive Green Tenant), while a broader group of 41 tenants received management fee rebates in recognition of their strong sustainability performance.

The Ceremony also featured a sharing session on the topic "ESG and SMEs: Creating Business Value through Daily Operations", highlighting how companies can create business value through everyday ESG practices.

Looking ahead, the Group will continue to work closely with tenants to advance sustainability initiatives and explore new opportunities for collaboration in support of a more sustainable future.

> *"Sustainability is a shared journey, and the Green Tenant Engagement Programme provides a valuable platform for engaging tenants in meaningful environmental action. Through recognition, collaboration and knowledge exchange, we are fostering a stronger and more resilient tenant community. Looking ahead, we will continue to work closely with our tenants to drive meaningful sustainability outcomes, deepen stakeholder partnerships and create long-term value for our communities and the environment."*
>
> *Mr Angus Cheung, Deputy Director of Leasing of CCG*







Industry Collaboration

Beyond working directly with tenants, we collaborate with industry organisations and professional bodies to accelerate sustainability adoption and promote knowledge sharing across the built environment ecosystem.

Case Study

Inspiring the Next Generation to Build Greener & Smarter Cities

The "My Green Space" Student Competition 2024-2025, jointly organised by the Hong Kong Green Building Council ("HKGBC") and CCG, concluded successfully after a year of educational and engagement activities. Under the theme "My Ideal Green Smart City", the competition encouraged students to explore green building concepts and develop innovative ideas for more sustainable and liveable communities.



>500 primary, secondary and tertiary students participated

200 creative entries across 2D designs, 3D models, multimedia projects and green building proposals received

10 guided tours at CCG's flagship properties

The programme culminated in an Award Presentation Ceremony, where 30 outstanding teams were recognised for their innovation and vision, followed by a 10-day public exhibition at D·PARK. Through this collaboration with HKGBC, CCG continues to promote sustainability education and community engagement while nurturing future changemakers for a greener and smarter built environment.

> *"Creating a sustainable future requires the collective efforts of the whole community, and our next generation has a particularly important role to play. By supporting this competition, we hope to inspire students to unleash their creativity, embrace innovative thinking, and envision new possibilities for greener and smarter cities. It is especially encouraging to see participants drawing insights from CCG's green building tours and translating those ideas into their creative works."*
>
> *Ms Amy Wu, Director of Corporate Communications of CCG*







Case Study

Hong Kong Green Shop Alliance Programme

To drive sustainability in retail operations, CCG joined the Hong Kong Green Shop Alliance Programme initiated by the HKGBC. The programme provides resources and practical guidance to support shopping mall operators and tenants in integrating sustainability into daily operations.

Through the programme, targeted energy-efficiency initiatives were implemented across key retail assets:

- NINA MALL 2: Installed Solar Control Window Film on approximately 60 m² of glazing along the pedestrian bridge connecting NINA MALL 1 and NINA MALL 2 to reduce solar heat gain and improve energy performance. Data loggers were deployed to monitor heat reduction and evaluate energy-saving benefits.



- D·PARK: Collaborated with HKGBC technical team to identify energy-saving opportunities within tenant spaces. Property management staff received training on the use of specialised equipment to assess airflow and temperature performance of Fan Coil Units ("FCUs"), enabling data-driven optimisation of cooling efficiency and energy consumption.

Customer Collaboration

As destinations serving millions of visitors each year, our retail properties also provide an important platform to engage customers and the wider community on sustainability issues. Through interactive campaigns and educational experiences, we encourage sustainable lifestyles and responsible consumption behaviours.

Case Study

Gachapon Christmas Carnival at D·PARK

D·PARK's Gachapon Christmas Carnival transformed a festive retail campaign into a platform for promoting waste reduction and circular economy principles. As part of the initiative, over 63 kg of used Gachapon capsules were collected for recycling and reuse, demonstrating how materials traditionally regarded as waste can be reintegrated into meaningful applications.

To extend the life cycle of recovered materials, D·PARK partnered with community organisations to deliver a series of sustainability-focused workshops, including upcycled plastic board workshops using recycled materials and DIY Christmas decoration workshops created from reused resources. These hands-on activities enabled participants to experience circularity in practice while learning about responsible resource consumption and waste reduction.

The programme engaged over 3,000 participants and facilitated the creation of more than 3,000 upcycled products, helping raise environmental awareness among families and children while demonstrating the value of material reuse.

By integrating circular economy concepts into an engaging festive activation, D·PARK successfully enhanced public awareness of sustainable living while reinforcing the growing appeal and educational value of sustainability-focused events. Its success was further recognised at the MARKies Awards Hong Kong 2026, where the campaign received the Bronze Award in the "Best Idea – Sustainability Marketing" category.





Case Study

Greeners Action Zero Packaging Fiesta



Building on its ongoing partnership with Greeners Action, CCG proudly served as the major sponsor of the Zero Packaging Fiesta 2025 for the fourth consecutive year at D·PARK. The activity was themed "Zero Waste" to advocate for plastic-free and packaging-free shopping habits and encourage responsible sustainable consumption across the wider community.

Held over a two-day weekend, the Fiesta drew over 10,000 visitors and successfully averted the use of over 1,100 pieces of single-use plastic packaging. The event brought together around 50 partners, including workshop organisers, performers and local entrepreneurs promoting sustainable lifestyles. The market also featured dedicated package-free retail stalls to showcase local food, organic agricultural products, environmentally friendly skincare items, and upcycled fashion accessories.





The event was complemented by a “Zero-Packaging Lifestyle Exploration Journey”, integrating educational, green exhibitions, and eco-challenge games to boost community engagement. To incentivise proactive waste reduction, visitors who brought their own reusable containers were rewarded with snacks. By providing accessible hands-on experiences, CCG continues to create a supportive local ecosystem that empowers the public to reduce waste at source and accelerate Hong Kong's transition towards a circular economy.

Resident Collaboration

In addition to engaging shoppers and visitors, we also engage residents and guests in our managed properties to encourage resource-conscious behaviours in everyday living.

Case Study

Circularity-themed Engagement at The Lily

The Lily, a serviced apartment owned by CCG and managed by Nina Hospitality, integrated sustainability into its guest experience through a series of waste engagement activities, including four ESG-themed upcycling workshops and a clothing donation drive. These initiatives encouraged guests and their families to embrace waste reduction, resource reuse and responsible consumption through hands-on participation.

Through the workshops, participants transformed discarded materials into creative products, resulting in the upcycling of 3.5 kg of municipal solid waste and the reuse of plastic bottles. These activities demonstrated the value of circularity by giving new life to materials that would otherwise be discarded.

To promote textile reuse and support the community, The Lily also organised a clothing donation drive, collecting 10 full bags of clothing for redistribution. This initiative helped extend the useful life of pre-loved items while reducing waste sent to landfill.

The positive response from guests, reflected in multiple compliment cards received across the events, highlights the effectiveness of sustainability-focused engagement activities in raising environmental awareness while fostering active participation in waste reduction and reuse initiatives.







Climate Action

CCG's climate strategy is underpinned by a governance framework aligned with the recommendations of the Task Force on Climate-related Financial Disclosures ("TCFD") and IFRS S2, ensuring climate risks and opportunities are systematically identified, managed and disclosed across the Group.

Governance on Climate-related Issues

The Board of Directors (the "Board") retains oversight of climate-related matters and reviews progress at least annually. Our Chief Executive Officer ("CEO") chairs the ESG Steering Committee, with responsibilities that include overseeing and endorsing climate plans and monitoring progress on a quarterly basis. At the management level, the ESG Sub-Committee – Environment focuses on embedding climate considerations into strategic business planning and operations. The ESG Department coordinates Group-wide climate initiatives, working with business units to identify, manage, and mitigate climate risks across the operational lifecycle. To strengthen internal sustainability capabilities, CCG encourages senior executives to participate in seminars and forums to keep abreast of emerging industry trends and developments.

For more detailed information on our ESG governance structure, please refer to the "Building Our High Standards of ESG Governance" section.

Strategy on Climate-related Issues

Under our Climate Change Policy, climate considerations are integrated into our business strategies, operations, supply chain, products and services. Climate-related risks and opportunities are embedded into decision-making processes to support the planning and implementation of both mitigation and adaptation initiatives, enhancing the resilience of our portfolio and operations.

Decarbonisation

We are advancing our climate transition through CCG 3050+ Roadmap, aligning with a 1.5˚C pathway validated by the SBTi. Key decarbonisation actions include:

- Improving energy efficiency across the portfolio
- Increasing the adoption of renewable energy
- Developing and operating green buildings
- Engaging tenants to reduce emissions throughout the value chain

These projects planned to 2030 are expected to deliver cumulative energy savings of approximately 65,000 MWh, equivalent to the annual electricity consumption of around 9,700 average Hong Kong households.

Sustainable design

The Sustainable Design and Procurement Manual guides the integration of sustainability considerations throughout the design, construction and operational lifecycle of our developments and assets.

Sustainable finance

The Group promotes project financing through green financing instruments under the CCG SF Framework, supporting eligible green and social projects that deliver measurable environmental and social benefits.

To support climate risk management and strategic planning, the Group uses three time horizons when assessing climate-related risks and opportunities and formulating mitigation and adaptation responses:

- **Short-term (2030)**: Focus on near-term carbon reduction initiatives, targeted investments for building system retrofits, on-site solar deployment, and tenant decarbonisation programmes to achieve our SBTi-validated near-term targets
- **Mid-term (2050)**: Focus on establishing full portfolio-wide net-zero operations and value chain alignment for climate resilience
- **Long-term (2100)**: Focus on sustaining long-term structural integrity against severe physical threats to ensure long-term business continuity

Climate Adaptation and Resilience Measures

In response to increasing risks from flooding, heat stress and typhoons, the Group continues to strengthen the resilience of its assets and operations.

During the Reporting Period, the Group updated its Contingency Handling and Reporting Guideline for Adverse Weather and Extreme Conditions, establishing a more structured approach to extreme weather preparedness, response and recovery. The updated guideline formalises procedures for precautionary actions, real-time monitoring, incident reporting and post-event reviews during tropical cyclones, rainstorms and government-declared extreme conditions. It also strengthens communication protocols, clarifies reporting responsibilities and enhances protection measures for critical infrastructure.

To further enhance asset-level resilience, the Group conducted an updated stocktake of flooding and heat stress adaptation measures across its existing portfolio during the Reporting Period, facilitating systematic resilience assessments and continuous improvement. Examples of enhancement measures implemented during the Reporting Period include:

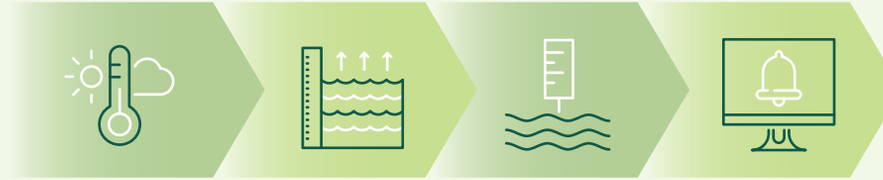
- Deployment of flood barriers at various properties
- Installation of solar insulation film along the pedestrian bridge connecting NINA MALL 1 and NINA MALL 2 to mitigate heat stress (see "Collaborate Proactively" section for details)





For new major developments, climate resilience considerations are embedded into the design process from the outset. For example, at the Tung Chung Traction Substation Property Development, resilience measures include deep pile foundations to enhance structural stability on sloping terrain, as well as smart drainage systems for managing stormwater and foul water to minimise flood and water damage risks. In addition, all transformer rooms will be elevated above ground level to reduce potential flood-related losses and strengthen the development's overall resilience to climate-related impacts.

Smart Drainage System



Climate Change | **Water Level** | **Sensors** | **Building Management System (BMS)**

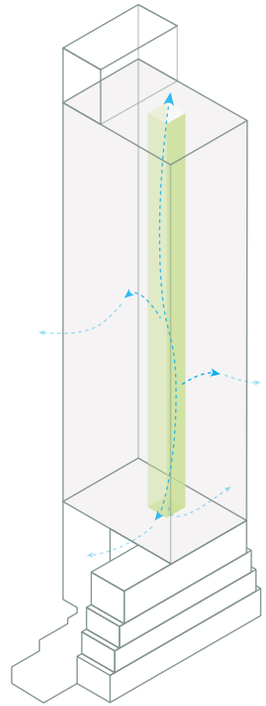
Case Study

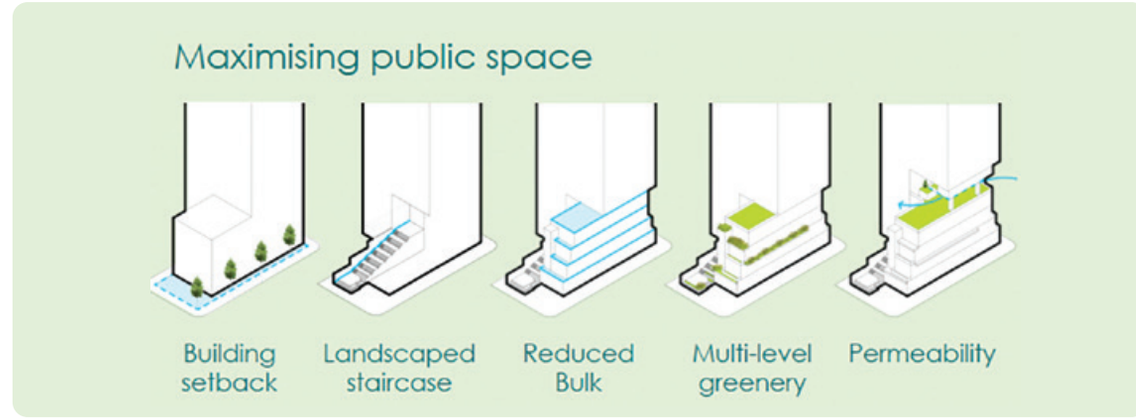
Climate-Resilient Design in Practice: ECHO HOUSE

ECHO HOUSE demonstrates how climate resilience principles can be integrated into building design. The project incorporates both passive and active climate-responsive features that address key regional climate risks, including the urban heat island effects, extreme heat, typhoons and flooding.

Passive Ventilation & Urban Heat Mitigation

- The lightwells draws cool, fresh air from the sky garden into the residential units, promoting natural ventilation and enhancing indoor comfort
- External shading devices to reduce solar heat gain while maintaining natural ventilation
- Building setback, street widening, stepped podium and multi-leveled greenery to maximise wind permeability, optimise air circulation and help cool the local microclimate









To enhance flood resilience, the building incorporates flood gates and elevated equipment to protect critical building systems during extreme weather events.

Physical Risk Analysis

Climate Projections for Physical Risk Scenario Analysis

Applied climate change scenario model: the Intergovernmental Panel on Climate Change ("IPCC"), National Aeronautics and Space Administration ("NASA"), the Hong Kong Observatory, and academic research.

Climate Scenario	Description	Global Surface Temperature Increase (by 2100)
SSP1-2.6/ Low-Emissions	A low-emissions, sustainable future is aligned with the Paris Agreement	1.8˚C
SSP2-4.5/ Moderate-Emissions	Moderate emissions, climate policies, and a balanced view	2.7˚C
SSP5-8.5/ High-Emissions	High-emissions, fossil fuel-intensive, and limited climate policies	4.4˚C



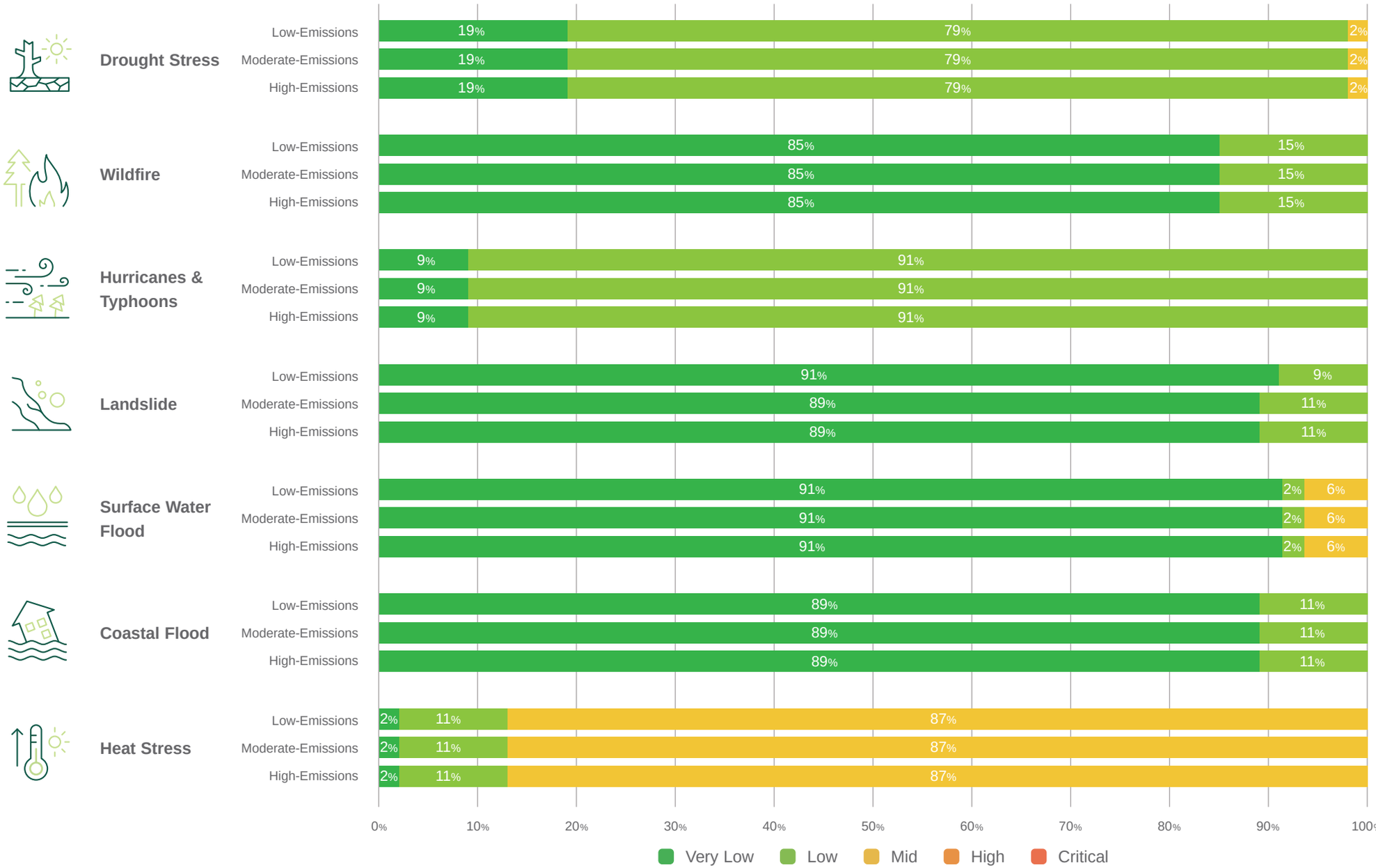
Physical Risk Assessment Result

Physical Risk	Impact on Business Model	Impact on Value Chain	Financial Implication	Our Responses
Drought Stress 	Shift to water-neutral operations for long-term portfolio viability.	Reduce the stability of the potable water supply for construction processes and the broader value chain, including hotel guests, tenants, and customers.	Higher utility tariffs and water-recycling system costs.	• Inspect systems regularly to fix leaks • Upgrade to water-saving fixtures and adopt a water recycling system
Heat Stress 	• Necessitate HVAC systems to maintain asset marketability • Result in lower labour productivity	• Create energy demand surges • Heighten safety risks at construction sites	• Surge cooling-related energy operating expense (“OpEx”) • Increase capital expense (“CapEx”) for renewable energy and building optimisation	• Conduct energy audits • Upgrade insulations, façades, and windows to reduce solar heat intake • Maintain and replace HVAC systems with energy-efficient models and advanced features • Monitor weather warnings and use shading devices to reduce solar heat gain and cooling loads
Hurricanes & Typhoons 	Require robust disaster recovery and structural engineering to prevent operational failure.	• Result in structural damage • Force construction suspensions	• Revenue loss from business interruptions • Result in increased restoration costs and insurance premiums	• Conduct regular inspections to identify structural wear or instability • Secure outdoor and rooftop equipment with stable bases and anchor bolts • Inspect, repair, and upgrade to impact-resistant windows and doors • Train staff on emergency protocols for hurricanes and typhoons
Wildfire 	Require stricter geographic screening for land acquisition.	Pose physical damage threats to site infrastructure, assets, and safety for personnel.	• Asset impairment or capital loss • Incur significant clean-up costs and tenant compensation	• Install barriers to slow down fire spread • Design multiple routes for safe evacuation during emergencies
Surface Water Flood & Coastal Flood & Landslides  		Block access routes to assets and damages infrastructure.	• Revenue loss from property closures • Result in higher repair expenses	• Install flood barriers at main entrances and sump pumps to manage flooding • Regularly clear drains, gutters, and downspouts to prevent blockages • Enhance emergency plans and evacuation routes, train staff on flood prevention protocols, and monitor weather warnings • Inspect slopes and vegetation regularly, and plant deep-rooted vegetation to prevent erosion and enhance stability • Monitor landslip warnings and designate multiple evacuation routes for safety

We assessed physical risks across 42 representative buildings and five new construction project sites. Leveraging this data, we determined the risk profile of each property by applying a risk rating that reflects its exposure and vulnerability to specific climate hazards: drought stress, heat stress, wildfire risk, hurricanes and typhoons, surface water flooding, coastal flooding, and landslides.

The following charts illustrate the proportion of the portfolio with physical risk exposure and vulnerability under different scenarios and time horizons. Due to data rounding, some bar percentages may not add up to 100%.

Proportion of Portfolio by Overall Physical Risk Levels in 2030



Proportion of Portfolio by Overall Physical Risk Levels in 2050



Proportion of Portfolio by Overall Physical Risk Levels in 2100



Conclusion:

CCG's portfolio demonstrates strong resilience to physical climate risks: the majority of assets are categorised 'Very Low' or 'Low' risk across most hazards and all three time horizons.

In response to physical climate risks, we actively incorporate climate-adaptive design features into our properties to enhance resilience. For sloped developments, we use deep-pile foundations to ensure structural stability against soil erosion and landslides. To mitigate the risks of extreme rainfall and flooding, we consider deploying smart drainage systems across our assets. These systems utilise sensors integrated with our BMS to monitor drainage flow in real time and prevent blockages, overflows, and potential water damage.

We systematically assess our existing portfolio and new construction sites against acute and chronic physical hazards. This structured evaluation serves as a practical toolkit, enabling us to consolidate asset-level data, optimise ongoing operations, and prioritise necessary retrofits or climate-adaptive upgrades.

Financial Implications of Physical Risks

To quantify the financial exposure of physical climate hazards on our properties, we conduct a comprehensive Value at Risk ("VaR")[12] assessment. The VaR measures the maximum potential loss on our portfolio of assets under three scenarios (SSP1-2.6, SSP2-4.5, and SSP5-8.5) and defined time horizons (2030, 2050, and 2100).

Adopting the SSP2-4.5 scenario, the VaR values for various climate hazards are identified at the Group level:

Climate Hazard	VaR Value (%)
Coastal Flood	2030: 0.07% 2050: 0.08% 2100: 0.22%
Surface Water Flood	2030: 0.12% 2050: 0.12% 2100: 0.13%
Landslide	2030: 0.01% 2050: 0.01% 2100: 0.04%
Heat Stress	2030: 0.1% 2050: 0.2% 2100: 0.3%
Hurricane and Typhoon	2030: 0.003% 2050: 0.005% 2100: 0.007%

Remark: Wildfire and drought stress are monitored qualitatively (see Physical Risk Assessment table above) but are currently excluded from the VaR quantification due to data and modelling limitations specific to Hong Kong's operating context. The Group will continue to evaluate the feasibility of incorporating these hazards into future quantitative assessments as methodologies and data availability improve.

The portfolio's VaR values remain below 1% across all three climate scenarios, indicating that our portfolio's direct and potential financial exposure to physical climate risks remains minimal and immaterial, with no single asset facing material financial distress under the tested scenarios and assumptions modelled.

[12] Our methodology for calculating VaR: Value = Net Operating Income (NOI) / Cap Rate = (Income – Operating Cost) / Cap Rate The VaR assessment assumes a business as-usual case, without incorporating potential mitigation measures or investments.

In addition to direct physical risks, we also assessed indirect effects, including potential increases in insurance premiums and capitalisation rates. Financial modelling indicates that unexpected coastal flooding events could lead to higher insurance premiums for property owners, while moderate-to-severe events might cause capitalisation rates to rise.

Transition Risk Analysis

Climate Projections for Transition Risk Scenario Analysis

Applied climate change scenario model: the Network for Greening Financial Services ("NGFS") and the International Institute for Applied Systems Analysis ("IIASA")

The Group has incorporated two highly contrasting transition scenarios (best- and worst-case outcomes) into its assessment.

Climate Scenario	Description
Current Policies (3°C+ of warming)	This scenario assumes that only currently implemented policies are preserved. Emissions continue to grow until 2080, leading to approximately 3°C of warming. Slow developments in low-carbon technology or market changes are expected.
Net Zero 2050 (1.5°C of warming)	This scenario assumes that ambitious climate policies are introduced immediately. Net carbon emissions reach zero around 2050, giving at least a 50% chance of limiting global warming to below 1.5°C by the end of the century. Rapid developments in low-carbon innovation and technology, including carbon removal, are expected.



Potential Transition Risks and Opportunities

Transition Risk & Opportunity	Impact on Business Model	Impact on Value Chain	Financial Implication	Our Responses
 Policy & Legal (R)	Require alignment of sustainability practices with tightened international climate disclosure frameworks.	• Mandate compliance with strengthened local regulations and building codes regarding building energy efficiency • Prepare for additional operating mandates from regional carbon pricing schemes and trial carbon trading markets	Increase the potential financial penalties for non-compliance.	• Conduct compliance audits, such as building energy audits • Develop internal future-proof targets to prepare ahead for the regulatory transition
 Technology (R)  Digitalisation & Proptech (O)	• Apply technologies in construction and operational management • Strategic integration of Proptech and automated diagnostics into property management	• Explore appropriate technology options across the value chain • Implement new and emerging technologies into building design and construction phases	• Increase CapEx on investments in energy-efficient and sustainable technologies • Increase R&D spending and technology procurement costs • Reduce long-term OpEx driven by portfolio-wide energy savings	• Invest in green technology and commercially viable alternative construction materials • Leverage partnerships with different stakeholders to drive innovative solutions for sustainable development • Proactively support tech ventures to translate research outcomes into real-world solutions to foster the Group's climate and energy transition capabilities • Conduct feasibility studies and integrate sustainability, technology and innovation into our building design and daily operation • Conduct R&D on smart building technologies and support their adoption • Develop smart apps and consumer engagement technology for low-carbon living For more information, please refer to the "Build Better" and "Operate Efficiently" sections of this Report.

Transition Risk & Opportunity	Impact on Business Model	Impact on Value Chain	Financial Implication	Our Responses
 Market (R)  Reputation (R)  Customer Preference (O)	• Pivot asset development towards green building to protect market competitiveness • Accelerate efforts to advance green building development and sustainable service offerings • Growing demand for applying green and wellness building features to address buyers' concerns	• Respond to growing expectations from tenants and institutional investors for energy-efficient properties • Utilise high-transparency disclosures and green leasing frameworks to drive tenant behavioural changes	• Potential rental premiums and sustained occupancy rates for green-certified assets • Risk of asset devaluation or accelerated obsolescence for legacy properties with high carbon exposure	• Integrate sustainability, technology and innovation into our building design and daily operation • Develop internal future-proof targets to meet consumer demand for green building space further • Enhance sustainability disclosure and continue to disclose our ESG-related information annually • Continue to conduct climate risk assessment, disclose potential climate risks, and enhance the breadth and depth of the disclosure • Strengthen engagement efforts with tenants and relevant stakeholders in climate resilience and sustainability • Set targets for obtaining green building certifications
 Renewable Energy Growth (O)	Increase the purchase of renewable energy certificates to support CCG's business operations.	Adoption of renewable design elements, including extensive rooftop solar PV installation across managed property portfolios.	• Increase initial CapEx for onsite renewable energy infrastructure deployment • Save long-term utility costs and reduce exposure to volatile fossil-fuel grid tariffs	• Conduct feasibility studies to expand the application of renewable energy and green technologies • Consider renewable energy as a building design option
 Green Finance (O)	• Increase the pressure of allocating capital towards low-carbon technologies and materials • Bring opportunities to leverage green and sustainable financing instruments to fund carbon reduction initiatives	Explore appropriate technology options across the value chain.	• Increase CapEx on low-carbon technologies and materials • Capitalise investment in green and climate-resilient projects and R&D • Access lower-cost capital and reduce interest expenses through green financing facilities	• Regularly review material sources with a low carbon footprint • Continue to invest more in low-carbon projects and the enhancement of sustainability performance, and obtain funding • Consider enhancing disclosure of the use of proceeds and progress achieved by projects funded by existing finance instruments For more information, please refer to the "Invest Smarter" section of this Report.

Financial Implications of Transition Risks

To evaluate the primary impacts and financial implications of the identified transition risks and opportunities, we have mapped pertinent financial impact parameters and performed scenario analysis. We quantify the profit and loss as percentage changes in energy and carbon costs to gain a more transparent understanding of potential financial exposure.

- Under the Net Zero 2050 scenario: project a significant increase in carbon tax starting in the 2030s and continuing from the 2100s onwards. Additionally, we expect electricity costs to begin to decline in the 2050s, with this trend persisting into the 2100s.

- Under the Current Policies scenario: project a notable increase in carbon tax starting in the 2050s. Electricity costs are also projected to experience a substantial decrease starting in the 2030s, with further reductions anticipated from the 2100s onwards.

Risk Management on Climate-related Issues

The Group has built a structured approach to ensure the precise identification of climate-related risks and opportunities across our operations, supply chain, and business model, based on the latest scientific research. We are making significant progress in addressing, mitigating, and managing climate change. Climate change is also incorporated into the Group's Enterprise Risk Management ("ERM") framework.

For more detailed information on our ERM, please refer to the "Integrating Internal Control for Managing Sustainability Risks" section.

Metrics & Targets on Climate-related Issues

CCG tracks carbon emissions metrics to monitor climate risks and has established climate-related targets under the CCG 3050+ Roadmap, consistent with limiting global temperature rise to 1.5°C above pre-industrial levels under the Paris Agreement.

In January 2022, the Group obtained validation from the SBTi. Our approved Science-Based Targets ("SBTs") are as follows:



-51.8 %

In operational carbon intensity (Scope 1 and 2) in 2030 compared to the 2020 base year

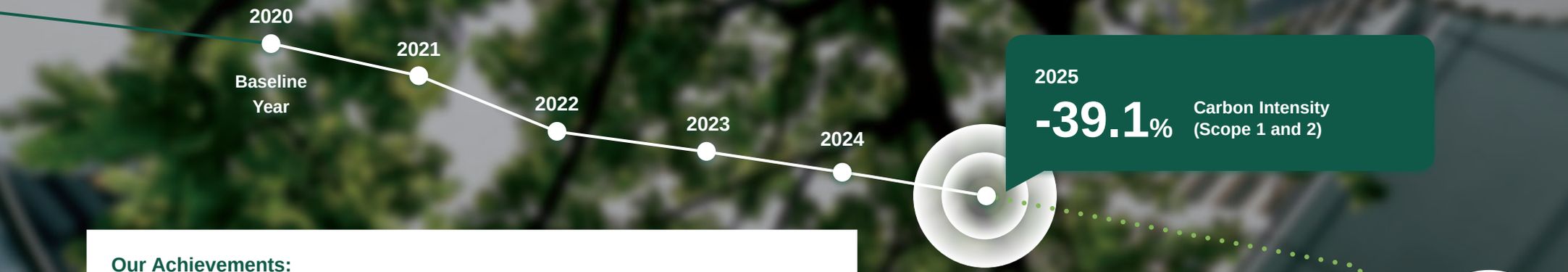


-20 %

In Scope 3 carbon intensity from capital goods, downstream leased assets and waste generated in operations, in 2030 compared to the 2020 base year

We are working to achieve our CCG 3050+ Roadmap through a series of decarbonisation initiatives. For details, please refer to the "Operate Efficiently" section of this Report.

2025 Progress of Our CCG 3050+ Carbon Reduction Target



Our Achievements:

- Enhanced existing assets to reduce operational carbon, for example, the large-scale renovation project at Nina Hotel Island South, including chiller system replacement
- Leveraged digital technologies, such as AI and digital twin, to optimise building energy performance
- Strictly executed the ESG Due Diligence Checklist for M&A, in which a threshold for carbon intensity is set for asset acquisition. Resources for upgrading energy efficiency should be earmarked for assets that do not meet the threshold
- Invested in energy-efficient buildings, such as D·PARK
- Engaged our staff to integrate the concept of decarbonisation into daily operations

Future Plan:

- Actively pursue asset enhancement opportunities for decarbonisation, of which we have planned a range of projects to 2030 that are expected to deliver cumulative energy savings of approximately 65,000 MWh, equivalent to the annual electricity consumption of around 9,700 average Hong Kong households
- Design and construct buildings with high sustainability standards by adhering to the Sustainable Design and Procurement Manual
- Promote the application of low-carbon construction practices, such as MiC and MiMEP methods
- Continue to uphold the principles of the ESG Due Diligence Checklist in asset acquisition

Biodiversity Conservation

We integrate biodiversity considerations and protection efforts across our operations and value chain. Our commitment to raising awareness and safeguarding ecosystems is reflected in the incorporation of biodiversity features within our projects.

As an inaugural TNFD Early Adopter, CCG has begun strengthening its understanding of nature-related dependencies, impacts, risks and opportunities. We also hold a silver membership with the World Wide Fund for Nature Hong Kong ("WWF Hong Kong") and have signed significant pledges, including the No Shark Fin Restaurant Pledge and the Earth Hour Pledge.



Case Study

Nina Park Enhancing Urban Biodiversity

As Hong Kong's first Sustainable SITES Initiative ("SITES") Gold-certified wood fossil park, Nina Park is both an urban biodiversity oasis and an environmental education platform. More than 30% of the park is dedicated to greenery, with over 20 plant species including rare specimens such as *Bottle Tree* and *Scaly Tree-fern*. The Park also connects seamlessly with nearby Tsuen Wan Park and Tsuen Wan Promenade, helping form a continuous green belt that enhances habitat connectivity, supports wildlife movement and strengthens ecological resilience in the urban landscape.



A dedicated Butterfly Garden further supports biodiversity, providing host and nectar plants for butterflies as well as food sources for bees and other pollinators. Recognised with the Butterfly Garden Certification from the Environmental Association's Fung Yuen Butterfly Reserve, it also serves as an outdoor classroom for residents, schools and community groups.



Case Study

Creating Nature-positive Living Spaces in a High-Density Urban Environment

ECHO HOUSE incorporates nature-based design strategies to enhance biodiversity and ecological resilience in a dense urban environment. The development allocates 40% of its site area to a multi-tiered green network comprising a public plaza, porous podium garden, green walls and a double-height sky garden connecting the pedestrian realm with residential spaces. Native and climate-adaptive planting species support local biodiversity and habitat creation, while extensive landscaping contributes to urban heat island mitigation and microclimate cooling. Landscape irrigation is supported by a greywater recycling system, helping to conserve potable water resources while maintaining long-term ecosystem health.





Case Study

Supporting Biodiversity Through Nature-Integrated Development

The Tai Po Kau residential development project is a low-rise residential development comprising approximately 168 residential units. To preserve and enhance the site's ecological value, a designated green area will be retained and seamlessly connected to the adjacent hillside, creating a continuous green buffer with surrounding habitats.

Carefully designed drainage channels along landscaped slopes will link the development to nearby watercourses, directing surface runoff and groundwater to help maintain dry-season baseflow, providing a more stable aquatic habitat for local wildlife and supporting biodiversity. This approach also helps minimise the visual impact of the development by blending infrastructure with the site's natural terrain.



In addition, wildlife-friendly security measures will be adopted to minimise disturbance to local fauna. The project will utilise a combination of thermal imaging cameras, infrared sensors, CCTV surveillance, electric fencing, and floodlighting. This design enhances site security while reducing the risk of harm to animals and maintaining ecological connectivity across the area.

1

Before the Development, the surface runoff flows to a natural stream and groundwater infiltrates into soil directly.

2

Upon completion of the Development, the surface and groundwater runoffs will be diverted to a nearby natural stream, thereby reducing potential impact on local diversity.



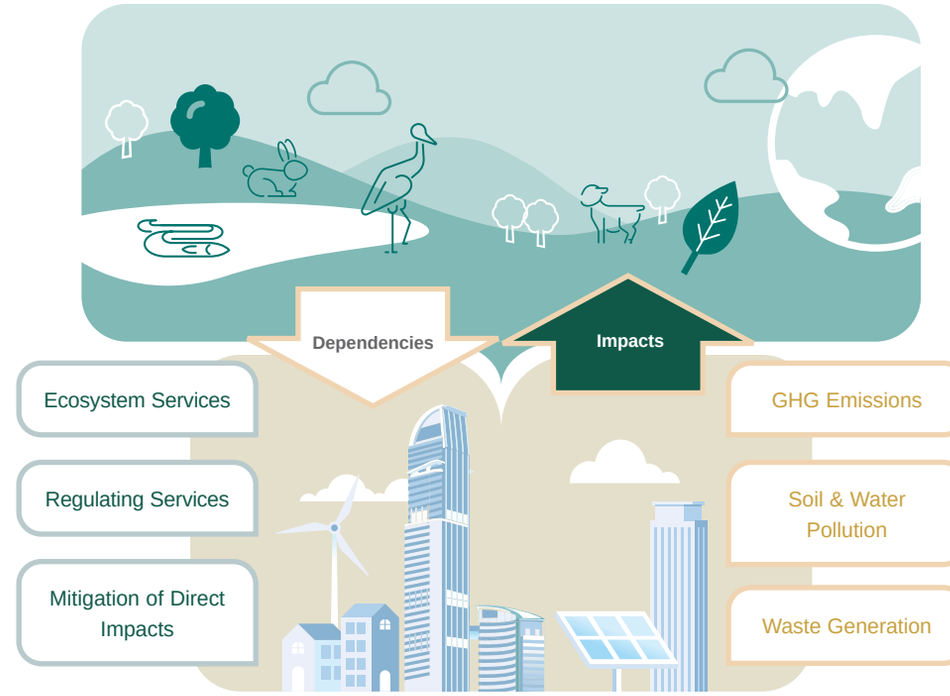
TNFD Disclosures

Governance on Nature-related Issues

The ESG Steering Committee, chaired by the CEO, is responsible for overseeing the Group's overall ESG strategies, reviewing and endorsing plans, and monitoring progress. For more details on our ESG governance structure, please refer to the "Building our High Standards of ESG Governance" section. The Group's commitment to environmental and nature protection is reflected in its Climate Change Policy, Sustainability Policy, and Sustainable Procurement Guidelines. Moreover, the Group emphasises ecosystem balance in operations and procurement, assessing suppliers' adherence to nature-related standards. We have integrated robust governance mechanisms into our supply chain management and are committed to monitoring nature-related impacts through controls and grievance mechanisms. The Group also engages with local stakeholders and hosts Sustainability Conferences to address nature-related issues.

Strategy on Nature-related Issues

CCG recognises that its businesses depend on natural capital and is committed to managing its nature-related dependencies, impacts, risks, and opportunities responsibly. Our strategy begins with a thorough assessment of our reliance on natural resources, including water, land, and biodiversity, to ensure that our operations are resilient and sustainable. We actively work to minimise our environmental footprint by adopting innovative technologies and practices that reduce resource consumption and waste generation. To mitigate potential risks, we conduct regular environmental impact studies and engage in proactive risk management, which includes developing contingency plans for natural disasters and resource scarcity. We also see significant opportunities in aligning with nature-positive initiatives, such as investing in renewable energy, sustainable supply chains, and urban biodiversity enhancement projects. By fostering a strong relationship with nature, we aim to enhance our long-term business resilience, support ecosystem health, and create shared value for our stakeholders and the communities we serve.



Risk & Impact Management on Nature-related Issues

In 2024, we initiated our first TNFD study, aligning with the TNFD framework and adopting the LEAP (Locate, Evaluate, Assess, Prepare) approach. We have embarked on this journey to better understand our impacts on and dependencies on nature and to manage the associated risks and opportunities.

Our LEAP Assessment Scope and Framework

Our LEAP assessment encompasses our 62 key assets, including hotels and residences, construction projects, and residential, industrial and commercial properties in Hong Kong. Through the implementation of the LEAP approach, we have identified the locations of our operations and supply chains in critical ecosystems, evaluated our impacts and dependencies on nature, assessed the associated risks and opportunities, and devised strategies to lessen adverse effects and leverage beneficial outcomes. We have conducted stakeholder engagement to gather insights into the actual dependencies and impacts specific to the Group's nature.

High Nature Impact/

Dependency Area	Protected Areas near Assets	Key Biodiversity Area near Assets	Iconic Species
Tung Chung Area	No Protected Area is found within a 1 km buffer distance of our assets; six Protected Areas are found within a 5 km buffer distance.	No Key Biodiversity Area is located within a 1 km buffer distance of our assets. One Key Biodiversity Area is located within a five km buffer distance. 186 International Union for Conservation of Nature (“IUCN”) Red List Species and 31 Critically Endangered Species are found within a 50 km buffer distance.	Chinese Three-striped Box Turtle, Chinese Pangolin, Hawksbill Turtle, Small Persimmon, Steppe Eagle and Romer’s Treefrog
Kowloon and the New Territories Area	One Protected Area is located within a 1 km buffer distance of our assets, and 11 Protected Areas are situated within a 5 km buffer zone.	One Key Biodiversity Area is located within a 1 km buffer around our assets. Two Key Biodiversity Areas are located within a 5 km buffer distance. 183 IUCN Red List Species and 30 Critically Endangered Species are found within a 50 km buffer distance.	Caridina Apodosis, Spoon-billed Sandpiper, Baer's Pochard and Yellow-breasted Bunting
Hong Kong Island Area	One Protected Area is located within a 1 km buffer zone of our assets, and seven Protected Areas are located within a 5 km buffer zone.	One asset is located within a Key Biodiversity Area. One Key Biodiversity Area is found within a 5 km buffer distance. 184 IUCN Red List Species and 30 Critically Endangered Species are found within a 50 km buffer distance.	Wintry Starworm, Yellow Pond Turtle, King Horseshoe Bat and Indotyphlops lazuli (Hong Kong blind snake)

Based on the results of the study, our construction activities and operations are assessed as unlikely to significantly overlap with critical habitats or negatively impact ecosystem health. Additionally, habitats are situated at least 1 km from the assets, thereby reducing the likelihood of direct and indirect disturbances to local ecosystems.

Locate

In the Locate phase, we examined the geographical distribution of our operations and their interactions with the natural surroundings. The aim was to pinpoint priority zones where these interactions could pose substantial risks or present opportunities to guide our decision-making. Our prioritisation was based on the proximity of operational sites to areas of significant biodiversity value (e.g., IUCN Red List) through the utilisation of tools such as the Integrated Biodiversity Assessment Tool ("IBAT"), the WWF Biodiversity Risk Filter, and comprehensive desktop research. In conducting the location-based analysis, we have shortlisted 23 sites that are near crucial biodiversity areas. We have conducted an assessment to identify the impacts and propose potential mitigation strategies.

Evaluate

To assess the dependencies and impacts related to nature throughout the real estate value chain, we have conducted an in-depth analysis. This evaluation offers a comprehensive view of the interactions between each aspect of the value chain and natural ecosystems, highlighting notable areas of concern and opportunities for improvement. By utilising the ENCORE (Exploring Natural Capital Opportunities, Risks, and Exposure) database, as recommended by TNFD, along with insights from stakeholder engagement, we have identified the top five nature-dependency and impact topics within our value chain.

Top Five Nature Dependency Topics	Top Five Nature Impact Topics
• Mass Stabilisation and Erosion Control	1. Soil Pollutants
• Ground Water and Surface Water	2. Water Pollutants
• Climate Regulation	3. Non-GHG Air Pollutants
• Mediation of Sensory Impacts	4. Solid Waste
• Flood and Storm Protection	5. Water use

Assess and Prepare

The LEAP approach recommends that, to better integrate nature-related considerations into businesses, a company should identify and prioritise the nature-related risks and opportunities with the most significant impacts and dependencies highlighted during the initial "Locate" and "Evaluate" phases. The Group has acknowledged the nature-related physical and transition risks and opportunities that could affect our operations, as outlined in the table below.

Physical Risks

Risks	Potential Impacts	Risk Mitigation
Biodiversity Loss: Construction activities near protected areas and key biodiversity zones can have a negative impact on local biodiversity	• Increased costs for biodiversity mitigation measures (e.g. flood barriers, enhanced site management) • Potential delays in project timelines due to stricter environmental regulations	• Implement monitoring and reporting mechanisms for construction activities
Resource Scarcity: Supply chain disruptions for essential raw materials due to resource scarcity and ecosystem degradation	• Project delays due to the unavailability of materials • Raw materials extracted from ecologically sensitive areas may incur additional costs to comply with regulations	• Diversify suppliers to reduce dependency on single sources • Enforce compliance with the Supplier Code of Conduct ("SCOC"), prioritising suppliers with certified sustainable practices • Optimise resource efficiency by adopting efficient construction practices to minimise consumption, such as the MiC method at ECHO HOUSE
Natural Disasters: Ecosystem degradation may reduce natural barriers, increasing vulnerability to natural disasters	• Increased costs for disaster recovery and infrastructure repairs • Potential damage to property and business continuity	• Ensure all new major development projects achieve the second-highest sustainable building assessment scheme rating (such as BEAM Plus, LEED and WELL certifications) • Integrate climate-resilient infrastructure (e.g. flood barriers) and biophilic design (e.g. green roofs) in new development projects • Collaborate and support institutions and NGOs to conserve and protect biodiversity, such as partnering with The Green Earth to organise beach and trail clean-ups
Pollution: Air and noise pollution from construction activities may harm local ecosystems and communities	• Increased health and safety costs, potential legal claims, and fines • Negative community relations and opposition to future projects	• Use low-emission and quieter construction methods, such as the adoption of electric-powered construction equipment, MiC and MiMEP methods

Transition Risks

Risks	Potential Impacts	Risk Mitigation
Policy & Regulatory: Stricter regulations on biodiversity, land use, and environmental impact assessments ("EIAs")	• Increased compliance costs and potential project delays • Risk of fines and legal repercussions for non-compliance	• Proactively monitor and align with emerging policies and regulations • Participate in industry coalitions (e.g. policy groups of HKGBC, BEC and HKGFA to advocate for balanced regulations • Conduct regular training on environmental compliance
Market Risks: Fluctuating prices of alternative construction materials	• Budget unpredictability and potential delays in project schedules • Risk of reduced competitiveness if sustainable materials are not prioritised	• Build strategic partnerships with certified sustainable suppliers • Incubate and invest in R&D for innovative, low-environmental-impact solutions (e.g. partnering with the Nano and Advanced Materials Institute ("NAMI") to green building technology)
Reputational: Increased public scrutiny and awareness of biodiversity and sustainability issues	• Potential decline in revenue and customer trust • Increased costs for marketing and public relations efforts	• Disclose nature-related performance annually via TNFD-aligned reports • Engage with stakeholders through different channels (e.g. focus groups and surveys, allowing stakeholders to report environmental concerns and provide feedback)
Technological: Growing market preference for alternative construction materials with lower environmental and biodiversity impacts	• Higher procurement costs for sustainable materials • Lagging behind industry innovation curves	• Incubate and invest in R&D for innovative, low-environmental-impact solutions (e.g. partnering with NAMI to advance green building technology)
Liability: Potential liability arising from non-compliance with environmental regulations or damage caused by the Group's activities	• Legal costs and potential fines for regulatory breaches or environmental harm claims • Restoration costs to remediate damaged ecosystems • Long-term reputational damage leading to decreased customer trust and loss of business opportunities	• Establish a robust compliance framework to ensure adherence to environmental regulations • Implement monitoring and reporting mechanisms for construction activities • Engage with stakeholders through different channels (e.g. focus groups and surveys allowing stakeholders to report environmental concerns and feedback

Opportunities

Opportunities	Potential Impacts	Opportunity Management
Sustainable Buildings & Certifications	• Growing demand for sustainability-certified properties in Hong Kong's competitive market • Higher rental premiums and enhanced tenant retention due to sustainability-focused designs (e.g. BEAM Plus and WELL certifications) • Enhanced market positioning as a leader in sustainability	• Integrate biophilic design elements (e.g. green walls at Nina Tower) and blue-green infrastructure (e.g. rainwater harvesting at Nina Park) to enhance sustainability and biodiversity • Ensure all new major development projects achieve at least the second-highest ratings in sustainable building assessment schemes (such as BEAM Plus, LEED and WELL certifications)
Resource Efficiency & Circular Economy	• Cost savings achieved through reduced material waste and energy/water consumption • Regulatory compliance advantages with Hong Kong's tightened waste disposal regulations	• Adopt MiC at ECHO HOUSE and recycled materials (e.g. applying materials with 96% recycled content in Shun Fook Barn) to reduce construction waste • Install net-zero carbon chillers at Nina Tower, and LED lighting and water-saving fixtures across hotels • Establish effective and proper sorting and recycling practices for waste generated at construction sites
Eco-Tourism & Community Engagement	• New revenue streams through biodiversity-focused offerings and activities • Strengthened community relations and loyalty fostered through educational initiatives	• Explore opportunities for eco-tours and workshops at Nina Park, highlighting the importance of pollinator habitats • Partner with the Green Earth to organise beach and trail clean-ups
Innovation & Partnerships	• First-mover advantage gained by adopting cutting-edge sustainable technologies • Improved access to sustainable financing for TNFD-aligned projects	• Incubate and invest in R&D for innovative and low-impact solutions (e.g. partnering with NAMI to enhance green building technology) • Participate in policy groups, including the HKGBC, the BEC and HKGFA, to shape future regulations
Reputation & ESG Leadership	• Aligning with international guidelines (e.g. TNFD recommendations) to improve ESG ratings and overall market evaluation	• Publish TNFD-aligned disclosure with third-party verification • Highlight biodiversity efforts (e.g. pollinator habitats at Nina Park) in marketing campaigns

Metrics & Targets on Nature-related Issues

To effectively monitor and track nature-related performance, CCG is currently identifying and gathering relevant metrics. The selection of the metrics outlined below addresses the identified nature-related risks and opportunities:

Spatial Footprint

- % of controlled/ managed surface area for which the biodiversity factor has been assessed
- Extent of land/ freshwater/ocean ecosystem-use change

Resources

Water

- Total wastewater discharged
- Total reclaimed water
- Number of water pollution incidents

Plastics

- Total plastic packaging material used

Engagement Workshop

- Number of engagement workshops that have discussed biodiversity-related matters

CCG will take steps to collect accurate and reliable data for the identified metrics. Targets will be established for both the short and long term for key metrics that reflect significant nature-related dependencies and impacts, ensuring effective linkage to the Group's overall strategy.

During the Reporting Period, CCG did not violate any nature-related laws or regulations, nor did it incur any fines or penalties.



Driving Shared Social Values



+2%

In overall favourable score in the Employee Engagement Survey

~HK$19.2 million

In donation programmes benefiting the community

>1,300 residents

Served each month by Pine Care across 12 residential care homes

277,104 person-times

Reached through Elderly Care, Health & Wellness, and Sustainable Cities & Communities initiatives



Fulfilled Employees

Our people are the foundation of the Group's success. CCG fosters an inclusive, employee-centric culture that supports both personal and professional growth. By nurturing a supportive and empowering workplace, we enable our people to thrive and build a future-ready organisation that creates lasting value for our employees, businesses and wider stakeholders.



Performance Highlights

Total Workforce

3,987

Workforce by Gender

Male

1,731

Female

2,256

Workforce by Employment Category

Senior Management

16

Management

586

General Staff

3,385

Human Capital

The Group Human Resources Management Policy sets out guiding principles for Human Resources ("HR") management, going beyond regulatory compliance to align HR procedures with the Group's values and business priorities. The HR Department manages key areas such as equal opportunity, talent management, compensation and benefits, employee development, engagement, and workplace health and safety.

We govern recruitment and talent selection in accordance with the Staff Recruitment Policy, which defines selection criteria including essential skills, capabilities, experience, and qualifications. The HR Department and hiring managers conduct thorough evaluations to determine the best-fit candidates with proven capabilities. In addition, the HR Department follows the Staff Reward and Grading Policy and conducts regular reviews on compensation and benefits programmes to help ensure remuneration remains fair, consistent, and competitive.

Talent Acquisition & Retention

Building on our Employer Value Proposition ("EVP"), which reflects our people-first philosophy and commitment to employee empowerment, CCG strives to create a "Space to make transformative impact, career and life". Our EVP is centred around four pillars:



Space to drive social progress



Space to bring out the best in you



Space to share decisions



Space to support your family and your passions

Implementation progress:

- Supported career progression through a comprehensive and structured learning framework focusing on core areas such as soft skills development, technical skills upskilling, leadership training as well as compliance and risk management
- Advanced our Employee Wellness Programme to foster a healthy, balanced, and supportive workplace by addressing employees' physical, mental, financial, and social well-being
- Continued to strengthen employee engagement and promote work-life balance across the Group

We continue to transform our workplace by further embedding our EVP values into our culture and create an environment in which employees feel supported, valued and empowered to grow.

To complement our people-first culture, we offer a range of employee benefits designed to support well-being, family needs and work-life balance.

Our employee benefits include:

- Enhanced annual leave entitlements based on years of service for employees in non-executive grades
- Extension of medical coverage for the families of employees at manager level and above
- Employee Assistance Programme ("EAP"), providing 24-hour counselling support, together with self-learning resources and training to support employees' mental health
- Hybrid work arrangements offering flexibility in work location, supporting work-life balance and employee well-being
- A Group-wide scholarship scheme for employees' children, which has recognised more than 200 students for their outstanding academic achievements since 2022
- A designated nursing room at our headquarters office, providing a comfortable environment for new mothers
- Fully paid maternity and paternity leave for employees who become parents of newborns

The Group is committed to supporting employees throughout their careers, including their transition to retirement. Our structured Retirement Policy governs normal retirement arrangements, pre-retirement, and re-employment opportunities. To ensure seamless continuity, we facilitate early communication, establish robust succession plans, and manage comprehensive job handovers to ensure a smooth transfer of the role, supported by the retirement benefit scheme.

Case Study

Buddy Scheme

Launched in 2023, the Buddy Scheme pairs new employees with experienced employees to support onboarding and foster long-term integration. Through this initiative, new joiners are able to navigate their roles more effectively while building a stronger understanding of the Group's organisational structure, culture and core values. By fostering early workplace connections, the Scheme strengthens talent retention and supports the development of an engaged workforce aligned with the Group's long-term vision.

Objective: To build networks and relationships among employees, enhancing overall team cohesion, collaboration, and a sense of belonging and inclusion

Case Study

Employee Assistance Programme (EAP)

EAP provides support to employees in preventing, identifying and resolving personal, family, social and work-related challenges, with the aim of safeguarding well-being. Following the appointment of a new service provider during the Reporting Period, employees now benefit from enhanced professional support and resources, including timely and confidential assistance.

With our continued commitment to cultivating a well-rounded and effective workforce, we have also received market recognition for our efforts:

Recognition



The "7th Outstanding Employees for the Elderly Care Election Award Ceremony" recognised professionalism in elderly care. Pine Care received three awards in recognition of the dedication and service excellence of its employees.

Recognition



The 2026 Outstanding QTS Merchant & Service Staff Awards recognised exceptional service standards within the industry. Our Restaurant Manager at Nina Hotel Island South was honoured with a Merit Award (Supervisory). This accolade underscores our unwavering commitment to service excellence, professional development, and delivering memorable guest experiences.

Employee Engagement

Guided by the Employee Engagement and Communication Policy, CCG enhances employee engagement by collecting views and feedback through open, transparent, and two-way communication to support continuous improvement in operational practices. The Group has established an online suggestion platform on its intranet as an accessible channel for employees to share ideas and feedback.

To strengthen employee engagement and foster a more connected workplace, we focus on three key areas:

Three key areas

- Communication Effectiveness
- Employee Engagement
- Leadership Effectiveness

Employee Engagement Survey

To better understand employees' views and experiences, the Group conducts an Employee Engagement Survey to gather feedback and inform continuous improvement efforts. During the Reporting Period, responses were collected from over 3,400 eligible employees across five business units.

+2% in overall favourable score compared with the previous survey

+3% in employees' willingness to recommend the Company as a great place to work







CCG Town Hall: Connect. Collaborate. Grow

More than 1,200 employees participated in the Town Hall, where the Group reviewed key achievements over the past year, shared its focus on improving service standards, and promoted the employee volunteer programme.





Annual Dinner

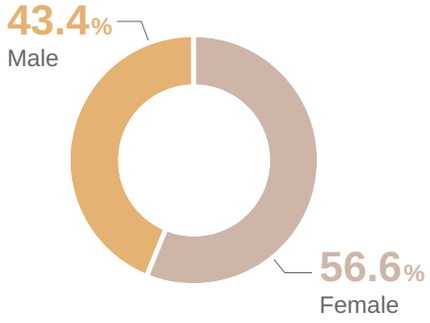
CCG themed its 2026 Annual Dinner "CCG Super Sports". Employees attended in costume and demonstrated strong team spirit. The event also provided an opportunity to present long-service awards to employees with 25 to 45 years of service.

Embracing Diversity, Equity & Inclusion

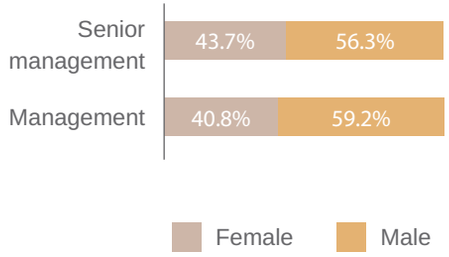
As a signatory to the Hong Kong Equal Opportunities Commission's "The Racial Diversity and Inclusion Charter for Employers", CCG actively embeds diversity, equity, and inclusion ("DEI") across its workplace culture. We champion equal opportunities for all employees and are committed to ensuring that race, nationality, religion, disability, family status, marital status and sexual orientation do not create barriers to professional growth. We strictly prohibit all forms of unfair treatment, discrimination and harassment in the workplace. Furthermore, all new joiners are required to complete mandatory e-learning on Equal Opportunities.

Performance Highlights

Percentage of Employees, by Gender



Percentage of Employees, by Employment Category & Gender



KPI for FY2025/26

≥3

DEI credentials

Performance

3

DEI credentials confirmed

During the Reporting Period, we strengthened our anti-discrimination practices by clarifying management responsibilities and reaffirming our commitment to a workplace free from discrimination, harassment and threat of retaliation. Formal complaint channels allow employees to raise concerns confidently through multiple avenues.



The Group organised two staff engagement initiatives: the Women's Wellness Talk, themed "How to Navigate Challenges in Workplace and Life", and a Women's Day-themed talk on "Diet for Stronger Muscles and Healthy Skin". These sessions, attended by around 70 employees, promoted mental well-being and healthy living.

Recognition



We were awarded the Bronze Award for Inclusive Workplace at the Equal Opportunities Commission's Racial Diversity & Inclusion Employers Award Scheme 2025, while Nina Hospitality also received the Silver Award for Racial Equity in Hiring. These recognitions reflect our strong commitment to fair, inclusive and equitable recruitment and workplace practices.

A Future-ready Workforce

CCG accelerates employee development through targeted training programmes and structured performance management to build a resilient, adaptable workforce.

Performance Highlights

114,511 hours training provided

KPI for FY2025/26
≥18 hours per employee

Performance
28.7 hours per employee

Average Training Hours, by Gender:

Female	Male
28.3 hours	29.3 hours

Average Training Hours, by Employee Category:

Senior Management	Management	General Staff
20.5 hours	19.5 hours	30.4 hours

Talent Development

Governed by our Performance Management Policy, CCG conducts annual performance appraisals to evaluate employee achievements against mutually agreed goals and predefined evaluation criteria. Through this performance management process, managers/ supervisors provide ongoing feedback to identify individual capabilities, support targeted skill development, and strengthen our leadership succession pipeline. Furthermore, these appraisals support a transparent, merit-based framework for performance-driven rewards, including salary adjustments, benefits, and non-financial recognition.

We also deliver training programmes to support employees as they transition into new roles, with a focus on strengthening problem-solving, decision-making and goal-setting capabilities. These initiatives help enhance confidence, effectiveness and readiness to take on broader responsibilities.

Case Study

Group-wide Summer Internship Programme 2025



We continue to run the Group Summer Internship Programme, which provides students with valuable early-career exposure and practical workplace experience. During the Reporting Period, 35 students were selected from nearly 2,000 applicants and placed across a wide range of business functions, including Corporate Investment, Corporate Social Responsibility, ESG, Finance, Hospitality, Human Resources, Information Technology and Solutions, Leasing, Marketing, Projects, Property Services, and Sales.

The programme gives interns first-hand insight into business operations while developing skills such as problem-solving, communication and teamwork. Through meaningful work assignments and hands-on learning, interns can apply their academic knowledge in a professional setting and build a strong foundation for their future careers.

Talent Upskilling

Training investment supports the development of a skilled workforce, underpinning both business growth and employee development. During the Reporting Period, we allocated significant resources to support learning and development ("L&D"), including education sponsorships. As part of CCG Vision 2030, our refreshed sustainability roadmap, training-hour targets have been established as KPIs for various business units.

Recognition



We were honoured to receive the LinkedIn Talent Award 2025 – Learning Rising Star.

These accolades reflect our continuous investment in building a learning culture, enhancing employee capabilities, and supporting sustainable talent development across all levels of our Group.

The Staff Learning and Development Policy outlines the guiding principles for the Group's L&D approach. CCG is committed to allocating resources to support L&D activities in line with employees' performance development plans. Through internal channels, the HR Department keeps employees informed of available L&D initiatives, enabling them to select topics of interest and participate in relevant sessions.

Training is delivered through a combination of in-house and external learning activities, as well as the Group's e-learning platform.

In-house & External Learning Activities:

Workplace learning, coaching, mentoring, e-learning, and participation in seminars and conferences.

CCG e-learning Platform:

Training topics include anti-corruption, employee conduct and business ethics, personal data privacy, confidentiality, equal opportunities, and cybersecurity.

In addition to internal training, CCG supports employee development by sponsoring external training expenses, including fees for professional memberships and qualification examinations, as well as providing paid examination leave.

Leadership development is one of the key focuses for the Group in fostering employee growth and plays a vital role in driving organisational success. We have implemented leadership development programmes to enhance the capabilities of both current and future leaders.

Case Study

Management Team Sharing Series

The Management Team Sharing Series is a series of monthly sessions led by internal and external speakers, offering valuable insights into key business topics, soft skills development, and team management. Through this initiative, our leaders acquired actionable methodologies to enhance decision-making, elevate team motivation, and drive operational effectiveness.



In one of our sessions, we focused on the topic of "Building High-Performing Teams: From Managing to Leading", offering practical insights on people leadership and team effectiveness. The session encouraged self-reflection, enabling managers to better understand their own leadership styles and become more equipped to lead with confidence, foster collaboration, and drive stronger team performance.

Training programmes are tailored to address employees' identified learning and development needs. During the Reporting Period, key training areas included:

Ethics, Compliance & Corporate Culture

- Integrity Training Workshop
- Anti-Discrimination Workshop
- Anti-Money Laundering and Counter-Terrorist Financing Requirements
- Competition Policy
- Corporate Orientation Programme
- Equal Opportunities e-learning
- Personal Data Privacy Workshop
- Whistle-blowing e-learning

Business & Operational Excellence

- Business Acumen
- Creative Problem Solving
- Employment Ordinance Update Workshop
- Negotiation Skills
- Occupational Health and Safety Workshop on 5S and Manual Handling
- Project Management Essentials
- Safety Training for Project Management and Construction Management Teams
- Storytelling Presentation Skills

Leadership & Collaboration

- Coaching Skills
- Communication Skills
- Conflict Resolution through MBTI Insights
- Handling Difficult Conversations
- Leadership Presence in Action
- Performance Management Skills
- Performance Review & KPI Briefing Sessions
- Teamwork

Digital Transformation

- Authorized IT Software Tools Training
- Cyber Security Training
- Foxit Software Training
- Information Security Policies and Procedures
- ISO 27001 Training
- Microsoft 365 Copilot Training
- Phishing Awareness Training
- Security Awareness Foundations

Case Study

Negotiation Skills Workshop

The Workshop equipped employees with the confidence and practical skills to navigate workplace discussions more effectively. Through immersive role-playing exercises, video-based reflections, and real-time expert feedback, participants identified areas for improvement and enhanced their communication and negotiation techniques.

This experiential, learning-by-doing approach strengthened participants' ability to develop strategic negotiation plans, adapt to different situations, and respond constructively to challenges. As a result, employees are better positioned to achieve mutually beneficial outcomes, foster stronger stakeholder relationships, and contribute to improved business performance.

Cultivating a Sustainable Culture & Skills

Strengthening employees' sustainability awareness and competencies empowers them to integrate sustainable practices at all levels, improving operational efficiency while advancing our environmental and social commitments.

To support these efforts, we keep employees informed about sustainability trends and updates from industry experts through a range of engagement and learning initiatives.

Understanding Biodiversity & Conservation in Hong Kong

To foster environmental stewardship among our workforce, we organised an ESG Talk titled "Biodiversity and Conservation in Hong Kong" in March 2026, inviting Greeners Action to share valuable insights regarding local ecological preservation. The seminar enhanced employees' awareness of urban biodiversity and provided a deeper understanding of local conservation issues.

T·PARK Learning Visit

In April 2026, an experiential learning visit to T·PARK in Tuen Mun was organised to enhance employees' understanding of sludge treatment and waste-to-energy operations. Participants toured the facilities and learned about the technologies used to treat sludge and recover energy. The visit helped raise awareness of resource efficiency, circularity and low-carbon practices.





AI Experience Day



An AI Experience Day was organised at our headquarters office to provide employees with hands-on exposure to artificial intelligence tools and applications. Through interactive activities and practical demonstrations, participants explored how AI can support everyday tasks, enhance productivity and foster innovation in the workplace. The session helped strengthen digital awareness and promote the responsible use of emerging technologies.

Biz-Green Dress Day

To mark Hong Kong Green Building Week 2025, a themed workplace initiative was organised to promote sustainability awareness in the office. Employees were encouraged to wear outfits in four colours – red, blue, green and yellow – representing health and well-being, resource efficiency, environmental friendliness and innovation. The initiative helped foster engagement and raise awareness of sustainable practices in the workplace.

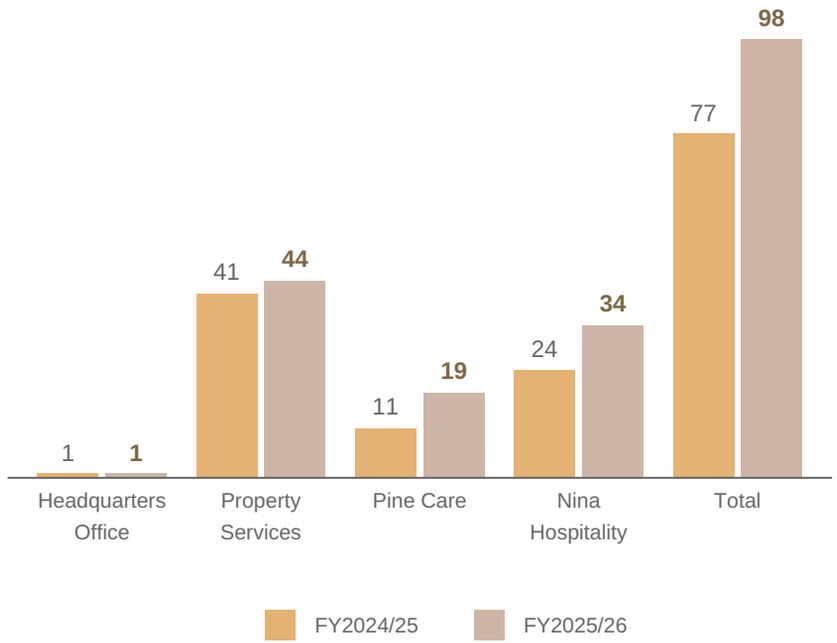


Dedication to Occupational Health, Safety & Well-being

OHS is central to the Group's strategic priorities and corporate culture, supported by dedicated frameworks, a governing committee, management systems, and ongoing performance monitoring to maintain a safe working environment.

Performance Highlights

Number of Lost-time Injuries (sick leave >0 days)



The Group recorded an increase in the number of lost-time injuries (sick leave of more than 0 days), rising from 77 cases in FY2024/25 to 98 cases in FY2025/26. In response, the Group has intensified its review of work-related injury cases to identify root causes and strengthen preventive measures.

Follow-up actions include enhanced safety training, heightened employee awareness programmes, closer monitoring of workplace practices, and the provision of appropriate personal protective equipment. The Group will continue to reinforce its occupational health and safety management approach to help reduce workplace injuries and improve overall safety performance.

Occupational Health & Safety Committee

The Group has established an Occupational Health and Safety Committee ("OHSC") with formal terms of reference to define its scope and responsibilities. The Committee is responsible for regularly monitoring and reviewing OHS performance:

Responsibilities

- Implementing preventive and corrective OHS measures within their respective departments to reduce and control hazards
- Ensuring compliance with relevant OHS standards and requirements
- Promoting OHS knowledge and culture
- Monitoring OHS-related trends and identifying systemic risks and concerns, and making timely recommendations to the relevant departments

2.1

Lost-time Injury Rate (LTIR) of Employees

Management Approach

Occupational Health & Safety Management Framework

To mitigate OHS risks by defining objectives, responsibilities, procedures, resources, review mechanisms, and improvement processes

Occupational Health & Safety Policy

To maintain low accident and injury rates in line with industry best practices in the workplace through promoting collaboration efforts among departments, employees and contractors

Certification

To uphold certified OHS management systems in accordance with ISO 45001 through comprehensive risk assessments and both internal and external audits across the headquarters office, hotel and properties

Recognition



The Group was once again awarded the Healthy Corporate Award Scheme 2025 – Diamond Award in recognition of its commitment to fostering a healthy, positive, and supportive workplace culture.

Recognition

jobsdb by seek
THE HONG KONG HR AWARDS 2025/26
Employee Health & Safety Award

The Group received the "Employee Health & Safety Award" at the jobsdb by SEEK – The Hong Kong HR Awards 2025/26 in recognition of excellence in workplace safety. This reflects its ongoing efforts to strengthen safety management practices and promote employee well-being across the organisation.

Health & Safety for Our Employees

The Group provides health and safety support to safeguard employee well-being. During the Reporting Period, health and safety training was provided on topics including occupational safety, workplace safety, fire safety, and well-being and wellness workshops.

KPI for FY2025/26

100%

Of employees are covered by the wellness, health, and safety support programme

Performance

100%

Of employees are covered by the wellness, health, and safety support programme

Case Study

Enhancing Workplace Safety Through Training

To reinforce site safety culture and accelerate the adoption of advanced safety technologies, our HR and Project Departments jointly launched the “Enhancing Safety Awareness” training course, drawing over 80 project team members. Led by external professional consultants, the curriculum covered core OHS domains, including safety design concepts, construction fire prevention, and real-world applications of the “Smart Site Safety System” (“4S”).

The programme featured peer-led knowledge sharing, with senior management from construction management providing insights on fire prevention and the Group’s safety team presenting the latest smart safety technology. By emphasising individual accountability, the training effectively prepared employees to implement future safety strategies, reinforcing a collective commitment to a zero-accident workplace.



Case Study

Work Injury Preventive Measures at Nina Hospitality

Nina Hospitality established a Safety Committee in 2019 and implemented practical safety prevention measures for hospitality operations, guided by the safety committee members’ regular discussion agendas. These insights form the basis for planning a targeted training programme, formulating the standard operating procedures (“SOP”) and setting safety KPIs supported by staff communication.

Key measures include:

- Conduct weekly hotel walkthrough: Enable early detection of potential risks for timely follow-up
- Set safety KPIs: Cover the metrics on the number of work injury cases, LTIR and safety training completion rate
- Regulatory compliance: Maintain a mandated ratio of First Aid trained employees who hold valid certification, with a total of 117 employees having passed the first aid examination
- Safety tools and protective equipment: Identify necessary tools across various hotel operations for maintaining workplace safety
- Work injury report: Following any workplace injury, department heads are required to complete an injury report, analyse root causes, and implement monitored preventive actions.
- Communication: Promote a culture of safety awareness and foster a proactive mindset

Case Study

Adoption of Unmanned Aerial Vehicles ("UAVs") to clean external glass walls across our properties

Prioritising worker safety and operational modernisation, the Property Services team is exploring Unmanned Aerial Vehicles ("UAVs") technology for external glass walls maintenance. The inaugural trial is underway at The Lily, establishing a foundation for a phased rollout to other suitable properties as part of our commitment to risk reduction and innovation.

Key Objectives:

- Enhancing Workplace Safety: Significantly reducing the requirement for high-altitude manual labour, thereby mitigating major occupational safety risks.
- Optimising Efficiency and Accessibility: Leveraging the mobility and flexibility of UAVs over traditional scaffolding or gondola systems to streamline cleaning operations and minimise the impact to the building operation.



Employee Wellness Activities

Recognising the importance of employee wellness to organisational success, CCG organised a range of wellness activities during the Reporting Period to support employees' physical, mental, financial and social wellness. These initiatives promoted healthy lifestyles, encouraged work-life balance and supported overall well-being.

The CCG Staff Social Clubs have been established to provide a platform for employees to connect through shared interests, build meaningful relationships and enrich the overall employee experience. CCG currently offers a variety of Staff Social Clubs covering sports, wellness, arts and culture, and other interest areas. During the Reporting Period, the newly formed Pickleball Club attracted over 100 members and organised a team-based competition to promote employee engagement and wellness through sport.



Recognition

精神健康友善卓越機構
Mental Health Friendly Supreme Organisation

CCG was awarded the "Mental Health-Friendly Supreme Organisation" under the Hong Kong Mental Health Workplace Charter in recognition of its efforts to foster a mentally healthy workplace through diverse well-being initiatives.

CCG's Employee Wellness Programme Themes

CCG adopts a holistic approach to employee wellness through four programme themes that support employees' physical, mental, financial and social well-being.

Physical Wellness
To promote healthy lifestyle

Mental Wellness
To support emotional well-being

Goal
To foster a supportive and engaging workplace culture where employees feel valued and connected

Financial Wellness
To build financial knowledge and enhance financial stability

Social Wellness
To drive cross-team connections

Employees also participated in a series of wellness and health talks and workshops designed to raise awareness of overall well-being and promote healthy lifestyles.

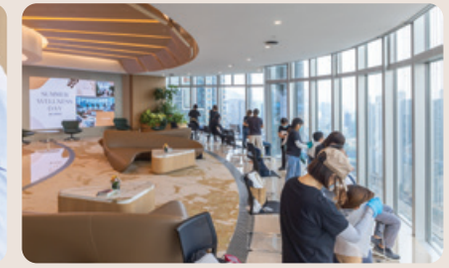
Regular Wellness Talks

To support and enhance employee well-being, we organised regular wellness talks available in both in-person and online formats. Covering a wide range of topics such as self-care, stress management, healthy eating, body pain prevention, and lifestyle strategies, these sessions promoted overall physical and mental well-being.

Summer Wellness Day

The event supported employee well-being by offering stress-relieving shoulder massage sessions alongside premium tea appreciation activities designed to promote relaxation and mental well-being.





Body & Mind Wellness

CCG hosted guided yoga and stretching classes where employees could unwind and experience relaxation for both body and mind.





Christmas Party



We hosted a vibrant Christmas gathering to enhance workplace cohesion and employee well-being. Attended by the Group Chairman, the event featured shared culinary experiences, handcrafted holiday workshops, interactive team-building games, and a lucky draw with curated wellness gifts.





Financial Wellness Carnival

To support employees' financial well-being, CCG organised a Financial Wellness Carnival, which attracted over 250 employees and provided convenient access to professional financial planning insights and exclusive offers.



Mental Health Workshop & Emo Market



To mark Mental Health Month, we hosted an interactive EMO market accompanied by a mental health workshop. Utilising 18 distinct vegetable emotional plushies, this activity encouraged employees to recognise, understand and express their emotions, while fostering empathy and emotional resilience in the workplace.





Health & Safety for Contractors

Contractors play a critical role in construction activities and industry advancement, directly influencing the Group's OHS performance. Accordingly, the Group maintains stringent health and safety requirements for its contractors. All contractors must adhere to the ISO 45001 international standard for OHS management systems, with certification serving as a key criterion in the contractor selection process. This approach ensures alignment with internationally recognised standards and reinforces contractors' commitment to upholding safe working conditions.

Performance Highlights

9

Lost-time injuries of contractor workers (sick leave >0 days)

0.428

Contractor LTIR increased by 20.9% compared to the previous year*t

* Regularly communicate with contractors about the approach taken to reduce the LTIR

The Group also requires contractors to establish robust Environment, Health and Safety ("EHS") Risk Management systems, with clearly defined control hierarchies and the application of Plan-Do-Check-Act ("PDCA") principle.

Hierarchy of Control:

Elimination → Substitution → Engineering Controls → Administrative Controls → Personal Protective Equipment ("PPE")



Case Study

Chinachem Tower Recovery & Fire Safety Enhancements



Following the fire incident at Chinachem Tower in Central in October 2025, CCG promptly mobilised a structured crisis response and implemented a series of follow-up measures to safeguard members of the public, tenants, employees and contractors, support recovery and strengthen fire safety management. These efforts focused on three key areas: immediate response and recovery, recovery support for tenants, and the strengthening of fire prevention measures across ongoing projects.

Immediate Response & Recovery

Established a Crisis Management Team led by senior management and worked closely with the Site Emergency Response Team to coordinate the following emergency measures:

- Closely liaise with government authorities to facilitate safe evacuation
- Support the official investigation
- Assist in the safe reopening of Pottinger Street
- Provide regular updates to affected employees and tenants

Recovery Support for Tenants

- Swiftly restore essential E&M infrastructure, including power, water, access control, and fire safety systems to prioritise operations
- Deploy temporary lighting, climate control, and air purification units across affected areas
- Provide alternative accommodations and assist tenants with loss assessments and insurance claims

All necessary remedial works were targeted for completion within two months, with full repairs scheduled before May 2026.

Strengthened Fire Prevention Framework

- Conduct a comprehensive review of fire safety management practices across all ongoing construction projects
- Arrange immediate inspections to assess scaffolding systems, verify the use of fire-retardant netting and review general housekeeping standards

The inspection results were satisfactory, with no significant fire safety concerns identified.

To further reduce the risk of similar incidents, CCG strengthened its fire prevention framework through the following measures:



Certified Netting

All sites are required to use scaffold netting certified as fire-retardant in accordance with Buildings Department Practice Note for Registered Contractors 85.



Metal Scaffolding

Metal scaffolding is required across development projects where feasible. Bamboo scaffolding is permitted only under exceptional circumstances and with prior approval.





Smoke-Free Enforcement

Strict site controls require workers to surrender cigarettes and lighters before entering the site, as smoking is strictly prohibited.





Thermal Patrols and Fire Drills

Mandatory end-of-day fire patrols using thermal imaging are conducted to detect residual ignition risks, alongside fire drills held every six months.



AI-Powered Safety

AI-powered camera monitoring has been introduced at high-risk locations to support early detection of abnormal conditions and timely response.



Hot Work Control

Strict hot work permit controls are enforced, supported by pre-work approvals, fire watch arrangements and equipment readiness checks.

In addition, a continuous monitoring mechanism was established, integrating fire safety management into weekly site safety inspections and management safety walks to support ongoing supervision and continuous improvement in fire risk management.

The Group requires our contractors to strictly adhere to the following safety practices and has introduced a reward mechanism to recognise their efforts in maintaining site safety:



Pay for Safety Scheme

To reinforce safety compliance, CCG introduced the Pay for Safety Scheme to incentivise and reward proper safety practices at construction sites. This scheme details a comprehensive list of safety items, including the required safety measures and corresponding reimbursement arrangements. It encourages proactive investment in site safety by providing financial recognition to contractors that consistently demonstrate sound on-site safety practices.



Incident Reporting & Emergency Preparedness

CCG has established guidelines for reporting major incidents and handling sensitive or confidential information. At the site level, contractors must submit a project safety plan for approval and establish emergency response procedures, covering evacuation arrangements, emergency contacts, roles and responsibilities, training and drills, communication protocols and other necessary measures. In the event of an incident, contractors must notify CCG immediately and submit a preliminary investigation report within 24 hours.



Site Inspections & Safety Meetings

CCG conducts daily construction site visits to assess contractors' safety practices. Additionally, our Construction Management team carries out weekly site safety inspections and random spot checks. Contractors are required to rectify identified issues and document corrective actions in inspection reports, which CCG reviews to verify that the proposed corrective actions have been adequately implemented. Safety meetings are regularly organised involving CCG representatives, engineers, qualified personnel and the contractor's safety team to assess safety risks and reinforce best practices for continuous improvement and accountability.



Safety Hero Scheme

CCG participates in the Safety Hero Scheme for MTR joint venture projects, which aims to enhance frontline safety performance and foster a positive safety culture among contractors' workers throughout the entire construction period. By recognising exemplary safety behaviour and rewarding proactive safety engagement, the Scheme helps improve overall site safety and highlight individual contributions to OHS. Four Safety Heroes are selected each month and receive a monetary reward for their efforts in safety training, proper use of PPE, adherence to safe working procedures, and the promotion of safety awareness among their fellow workers.

Case Study

"Life First 2025" Safety Promotion Campaign

In alignment with CIC's flagship initiative launched in 2020, CCG actively mobilised multiple development projects to participate in the safety promotion campaign. Anchored by the 2025 theme "Walk the Talk – Care round-the-clock", the Campaign aimed to promote a continuous culture of care and elevate OHS standards across all construction sites in pursuit of a zero-accident reality.

The Campaign fostered cross-functional collaboration by uniting diverse stakeholders, including clients, main contractors, consultants, frontline supervisors, and workers. It featured comprehensive site safety inspections and targeted risk-mitigation workshops specifically focused on high-risk activities such as working at height, heavy lifting, operating heavy machinery, confined space entry and temporary works. By cultivating a mutually supportive work environment and shared accountability between management and frontline personnel, the Group helped reduce on-site operational risks while reinforcing a robust, proactive safety culture.



Recognition



CCG's Tai Po Kau residential development project was honoured with the "Joyful@Healthy Workplace Award" at the 2025–26 Occupational Health Award, in recognition of the Group's unwavering commitment to upholding high safety standards while prioritising the health, well-being, and welfare of its workforce.

OHS Training for Contractors

To uphold the principle of "People, Life First" and place strong emphasis on safety, CCG ensures that contractors are well-informed of and aligned with the Group's OHS requirements. During the Reporting Period, 192 pre-work safety briefings and workshops were organised at construction sites to strengthen workers' safety awareness. Responsibility for delivering safety training to frontline workers and site supervisors rests with the main contractor in accordance with contractual obligations. CCG complements these efforts by actively participating in key training initiatives, including pre-work safety briefings and targeted workshops on high-risk construction activities conducted prior to the commencement of site works.

Technologies to Support OHS

The Group proactively explores and adopts technological advancements to enhance OHS management, leveraging innovative solutions to strengthen safety performance and risk control.

In strict alignment with the Buildings Department's mandatory requirements, CCG has deployed 4S technologies at construction sites exceeding the defined contract value thresholds. Beyond compliance, the Group actively encourage contractors to adopt advanced 4S system and intelligent safety solutions. Contractors are also encouraged to integrate supplementary 4S solutions tailored to site-specific conditions and varying levels of operational risk, thereby fostering a stronger safety culture throughout our supply chain.



Through the adoption of 4S system, on-site management is better equipped to monitor safety performance and respond swiftly to potential risks.

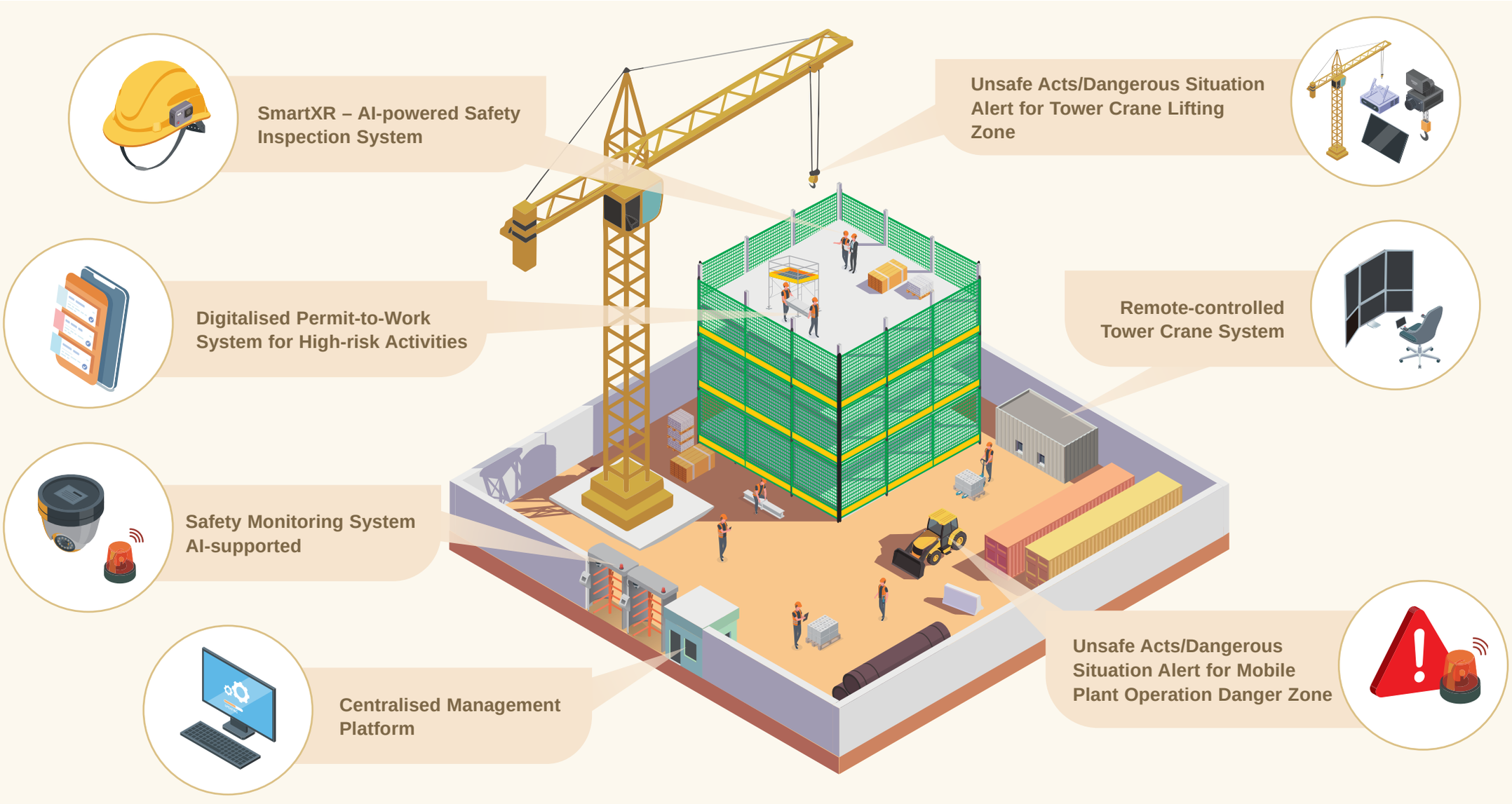
The implementation of 4S system delivers the following benefits:

Higher compliance rates with established safety procedures

Faster response to safety hazards

More accurate and timely safety reporting

CCG's construction projects are recognised under the 4S Labelling Scheme, which supports the Hong Kong SAR Government's Development Bureau and the CIC in advancing the adoption of 4S system. To date, five projects have implemented the 4S system, of which four have successfully obtained 4S Labelling certification. The following advanced technologies are currently deployed across selected sites:



Embracing Silver Vibrancy, Championing Active Ageing

As Hong Kong's population continues to age, the need for quality elderly care remains an important social priority. Pine Care continues to play a meaningful role in CCG's portfolio of businesses with social impact by addressing the evolving needs of an ageing society through professional, compassionate and community-rooted elderly care services.

Pine Care Key Numbers

12
Residential Care Homes across Hong Kong

1,625
Residential care beds

>1,300
Residents served on average each month

>600
Healthcare professionals

1:2.13 Average employee-to-resident ratio across all RCHEs

Largest Enhanced Bought Place Scheme ("EBPS") service provider in Hong Kong

A Trusted Name in Elderly Care

Founded in 1989, Pine Care has more than three decades of professional experience in elderly care, guided by its founding principle of "*Respecting the Elders as Family*". Since joining CCG in 2022, Pine Care has drawn on the Group's long-term strategic vision and complementary expertise in real estate and hospitality to further enhance elderly living and care options through a person-centred approach. Guided by its core values of Respect, Competence and Priority, Pine Care places the interests and well-being of residents at the centre of its services.

松齡護老集團 Pine Care Group
A member of Chinachem Group
華懋集團成員

Respect	Respecting our elderly residents the way we would to our families
Competence	Attracting the best and most caring staff possible and providing the best systems to help them reach their full potential
Priority	Putting the best interests of our elderly residents above all else

At Pine Care, “feeling what our residents feel” is more than a philosophy; it is embedded in daily practice. Each resident receives a tailored care plan developed by a multidisciplinary team to support their physical, mental, social and spiritual well-being. Through its Care Journey model, Pine Care provides a continuum of care spanning rehabilitation, respite and short-stay accommodation, long-term residential care, caregiver support and palliative care, ensuring residents and their families receive the right care, at the right time, with the right support.

Rehabilitation Services
Supporting elderly individuals as they transition from hospital to home and helping them recover with confidence

9,843 elderly individuals served

Supporting Programmes for Home Carers
Equipping families and caregivers with practical knowledge to strengthen care at home

Respite & Short-stay Accommodation
Providing temporary care support and valuable relief for caregivers and families

522 elderly individuals served



Care Giving Support & Sharing
Creating a comforting, homelike environment that supports not only physical health but also emotional and social well-being

10,136
beneficiaries across 12 homes

Residential Care Accommodation
Providing long-term, professional care in safe and nurturing environments

1,382
residents served across 12 homes

Palliative Care
Providing compassionate end-of-life care, ensuring dignity and comfort for residents and support for their families

During the year, Pine Care further strengthened its focus on active ageing as a key dimension of quality elderly care. Beyond daily care, this approach encourages residents to stay active, socially connected and engaged in everyday life. Through enriched resident experiences and wider community engagement, Pine Care also seeks to challenge long-standing misconceptions about Residential Care Homes in Hong Kong, demonstrating that residential elderly care can be not only safe and supportive, but also dignified, engaging and full of vitality.

Promoting Active Ageing, Graceful Living in Everyday Life

Pine Care promotes active ageing through a holistic care model built on three pillars: Safety, Health and Social Engagement. From professional nursing and rehabilitation support to a safe and comfortable living environment, to diverse programmes that foster connection and participation, Pine Care creates the conditions for residents to remain active, connected and fulfilled in everyday life.

Three Core Pillars of Active Ageing at Pine Care

Safety	Health	Social Engagement
Providing a safe, homelike and elderly-friendly living environment	Promoting physical and mental well-being through professional, person-centred care	Encouraging participation through diverse activities and meaningful social connection with the community

Each Residential Care Home of Pine Care is supported by a dedicated well-being team comprising in-house social workers and programme workers, who play a central role in advancing holistic well-being, social inclusion and community integration. Rather than relying solely on routine recreational activities, Pine Care curates engagement programmes tailored to residents' needs, abilities, interests and health conditions. These initiatives are designed to support physical vitality, cognitive stimulation, emotional resilience and social connectedness, reinforcing both quality of life and a strong sense of belonging.





Pine Care also promotes active ageing through everyday experiences, including dining. During the Reporting Period, Pine Care partnered with Maxim's Group on the "GENTLEMEAL" programme, offering specially prepared soft-texture Chinese dim sum to residents with swallowing difficulties. By preserving familiar flavours and appearance while improving ease of swallowing, the programme helped residents enjoy food with greater confidence, comfort and dignity.



Active ageing also means giving residents opportunities to express themselves and stay engaged. Pine Care launched the "Ageless Green Fashion Design Contest", an inter-home activity that celebrated creativity and purposeful living.

Using recycled materials, residents created distinctive fashion pieces that showcased their imagination and self-expression. The initiative reflected Pine Care's commitment to helping residents stay active, connected, and inspired at every age.

Staying Connected with Families & the Community

Pine Care supports active ageing by helping residents stay socially connected and engaged in meaningful experiences. Throughout the year, residents joined outings and community-based activities suited to their mobility, health, and interests. These experiences brought joy, encouraged participation, and created shared memories with families, staff, and fellow residents.

From heritage visits and neighbourhood outings to leisure and cultural activities, these programmes supported residents' physical and emotional well-being while strengthening family relationships and intergenerational connections.



Pine Care further extended this spirit of participation through larger-scale events that brought residents into public community spaces. During the CCG Tsuen Wan Games, Pine Care organised its first inter-home cornhole championship at D·PARK, bringing together over 100 residents, family members and staff. The event created a lively and inclusive setting in which residents could enjoy sport, build confidence and engage with the wider community.



Pine Care's participation in the CCG Tsuen Wan Games extended beyond resident competition to the promotion of community health and wellness in the wider community. Through the "Pine Care Athletes' Village", Pine Care's multidisciplinary team also promoted community health and wellness by offering health screenings, functional assessments and interactive wellness activities for participants of different ages. This initiative reflected Pine Care's commitment to active living and to safeguarding the health and well-being of its residents, families and the wider community.



Building Understanding Through Partnerships & Engagement

Beyond its residential care services, Pine Care continues to deepen public understanding of elderly care through sustained community partnerships and engagement. During the Reporting Period, Pine Care collaborated with schools, NGOs, religious groups, healthcare organisations, volunteer teams, government departments and corporate partners to promote active ageing and community inclusion across its Residential Care Homes. Together, these partnerships supported 800 engagement activities, mobilised 5,713 volunteer person-visits and recorded 17,337 person-visits by residents and family members.

Volunteer engagement remained central to Pine Care's community efforts. Volunteers, including staff and their families, organised workshops, performances and festive activities that provided companionship, fostered intergenerational connections, and nurtured empathy across generations.



Case Study

Professional Exchange to Advance Quality Care

During the Reporting Period, Pine Care welcomed healthcare authorities, professional bodies and industry partners to its Residential Care Homes for exchanges on key aspects of elderly care.

In August 2025, Pine Care Point welcomed a delegation from the Beijing Municipal Disease Prevention and Control Administration, together with officials from the Hong Kong SAR Government's Centre for Health Protection and specialist infection control advisors, for a site visit and professional exchange on infection prevention and control in elderly care homes. The visit covered care practices and facility arrangements for managing communicable diseases and multidrug-resistant organisms.

In May 2026, Pine Care welcomed representatives from the Macao SAR Government Health Bureau and an industry partner to Pine Residence for a professional exchange on medication management in residential elderly care settings. The visit highlighted Pine Care's systematic medication management framework and its rigorous implementation of the "Three Checks and Five Rights" principle, helping to ensure accuracy and safety at every stage of the medication administration process.



Through its collaboration with Hong Kong Sheng Kung Hui Welfare Council, Pine Care further strengthened its restraint-reduction care practices during the Reporting Period as part of its active ageing approach. This partnership supported residents' well-being, dignity, autonomy and quality of life by reducing unnecessary restraints through multidisciplinary assessment, rehabilitation support, fall prevention, environmental enhancement and care process optimisation. In doing so, Pine Care continues to advance a care model that support residents' mobility, choice and social participation in a safe and respectful environment.

Pine Care's broader community partnerships introduced a diverse range of programmes into its homes, including health talks, cognitive training, music and cultural performances, festive celebrations, intergenerational visits, handicraft workshops, spiritual care, pet visits, community outings and personal care services. Pine Care created meaningful opportunities for residents to remain socially connected, actively engaged and emotionally supported. At the same time, these partnerships enabled external stakeholders to gain a closer understanding of Pine Care's care model and the daily life of its Residential Care Homes, helping foster a more holistic view of elderly care as a person-centred and community-connected service.



Recognised Excellence in Elderly Care

During the Reporting Period, Pine Care continued to demonstrate its dedication to quality elderly care through a strong focus on compliance, service enhancement, talent development and governance. Pine Care strives to meet and, where appropriate, exceed the requirements of the Code of Practice for Residential Care Homes in Hong Kong, issued under the Residential Care Homes (Elderly Persons) Ordinance (Cap. 459), and the Service Quality Standards (SQSs) and Criteria. Through this ongoing commitment, Pine Care further reinforced its reputation for quality care and robust governance, significantly enhancing resident well-being and service excellence.

Industry Recognitions

- 5+ Star Rating in the HKAG Residential Care Home Star Certification Programme 2025 by the Hong Kong Association of Gerontology ("HKAG")
- Excellent Grade in the HKAG Residential Care Home Star Certification Programme 2025 by HKAG
- Active Participation Award in the HKAG Residential Care Home Star Certification Programme 2025 by HKAG
- Accreditation under the Residential Aged Care Accreditation Scheme (RACAS) for 16 consecutive years by HKAG
- Full Participation Award under the Residential Aged Care Accreditation Scheme (RACAS) by HKAG
- 3-year partnership recognition under the Jockey Club Age-Friendly Partnership Scheme
- 10 Years Plus Caring Company recognition by the Hong Kong Council of Social Service

Connected Communities

CCG is committed to generating meaningful social impact, beginning with the Tsuen Wan and Kwai Tsing communities surrounding its headquarters. For decades, we have worked to build meaningful connections, empower residents, and drive positive change that enhances quality of life.

Through strategic, collaborative initiatives, we seek to address the unique needs and aspirations of these vibrant communities. By investing in the well-being of the ageing population, promoting holistic health and wellness, and advancing sustainability and inclusion, we believe our efforts can create a meaningful ripple effect that enriches lives and inspires both older and younger generations.

Performance Highlights

~HK$19.2 million
In donation programmes benefiting the community

59 organisations
Supported through community investment programmes

195,183
Beneficiaries reached (person-times)

Our Community Priorities in Focus	KPI for FY2025/26	Performance
Elderly Care & Support for an Ageing Population	**50,000** person-times To be reached through CSR initiatives and donation programmes	**72,260** person-times Reached through CSR initiatives and donation programmes
Nurturing Health & Wellness	**55,200** person-times To be reached through CSR initiatives and community engagement	**78,595** person-times Reached through CSR initiatives and community engagement activities
Building Sustainable & Inclusive Communities	**67,500** person-times To be reached through CSR initiatives and community engagement	**126,249** person-times Reached through CSR initiatives and community engagement activities

Promoting a Volunteer Culture Among Our Employees

CCG embeds volunteering in its corporate culture, encouraging employees to become CCG Volunteers and contribute time and skills to the community.



Care – Reaching Out with Empathy

Care begins with understanding. We encourage employees to listen with empathy and recognise the stories behind every individual we meet.

Contribute – Making a Difference Together

We build a better future by uniting business resources, community partners, and local organisations to drive lasting societal impact.

Grow – A Journey of Giving & Receiving

Service fosters mutual growth. Engaging with diverse communities broadens employee perspectives, nurturing lasting empathy, patience, and mutual respect.

Performance Highlights

1,986 volunteer hours

Contributed by 654 CCG Volunteers (person-times)

Case Study

Good Times on Wheels & CCG "Hearts in Community" Initiative

To turn our corporate values into actions, the Group launched a multi-stage community engagement campaign blending specialised training with direct care-home outreach to prepare CCG volunteers with practical skills before community engagement.

Empathy & Caregiver Perspective Training:

Partnering with social enterprise The Project Futurus, CCG volunteers participated in an empathy workshop led by inclusion ambassadors. By sampling "soft meals" and experiencing caregiver routines, volunteers gained firsthand insight into swallowing difficulties.

Inclusive Skill-Building Workshops:

CCG Volunteers also learned practical engagement skills, including balloon twisting and simple magic tricks, deepening their understanding of disability inclusion and adaptive support.



Sincere Connection & Elderly Care Visits:

Putting these skills into practice, the CCG Volunteers team then visited several Pine Care elderly homes, connecting with residents to engage residents through games, conversations, and handmade gifts, fostering meaningful community connections.



Elderly Care & Support for an Ageing Population

Hong Kong's population is ageing rapidly, with people aged 65 or above projected to account for more than 30% of the population by 2038. This demographic shift underscores the need for communities, services, and social infrastructure that better support the evolving needs of older adults.

Recognising this trend, the Group draws on the complementary strengths of its businesses – particularly Pine Care, Nina Park, and its Property Services teams – to support older adults through initiatives that promote well-being, inclusion, and community connection. Through strategic partnerships and community programmes, the Group seeks to create meaningful engagement opportunities for seniors while supporting active ageing and long-term community resilience.

Case Study

Supporting Active Ageing through the HK Ballet x Chinachem Silver Ballet Ambassador Training Camp

As part of our commitment to promoting wellness and active ageing, the Group proudly supported the HK Ballet x Chinachem Silver Ballet Ambassador Training Camp. The initiative brought together 60 Silver Ballet alumni aged 55 to 85, empowering them to step into new leadership-oriented roles as Silver Ballet Ambassadors.

The one-week programme included four days of creative workshops covering the classic ballet production The Sleeping Beauty, ballet-themed arts and crafts, and guided movement and dance practice designed to progressively build confidence. The training camp culminated in an interactive Dance Demonstration Day inspired by the beloved fairytale, where the ambassadors showcased their agility, artistry, and dedication before an audience of over 100 distinguished guests.

Through creative expression and shared learning, the programme supported older adults in staying active, building confidence, and strengthening social connection. It also highlighted the value of arts-based initiatives in promoting active ageing, social participation, and lifelong development among seniors.





Case Study

Young at Heart Festival 2025



For the second consecutive year, CCG partnered with Pine Care to support The Jade Club's Young at Heart Festival at D·PARK, Tsuen Wan. Themed "Exploring Happiness in Ageing: Unlock the Possibilities of a Century of Life," the event demonstrated our commitment to age-friendly communities through cross-sector collaboration.

The festival united seniors, families, and the community through performances, inspiring talks, interactive activities, and nearly 50 community booths, highlighting the vitality, talent, and wisdom of older adults.

By fostering intergenerational connections, the event reinforced local support networks, inclusive community culture, and preventive care, driving long-term benefits like reduced social isolation and enhanced quality of life.



Case Study

Fostering Age-Friendly Estates



To address ageing population challenges and bridge resource gaps for seniors and caregivers, CCG's Property Services Team expanded its collaboration with non-profit organisations ("NPOs"), including the Hong Kong Council of Social Service ("HKCSS") and the Sha Tin District Health Centre Express ("ST DHCE"), under the Age-Friendly Estates Programme, which has been running since 2024.

The Programme provided free healthcare services for elderly residents across the Group's residential estates and shopping malls. Building on previous efforts, this year's collaboration placed a stronger focus on incorporating gerontechnology into community events, leveraging innovative tools to enhance service effectiveness and support seniors' health and well-being.

During the year, we organised a total of six events, engaging 380 participants. By combining professional property management with strategic community partnerships and innovative health technologies, CCG continues to promote age-friendly estates that enhance the well-being, resilience and quality of life of elderly residents.

Nurturing Health & Wellness in the Community

Physical, mental, and social well-being are fundamental to building thriving, resilient communities. Integrated into our corporate strategy, sports initiatives promote physical well-being and foster community connection. By fostering vibrant environments and community connections, we aim to deliver active lifestyle, meaningful health outcomes and drive long-term well-being across the communities we serve.



CCG Pickleball Challenge 2026

The inaugural CCG Pickleball Challenge 2026 transformed D·PARK into a vibrant hub for active, intergenerational play. Held 3–12 April 2026, the event drew over 1,000 participants aged 8 to 60+, with more than 1,200 matches across 4 indoor courts. A free-admission Carnival extended public engagement further, with net proceeds donated to the Hong Kong Pickleball Foundation and training opportunities offered to Cheers Up Foundation beneficiaries.

Learn more →

CCG Tsuen Wan Games – Together in Harmony, Strong in Health

Marking the National Games, the Group launched a six-week community sport and wellness initiative (11 October–23 November 2025), featuring over 70 activities across 23 events under six core themes, including senior-focused competitions, an Athletes' Village, and a finale of 10 sports experiences and 40 workshops. The initiative strengthened community bonds through active, inclusive, family-centred living.

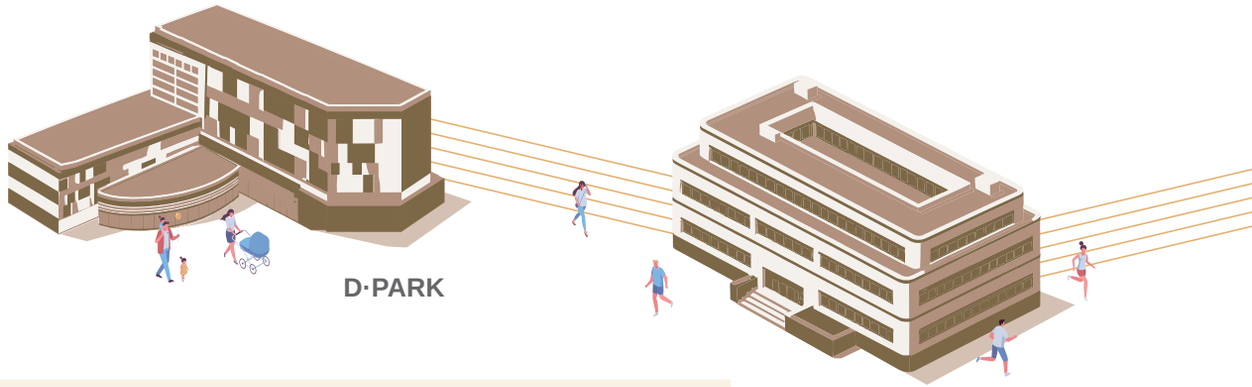


Learn more →

Advancing Community Well-being through Placemaking at Nina Park

Nina Park's Community Placemaking Programme leverages its nature-led setting to promote inclusive well-being, preventive health, and social connection. Since late 2025, in partnership with academic institutions, schools, and healthcare providers, Nina Park has curated initiatives such as "Active Ageing: Wellness in Unity," "A Journey to Wellness – Carnival," and "Wellness DIY." These activities engaged over 2,000 participants, fostering intergenerational exchange and healthy, connected living.





Making Wellness Accessible in Urban Hong Kong

Amid a bustling urban district, Central Market promotes accessible health and wellness through strategic brand partnerships. This year's programme included yoga and mat Pilates sessions to help participants restore energy and reconnect body and mind, fostering healthier, more balanced urban living.



Central Market

30,300+

Participants reached through guided tours and events focused on health, wellness and sustainable communities

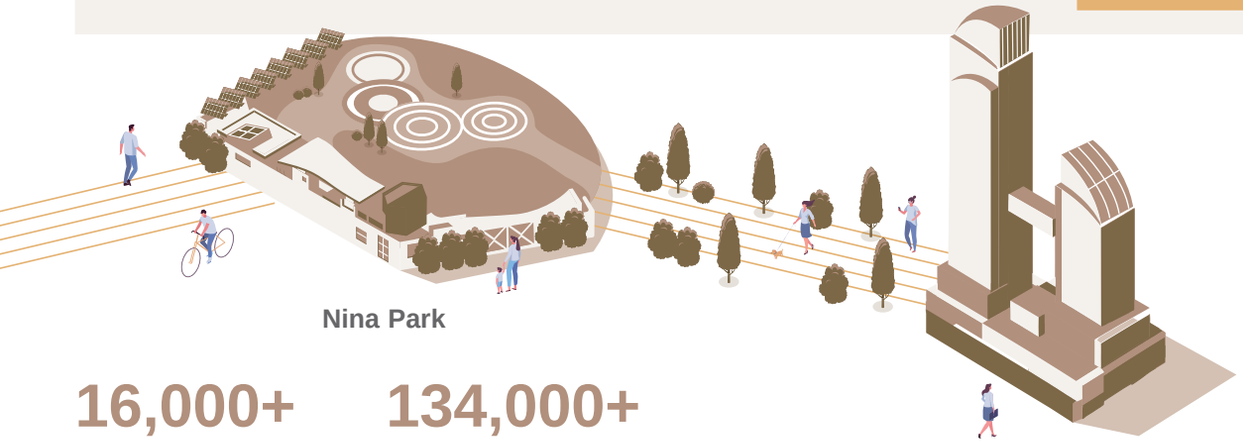
Sustainable Cities & Communities

Aligned with SDG 11: Sustainable Cities and Communities, our community initiatives focus on driving environmental sustainability, fostering cultural enrichment, empowering youth, and providing dedicated support for vulnerable and underprivileged groups to build inclusive, resilient settlements.

Nina Park – An Inclusive Earth Science & Learning Hub

Nina Park serves as an accessible hub for science education, nature appreciation, and community engagement, connecting visitors with Earth science, biodiversity, and sustainable living through its unique wood fossil collection. During the Reporting Period, Nina Park expanded its Fossil Discovery Programme via an “Outreach Exhibit + In-park” model, reaching over 9,500 students through school outreach, guided learning, and interactive exploration. Furthermore, its Youth Ambassador Programme empowered 60 secondary students to promote sustainability and enhance public scientific literacy.

Learn more →



Nina Park

Nina Tower

16,000+
Edutainment programme participants

134,000+
Visitor, guided tour and event participant attendances

Emergency Accommodation Support for Fire-Affected Residents

Following the fire at Tai Po Wang Fuk Court in November 2025, the Group supported affected residents with emergency accommodation and care. Working with Nina Hospitality, Nina Hotel Tsuen Wan West allocated 100 guest rooms for temporary relocation, backed by a dedicated hotline prioritising elderly residents and families with young children. The Group also provided daily meals, laundry services, and Chinese and Western medical consultations, addressing urgent housing and well-being needs.

Empowering Youth to Co-create Sustainable & Inclusive Futures



To support youth empowerment and social innovation, the Group backed two student initiatives focused on low-carbon development, green living, the silver economy, and community well-being. Impact Booster 2025 engaged over 90 students from 14 secondary schools through workshops and CCG employee mentorship. The Group also sponsored the "Sustainable Futures: Green x Silver" Student Innovation Challenges 2026 by Hong Kong Baptist University, empowering tertiary students to develop solutions for sustainability and ageing.

Celebrating Local Food Culture & Streetscapes

"CCG Taste of Tsuen Wan" celebrated the district's food culture and streetscapes through a placemaking festival at D•PARK over two weekends in May 2026, featuring around 30 local eateries and neighbourhood favourites. This extended into the public realm through "Savour Tsuen Wan: A Skywalk of Flavour & Culture," transforming the Tai Ho Road footbridge into an outdoor gallery of public art celebrating local creativity.



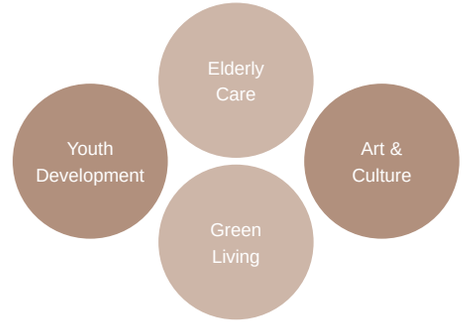
Case Study

Rewarding Hearts, Empowering Communities



Unlike conventional customer loyalty programmes that primarily encourage spending, the CCG Hearts Membership Rewards Programme ("CCG Hearts") distinguishes itself by rewarding meaningful community engagement. Through volunteering activities known as “Quests”, members have the opportunity to contribute to social good while earning points. The programme recognises and incentivises community involvement through a point-based rewards structure, enabling members to redeem points for vouchers, participate in experiences and activities for all ages, and enjoy exclusive dining and shopping discounts.

By connecting members to volunteer opportunities focused on youth empowerment, elderly support, and environmental sustainability, CCG Hearts inspires collective action and helps create lasting, positive change within the community.



Collective impact since launch:

- **350K+** memberships
- **600+** “Quests” initiated
- **70+** NGO partnerships
- **28,000+** volunteer hours recorded

Leadership & Strong Financials



91.4%

Of annual sustainability KPIs achieved

CCG Vision 2030

Sustainability roadmap to guide strategic priorities

5-star

& Global Sector Leader

In GRESB for second consecutive years

B rating

In CDP's Climate Change Assessment 2025



Building our High Standards of ESG Governance

CCG systematically integrates ESG considerations into its operational practices and governance processes. Its ESG governance structure ensures oversight, transparency, and accountability across the business portfolio and value chain.

Building on the momentum of the previous financial year, during which the Board enhanced its oversight of sustainability governance, it continues to maintain accountability for the Group's sustainability strategy, risk management and performance targets. This centralised oversight ensures strong corporate governance and multi-dimensional strategic decision-making.

Following this structural optimisation, sustainability of the Group is managed via a leadership-driven approach that flows seamlessly from the Board down to our specialised ESG Sub-Committees and Working Group. In FY2025/26, we continue to advance our internal capabilities by equipping the Board and executive management with knowledge and skills to effectively identify, assess, and manage sustainability and climate-related risks and opportunities.



The roles and responsibilities of the ESG governance structure below are defined in the Terms of Reference:

Board of Directors

Roles

- Composed of six Board members with diverse expertise

Responsibilities

- Providing strategic guidance that aligns with long-term business objectives
- Strengthening oversight by embedding ESG considerations into high-level decision-making
- Ensuring independent oversight of the CEO and the overall ESG governance structure
- Endorsing the annual Sustainability Report

Monitoring Frequency

At least annually

CEO

ESG Steering Committee

Roles

- Chaired by the CEO
- Composed of Chief Operating Officer ("COO"), division heads, and the chairs of ESG Sub-Committees and Working Group

Responsibilities

- Establishing CCG Vision 2030 with a defined management approach
- Assessing targets for Group-level sustainability performance and progress
- Driving integrated decision-making across internal functions
- Confirming the effectiveness of risk management and validating assessment results in sustainability and climate-related risks and opportunities
- Directing ESG Sub-Committees and Working Group to implement appropriate mitigation and adaptation measures
- Approving the annual Sustainability Report

Monitoring Frequency

Quarterly

Working Group

Green Tenancy Working Group

Focuses on promoting tenant engagement

Responsibilities

- Collaborating with tenants to improve sustainability performance
- Driving carbon reduction and sustainability lifestyle among our commercial, retail and residential tenants
- Driving waste management initiatives across our customers and tenants

Monitoring Frequency

Bi-monthly and on an as-needed basis

ESG Sub-Committee – Environment

ESG Sub-Committee – People

ESG Sub-Committee – Community

ESG Sub-Committee – Governance

Key Sustainability Agenda for FY2025/26: Management Horizons

As the Group's sustainability journey continues to evolve, management has identified several priority areas requiring focused attention during FY2025/26. These agenda items do not represent a shift away from the Group's established sustainability pillars; rather, they reflect evolving stakeholder expectations, a changing operating environment, and the need to further strengthen governance, strategic execution and organisational resilience.

Key Sustainability Agenda	Management Focus	Actions Taken
Enhancement of long-term sustainability strategy	A clearly defined sustainability strategy is essential to guide long-term decision-making and support its ambitious sustainability vision. Building on the strategic review initiated in the previous financial year, the Group will apply its refined sustainability approach to advance its sustainability journey.	• Following an internal review and refinement process, the CCG Vision 2030 is developed to set out a clearer progression from its sustainability focus areas to actionable commitments supported by specific targets. The CCG Vision 2030 reflects the Group's commitment to advancing sustainable development through a structured approach across environmental, social, and governance priorities.
Reaffirmation of the CCG 3050+ Roadmap and progress towards establishing a net-zero target	Decarbonisation remains a strategic priority, with climate considerations increasingly integrated into investment planning, asset lifecycle decisions, capital allocation, and long-term portfolio positioning. Maintaining momentum towards the Group's longer-term climate ambitions also remained an important area of focus.	• The Group remains on track to achieve its 2030 targets. Emissions reduction pathways have been updated based on asset composition and forward-looking projections. Decarbonisation targets are also being linked more closely to retrofit CAPEX approval processes to strengthen implementation discipline. • The Group is progressing towards the validation of its 2050 net-zero target under the latest SBTi standard.
Upgrading Occupational Health & Safety (OHS) Performance	Recognising the importance of maintaining a safe and healthy working environment, management has prioritised the further enhancement of OHS governance, monitoring, and engagement across operations and projects.	• The Group prioritised a number of improvement areas in FY2025/26, including: (a) strengthening monitoring and monthly reporting; (b) enhancing education and support provision; (c) promoting workplace wellness; and (d) improving communication channels to strengthen safety awareness, incident reporting and continuous improvement.

ESG Sub-Committees

The four ESG Sub-Committees – Environment, People, Community, and Governance – are responsible for establishing focus areas, defining KPIs and targets, and developing action plans (i.e., the CCG 3050+ Roadmap for tracking decarbonisation performance) to support annual commitments. The Sub-Committees play a critical role in facilitating the implementation and monitoring of sustainability and climate initiatives across business units and departments at the operational level.

During the Reporting Period, each ESG Sub-Committee worked to address key priority areas, covering climate change, sustainable finance, technology, employee development, and volunteerism. These efforts contributed to the following outcomes:

35 key KPIs established

91.4% achieved

60 action items planned

95% completed

The key commitments of the ESG Sub-Committees are summarised below:

	Key KPIs for FY2025/26
Environment	• **≥60%** of the Group's total financing facilities are green, social or sustainability-linked • **100%** of M&A activities subject to the ESG Due Diligence Checklist for M&A • **97.5%** of existing buildings to achieve sustainable building certification • **35.1%** reduction in carbon intensity, in line with the CCG 3050+ Roadmap • **0.5%** reduction in water intensity across Hospitality and Property Services • **100%** of new and renewed tenant leases to be converted into green leases
People	• **≥18** average training hours per employee • **≥3** DEI credentials confirmed • **≥89%** employee engagement survey response rate • **≥31** youths participating in Group-funded vocational training
Community	• **50,000+** people to be engaged through activities supporting elderly care and the ageing population • **55,000+** people to be engaged in activities in Promoting Health & Wellness • **10,600** CCG Volunteers and CCG Hearts members to engage in volunteering services • **1,800** volunteering service hours to be contributed by CCG Volunteers
Governance	• **100%** of employees to receive training on privacy, data rights and cybersecurity • **100%** of suppliers to complete Supplier Code of Conduct (“SCOC”) acknowledgement during onboarding • **Annual** publication of the Sustainability Report

ESG Department

Established in 2022, the ESG Department drives the sustainability agenda for the entire Group. Under the leadership of the COO, the ESG Department is responsible for supporting the development of the Group's ESG strategy, coordinating internal and cross-departmental collaboration, and providing guidance on the implementation of sustainability initiatives. The ESG Department also supports the development, execution, and monitoring of sustainability goals, KPIs, and action plans.

Additionally, the Department oversees ESG benchmarking, disclosure, and stakeholder engagement initiatives to ensure alignment with leading global standards and industry practices. Through its cross-functional coordination and oversight, the ESG Department helps embed sustainability across the Group's operations and decision-making processes.

Our Sustainability-related Policies & Guidelines

Recognising the evolving risks and opportunities that may affect our businesses, we have established a comprehensive set of policies, procedures, and guidelines to govern our operations and value chain. These documents are subject to periodic review and update to ensure ongoing compliance with regulatory requirements, alignment with best practices, and consistency with market benchmarks. Depending on their nature, materiality and governance requirements, designated policies are escalated for endorsement by the Audit and Risk Committee and approval by the Board, while others are reviewed and approved in accordance with the Group's internal governance and delegated authority framework. The Risk Management and Internal Control ("RM&IC") Department leverages internal communication channels to inform employees of the release of new policies and updates to existing policies, ensuring transparency and acknowledgement to achieve compliance.

Presented on the right are selected examples of sustainability-related policies, procedures, guidelines and frameworks currently in place across the Group.

Environmental

Climate Change Policy	Establishes core principles for addressing climate change through mitigation and adaptation strategies, aiming to reduce GHG emissions across our businesses and value chain
Sustainable Design and Procurement Manual	Provides guidance on integrating sustainability elements into all new construction and major Alteration and Addition ("A&A") projects. It promotes the adoption of sustainable design practices, green construction methods, and highly-energy-efficient and smart systems to drive the portfolio towards carbon neutrality

Social

Equal Opportunities Policy	Sets out the Group's guiding principles on equal opportunities in accordance with the Sex Discrimination Ordinance, the Disability Discrimination Ordinance, the Family Status Discrimination Ordinance, and the Race Discrimination Ordinance. It also outlines the escalation and investigation procedures in the event that a complaint is received
Group Human Resources Management Policy	Defines the core principles of Human Resources Management for the Group and governs all HR procedures and operational guidelines **Key update in FY2025/26:** CCG introduced structured internal regulations governing the approval process for both talent recruitment and the re-employment of retirees
Occupational Health and Safety Policy	Outlines principles for managing OHS to ensure a safe, healthy workplace for all employees across all operations, as well as contractors working under the Group's direct supervision

Governance

Sustainability Policy	Outlines the Group's guiding principles and sustainability practices, including building staff capacity to perform tasks in an environmentally responsible manner and promoting strong environmental performance among our business partners, suppliers, contractors, and subcontractors
Code of Conduct	Integrates key corporate policies with ethical principles to actively promote ethical conduct and prevent unethical behaviour across the Group
Risk Management Policy	Standardises the Group's approach to corporate risk management, including risk identification, classification, assessment, response, and monitoring
Whistle-blowing Policy	Establishes standardised, confidential procedures for reporting and addressing suspected serious misconduct, malpractice, or operational irregularities within the Group
Chinachem Group Sustainable Finance Framework	Details the Group's governance and decision-making on sustainable financing, effectively guiding capital investments into projects that align with our long-term environmental and social goals
ESG Due Diligence Guideline for M&A	Provides a structured process for evaluating M&A opportunities, ensuring ESG risks and values are fully incorporated into transaction evaluation
Sustainable Investment Guidelines	Provides a framework for making investment decisions that integrate ESG considerations alongside financial returns
Supplier Code of Conduct	Defines the operational standards and ethical expectations that suppliers must meet to remain fully aligned with the Group's sustainability objectives
General Procurement Principles	Sets standards for daily procurement activities across the Group, applicable to all goods and services, to ensure consistency, transparency and accountability
Project Procurement Policy	Governs procurement for development projects, ensuring compliance with industry procurement standards and overseeing the tendering process for consultants, contractors, and suppliers **Key update in FY2025/26:** This Policy has been updated to enhance internal approval controls according to variation order values
Sustainable Procurement Guidelines	Details the explicit principles for sustainable procurement to support the Group's environmental and social supply chain objectives
Information Security Policy	Establishes a comprehensive framework for maintaining appropriate security levels for systems and digital assets, ensuring that employees understand their responsibilities for protecting information confidentiality and data integrity while maintaining timely and reliable access for authorised users **Key update in FY2025/26:** Revisions to the personal data privacy elements within this policy introduce a formalised personal data risk management framework and reporting mechanism, supported by the deployment of additional operational controls
Procedures for Personal Data Privacy Management	These procedures were newly introduced in FY2025/26 in direct response to evolving data-related risks. It involves enhanced controls for conducting regular privacy risk assessments, mandates employees to complete security compliance questionnaires and outlines personal data incident reporting mechanisms

Compliance is a critical element of the Group's sustainability approach. The ESG and Legal Departments also coordinate business units and internal departments across the Group to assess ESG compliance and monitor approaches taken to mitigate ESG-related risks, including but not limited to corruption, bribery, cybersecurity, discrimination, harassment, and environmental pollution.

During the Reporting Period, the Group was not subject to any significant fines or non-monetary sanctions due to non-compliance with relevant laws or regulations. Furthermore, the Group is not aware of any significant breaches of the Code of Conduct or substantial violations related to corruption, bribery, discrimination, harassment, conflicts of interest, money laundering, or insider trading. One substantiated case of non-compliance relating to data privacy of certain owners of a real estate development was reported at the Group's subsidiary, Hop On Management Company Limited ("Hop On"), arising from a personal data handling incident.

Stakeholder Engagement & Double Materiality Assessment

Engaging with Our Stakeholders

We maintain regular and meaningful engagement with our key stakeholders to understand their perspectives and expectations regarding our sustainability. By leveraging diverse communication channels, we foster collaboration and align our sustainability initiatives with the priorities of our stakeholders.

The table below summarises the engagement channels used for our key stakeholder groups, including employees, customers, suppliers, industry associations, non-governmental organisations, and industry experts.

Activities & Events

- Tripartite summit
- Stakeholder engagement exercises
- Training sessions
- Mall events and promotions
- Organisational memberships
- Community service and volunteering activities
- Company recreational activities and events
- Government campaign signatories
- Collaboration with the local universities for training and research projects
- Media gatherings
- Corporate donations
- Festive celebration activities throughout the year including annual dinner

Forums & Meetings

- Townhall meetings
- Leadership presentations
- Committee and Working Group meetings
- Consultative groups
- Project partnerships

Surveys

- Employee surveys
- Tenant and customer satisfaction surveys
- Homebuyer satisfaction surveys

Publications & Communication

- Chinachem Group Sustainable Finance Framework
- Sustainability Report
- Media releases and interviews
- Intranet and Viva Engage
- Corporate website and social media platforms
- E-Learning platforms
- Environmental message cards
- Face-to-face engagements
- Loyalty programme
- Mobile applications
- Employee grievance handling procedure

Assessing Materiality

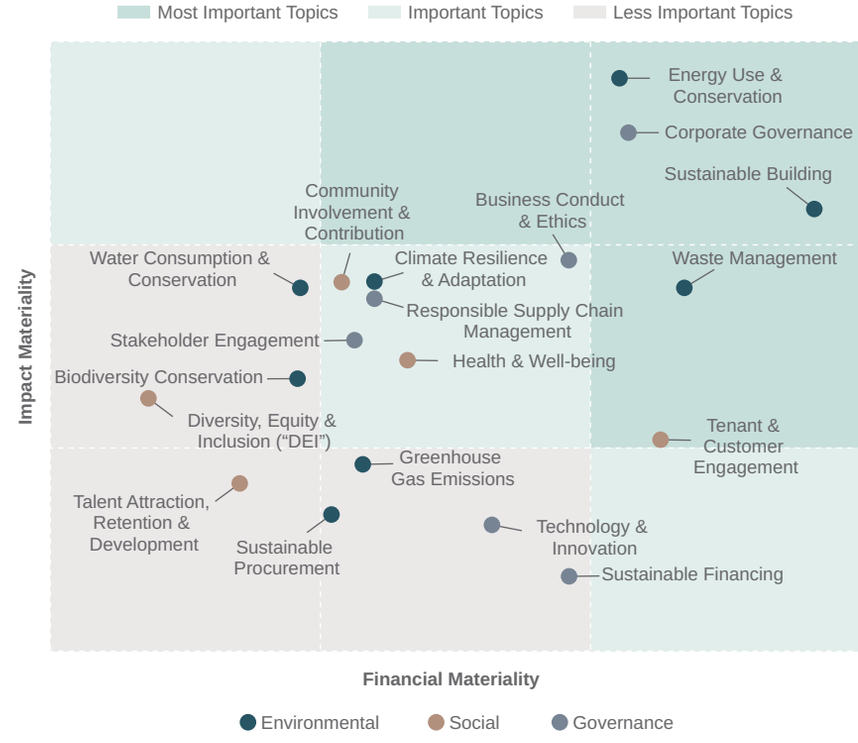
In 2024, CCG adopted a double materiality approach to evaluate the impact and financial materiality of key ESG issues. A total of 19 ESG issues were identified and benchmarked against industry peers and relevant disclosure standards. Stakeholder-driven insights were collected through a combination of online surveys (quantitative findings) and two focus group discussions and interviews (qualitative findings), enabling us to prioritise the management of material ESG issues and to guide strategic decision-making.

The assessment has taken into consideration the interdependence between financial materiality and impact materiality dimensions:

Financial Materiality (inward impact)	Related to financial risks and opportunities for CCG	Engaged key external stakeholders, including banks, financial institutions, and rating agencies, along with internal stakeholders, including senior management and finance teams. Stakeholders were selected based on financial expertise, industry experience, and influence on financial decision-making.
Impact Materiality (outward impact)	Related to CCG's actual or potential positive or negative impact on people or the environment	Engaged a broad range of internal and external stakeholders. Stakeholders were selected based on relevant ESG knowledge and expertise. They were also selected based on their high level of engagement with CCG and their ability to provide broad stakeholder representation.

During the Reporting Period, the Group reviewed and confirmed that the materiality assessment results remain highly relevant and substantially aligned with its new sustainability strategy, CCG Vision 2030, in addressing sustainability-related and climate-related risks and opportunities. These stakeholder engagement and double materiality assessment results also form the direct basis for setting our FY2025/26 KPIs and corresponding action items.

Double Materiality Matrix



Impacts, Risks, & Opportunities ("IROs") of the Top Five ESG Topics

Upon obtaining senior management endorsement of the stakeholder engagement process and assessment results, we communicate all relevant details to the Board. CCG ensures that its strategic planning and decision-making fully take into account these prioritised material topics and their associated IROs.

Energy Use & Conservation

Risks:

- Stricter environmental regulations
- Rising operating costs
- Non-compliance penalties
- Reputational damage

Financial impact:

CCG has directed financial resources and capital investment towards energy-efficiency solutions and clean-energy applications. These efforts help reduce operating expenses, enhance corporate reputation, increase long-term property value and support ongoing profitability. Conversely, a failure to proactively prepare for more stringent regulations may result in incurring elevated compliance costs.

Opportunities:

- Resource efficiency optimisation
- Energy source diversification
- Renewable energy applications
- Attraction of green tenants
- Enhancement of tenant and customer well-being

Positive and/or negative impact:

CCG's energy-efficiency efforts contribute to lower emissions and a reduced environmental footprint, effectively conserving resources and minimising our overall environmental impact. Without implementing additional energy conservation measures, the Group may be unable to meet its decarbonisation targets or improve its environmental performance.

Our Responses:

- Maintain a dedicated committee to focus on addressing environmental initiatives for the Group
- Drive progress towards our CCG 3050+ Roadmap by committing to a 51.8% reduction in Scope 1 and 2 operational carbon intensity by 2030
- Explore the feasibility of deploying innovation and renewable energy solutions in our new projects and existing properties, such as installing solar panels at Nina Park and applying AI-powered cameras at Tung Chung East Commercial Development
- Implement energy efficiency and retrofitting measures while systematically monitoring environmental performance across our building portfolio, such as asset enhancements at Nina Hotel Island South

Reference Section:

- Sustainable Outcomes – Operate Efficiently



Tenant & Customer Engagement

Risks:

- Declining tenant satisfaction
- Lower tenant retention rates

Financial impact:

Enhanced engagement improves tenant retention and provides insights into evolving tenant and customer needs. This can translate into stronger brand value, reinforced market positioning, and sustained long-term revenue growth.

Opportunities:

- Reputational enhancement
- Attraction of premium tenants and increased customer loyalty
- Stronger stakeholder relationships
- Improved tenant and customer well-being

Positive and/or negative impact:

Tenant and customer engagement enhances the overall customer experience by enabling the Group to better understand and respond to stakeholder needs and expectations. It also helps build stronger stakeholder trust, strengthen relationships and elevate service quality across our operations. Failure to respond effectively to tenant and customer needs may adversely affect our brand image and market reputation.

Our Responses:

- Conduct regular tenant and customer engagement initiatives and satisfaction surveys
- Implement rigorous quality assurance protocols to maintain excellence across our products and services, including the development of tailored service standards for different business segments
- Organise activities to support the development of sustainable cities and communities, such as the Green Tenant Engagement Programme and collaboration with HKGBC to promote the Green Shop Alliance

Reference Sections:

- Sustainable Outcomes – Collaborate Proactively
- Connected Communities – Sustainable Cities & Communities
- Leadership & Strong Financials – Customer & Occupier Satisfaction Excellence

Sustainable Building

Risks:

- Regulatory non-compliance
- Rising upfront investment and construction costs

Financial impact:

Sustainable building practices enhance return on investment (ROI) by improving long-term asset value and operational performance. They also lower ongoing operating and regulatory costs while supporting higher occupancy rates through improved asset appeal.

Opportunities:

- Higher property valuations
- Distinct market differentiation
- Reputational enhancement
- Resource efficiency optimisation
- Enhancement of tenant and customer well-being

Positive and/or negative impact:

Sustainable building-related efforts significantly reduce our environmental footprint by improving energy efficiency across operations. They also enhance tenant well-being by creating healthier and more comfortable living and working environments.

Our Responses:

- Adopt sustainable designs and systems in our new and major A&A projects, including passive building designs, natural ventilation, BIM, MiC, IoT systems, and MiMEP as driven by our Sustainable Design and Procurement Manual
- Set progressive targets for promoting green building development
- Commit to achieving at least Gold or above level in sustainable building certifications for all newly developed and major renovation projects
- Embed universal design, well-being, and accessibility features in both our new projects and existing properties

Reference Sections:

- Sustainable Outcomes – Build Better
- Connected Communities – Sustainable Cities & Communities



Waste Management

Risks:

- Stricter environmental regulations
- Regulatory non-compliance
- Environmental liabilities

Financial impact:

Robust waste management practices help minimise exposure to fines and regulatory penalties while supporting compliance with applicable requirements. Additionally, reducing waste generation can lower disposal costs and improve operational efficiencies, resulting in overall cost savings, particularly in relation to construction waste.

Opportunities:

- Circular economy integration
- Regulatory preparedness
- Resource efficiency optimisation
- Enhancement of tenant and customer well-being

Positive and/or negative impact:

Effective waste management practices can reduce disposal costs and minimise the volume of waste sent to landfill. In the absence of proper controls, waste-related costs and regulatory compliance risks may increase, and the Group's reputation may be adversely affected.

Our Responses:

- Introduce waste management protocols and operational solutions for our business segments, with a focus on food and plastic waste in hospitality operations and commercial waste in property services
- Implement joint waste management and recycling initiatives in collaboration with tenants and organisations, such as the participation in the RVM Interim Recycling Scheme and the Festival Recycling initiative

Reference Section:

- Sustainable Outcomes – Operate Efficiently

Corporate Governance

Risks:

- Potential economic loss from unmitigated operational risks
- Regulatory non-compliance
- Reputational damage

Financial impact:

Effective governance strengthens risk management and reduces overall risk exposure across operations. It also enhances stakeholder confidence by demonstrating transparency and accountability, thereby supporting long-term organisational resilience and sustainable value creation.

Opportunities:

- Robust risk mitigation and resilience
- Long-term value creation for stakeholders

Positive and/or negative impact:

Effective governance practices support sustainable business growth by enabling informed and ethical decision-making and enhancing long-term operational resilience. It also builds stakeholder trust through consistent ethical behaviour and corporate accountability.

Our Responses:

- Uphold and adhere to the highest corporate governance standards
- Maintain a dedicated ESG governance structure to oversee sustainability matters and support executive- and Board-level strategic decision-making
- Systematically identify, assess and mitigate sustainability- and climate-related risks and opportunities to support executive- and board-level strategic decision-making

Reference Sections:

- Leadership & Strong Financials – Building our High Standards of ESG Governance; Integrating Internal Control for Managing Sustainability; Business Ethics & Integrity

Looking ahead, we will perform a refreshed double materiality assessment following the issuance of this Report. This will enable us to continuously capture evolving risks, opportunities, and stakeholder priorities for managing prioritised topics. We may also establish additional KPIs and targets derived from the updated results to guide the future management of our material topics.

We remain committed to engaging with a diverse range of stakeholders to address Hong Kong's evolving environmental and social challenges. By leveraging complementary expertise from various stakeholders, we aim to drive sustainable development and long-term value for the community.

Case Study

Cross-sector Collaboration for Hong Kong's Low-Carbon Transition & Silver Economy

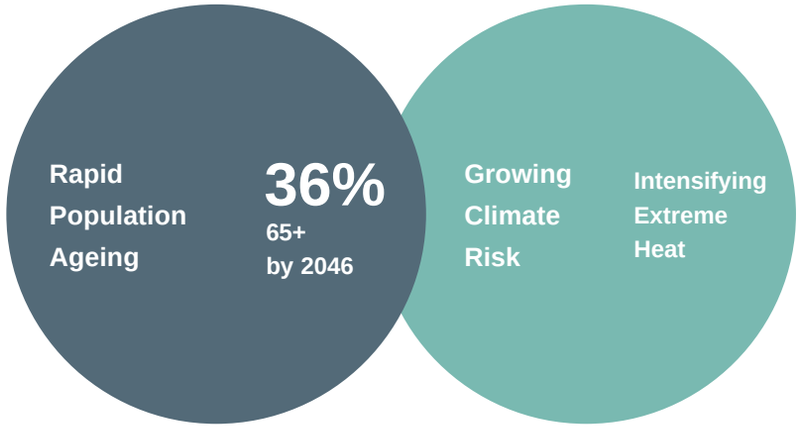


In 2026, CCG, City University of Hong Kong, and Hang Seng Bank established a strategic partnership to support dialogue and collaboration on two key long-term issues for Hong Kong: the transition to a low-carbon economy and the needs of an ageing population.

Bringing together perspectives from the property, financial, and academic sectors, the collaboration focused on knowledge exchange and stakeholder dialogue in areas including green finance, people-centric urban development, and research-led solutions for the silver economy. Through this partnership, the parties sought to identify practical opportunities and develop shared understanding of how different sectors can contribute to a more inclusive and sustainable future.

To promote a low-carbon and silver economy in Hong Kong, this partnership aims to develop a roadmap and brainstorm innovative ideas and practical solutions by combining green finance, people-centric urban development, and research insights. This collaboration enables knowledge-sharing and scales impact through complementary strengths.

HK is facing two major structural shifts at the same time:



> *Hong Kong is experiencing rapid population ageing, with projections showing that more than one in three residents will be aged 65 or above by 2046. At CCG, we are committed to shaping communities that respond to people's evolving needs – including our expansion into health and elderly care services through Pine Care Group in recent years. We are pleased to join the City University of Hong Kong and Hang Seng Bank in this collaboration to explore new approaches that better support an ageing population and contribute to a more inclusive, future-ready Hong Kong.*
>
> *Leadership Insight –*
> *Andy Cheung, Executive Director and Chief Executive Officer of CCG*

On 12 June 2026, the partners co-organised the Future-Ready Hong Kong Summit 2026, which served as a platform for public dialogue and multi-stakeholder engagement. The Summit facilitated discussion of key sustainability challenges, shared relevant research findings, and supported broader engagement on opportunities for a more inclusive and sustainable future.



The Summit generated actionable insights and built consensus on key sustainability challenges. A major highlight of the event was the official launch of the jointly supported research whitepaper, *Creating a Green and Silver Economy: Policy, Finance, Technology, and the Built Environment*, which provided guidance on future real estate, sustainable banking, and inclusive community infrastructure. The whitepaper will subsequently be submitted to the Hong Kong SAR Government as a formal policy recommendation ahead of the upcoming Chief Executive's Policy Address.



Performance Highlights

500 participants
Across industry, government and academia

12 exhibition booths
Showcasing green and silver solutions

12 speakers
From Hong Kong, Mainland China and overseas

Integrating Internal Control for Managing Sustainability Risks

Risk remediation, mitigation and management are fundamental to CCG's resilience, business continuity and long-term sustainable development.

Our approach to risk management is guided by two key policies:

Risk Management Policy:

Defines the roles and responsibilities for risk identification, assessment, and management within operations

Internal Control Framework & Management Policy:

Executes internal control practices that align with the Internal Control – Integrated Framework issued by the Committee of Sponsoring Organisations of the Treadway Commission ("COSO")

CCG has implemented a structured "Three Lines of Defence" model, supported by robust oversight mechanisms that extend from the Board through the Audit and Risk Committee, senior management, operational management, the Risk Management Function and Internal Audit. This framework ensures clear accountability for monitoring, reviewing, communicating, and collaborating, while aligning and integrating risk identification and management.

1st line of defence | Operational Management

Handled by day-to-day business operations that directly own and manage risks while remaining accountable for the delivery of products and services. Core responsibilities include maintaining day-to-day internal controls and updating business unit risk registers.

2nd line of defence | Risk Governance & Compliance

Handled by the RM&IC Department, which assists senior management in maintaining the Group's risk management framework, advising business units, and coordinating risk status reporting. Core responsibilities include conducting compliance training, executing compliance monitoring, and facilitating active risk monitoring and reporting.

3rd line of defence | Internal Audit

Operates with direct accountability to the Board and Audit and Risk Committee to provide independent assurance on the effectiveness of the Group's risk management systems through thorough reviews and internal investigations.

Enterprise Risk Management (ERM)

The Group's Enterprise Risk Management ("ERM") framework establishes a systematic process for identifying, assessing, and managing risks, including sustainability and climate-related risks.

The RM&IC Department works closely with internal departments to identify their current and emerging risks and determine appropriate control and mitigation measures. Material risks are recorded in the risk register and are subject to robust monitoring, management, and control. To support forward-looking risk identification and informed decision-making across the Group, the RM&IC Department also aggregates key updates to identify Group-level risks. These findings are reported regularly to senior management, the Audit and Risk Committee, and the Board to support forward-looking risk identification and informed decision-making across the Group.

To further reinforce risk oversight, the Group has introduced a monthly risk review process, coordinated by the RM&IC Department. Under this mechanism, the Monthly Risk Review will facilitate regular evaluation of existing entries in the risk register, tracking changes in risk severity, evolving risk drivers, mitigating actions, and risk relevance based on selected emerging risk themes to support early identification and timely action.

During the Reporting Period, we conducted a comprehensive risk assessment and identified the top 10 principal residual risks, which we presented in a heat map to evaluate impact, likelihood, and risk trend. With climate change identified as one of the ESG-related risk factors at the enterprise level, the Group developed an implementation plan to advance relevant mitigation initiatives and resource allocation, with the aim of strengthening climate resilience and supporting the integration of sustainability considerations into strategic planning.

Key ESG-related Topics Managed under ERM Framework



Physical climate risk



Risk of not meeting the Group's CCG 3050+ Roadmap and broader decarbonisation objectives



Talent attraction, development, and retention to support business transformation



Asset maintenance for long-term rental sustainability



Cyber threats and information security



Regulatory compliance in changing market environment

Managing Risks at Project Level

Given its project development and construction activities, CCG places strong emphasis on project-level risk governance and control. The dedicated Project Department is responsible for monitoring and reporting project-specific risks through two key instruments:

Project Monitoring & Reporting Framework



- Early-Stage Mitigation: Identify, assess, and mitigate potential risks via Development Implementation Plan prepared, ensuring that comprehensive risk considerations are deeply embedded from project inception to minimise exposure throughout the design and planning phases.
- Lifecycle Monitoring: Track the entire project lifecycle, upholding the core principles of timely identification, immediate escalation of potential issues, and structured reporting and resolution processes
- Performance Optimisation: Drive overall project quality, safety, and operational performance through informed decision-making



The Bi-Weekly Project Review Report is prepared by the Project-in-Charge, covering critical operational and compliance aspects:

- Safety at the construction site
- Incident reporting and escalation mechanism
- Regulatory compliance

To ensure high levels of executive oversight, the Project Director and CEO review these reports. Furthermore, Project Update Reports are tabled at the Board Meeting on a bimonthly basis. This integrated mechanism enhances transparency, ensures institutional accountability, and drives proactive risk management throughout the entire project lifecycle.

Business Ethics & Integrity

Upholding Anti-Corruption Practices

The Group upholds the highest integrity and ethical standards across its business activities, cultivating a culture of compliance, integrity, and ethics throughout its operations and value chain. We maintain a zero-tolerance stance towards any form of malpractice or unethical behaviour.

To safeguard the Group's reputation as an honest, reliable, and fair business partner, and to support long-term value creation, our operations are guided by a comprehensive suite of policies, including:

- Bribery and Illicit Advantage Policy
- Conflict-of-Interest Policy
- Advantage and Entertainment Policy
- Anti-Money Laundering and Counter-Terrorism Financing Policy
- Whistle-blowing Policy
- Confidentiality Policy
- Equal Opportunities Policy
- Competition Policy

These policies are strictly enforced and fully incorporated into our Code of Conduct and Staff Handbook. All employees are required to formally acknowledge these principles upon joining the Group. Concurrently, the Group provides regular training to heighten ethical awareness and ensure adherence to relevant standards and best practices.

Anti-bribery Training

150 training sessions delivered

4,228 hours in total

Training Content

Whistle-blowing, hospitality and advantages, staff integrity, and the Group Policy on Bribery & Illicit Advantage

During the Reporting Period, the Group performed internal audits that incorporated anti-corruption and anti-bribery controls, among others, across higher-risk operational processes. These included preventive controls, approval thresholds, and segregation of duties to ensure they were operating in alignment with the Group's governance framework. As part of our commitment to openness, integrity, and accountability, we encourage employees and value chain partners to report suspected misconduct, malpractice, or unethical behaviour to enable early detection and timely action.

We are not aware of significant breaches of the Code of Conduct or substantial violations of corruption, bribery, discrimination, harassment, conflicts of interest, money laundering, or insider trading. Furthermore, there have been no concluded legal cases regarding corrupt practices brought against the Group or its employees during the Reporting Period.

Whistle-blowing Mechanisms

Anonymous whistle-blowing channels have been established and our whistle-blowing procedures are clearly defined within the Whistle-blowing Policy. To uphold the integrity and effectiveness of this mechanism, we adhere to the following key principles and enforce strict disciplinary measures against any misconduct:

- **Protection of Whistle-blowers:** We protect the identity of whistle-blowers and maintain zero tolerance for any form of retaliation. Whistle-blowers' identities are safeguarded and never disclosed unless mandated by legal or regulatory authorities.
- **Independent Oversight & Investigation:** All reports are governed by the Audit and Risk Committee, which oversees preliminary reviews and coordinates objective internal or independent external investigations as required.
- **Accountability & Feedback:** Cases are resolved through standardised procedures, with investigation outcomes reported to the Audit and Risk Committee, as well as communicated back to the whistle-blower where it is deemed appropriate.

Information Security & Cybersecurity

With proper information security and cybersecurity management, we can maintain business continuity, protect our corporate assets, and address digital threats by safeguarding information. We ensure strict compliance with the Personal Data (Privacy) Ordinance (Cap. 486) in Hong Kong and all other relevant regional data privacy regulations.

FY2025/26 KPI

100%

Of employees to receive training on privacy, data rights and cybersecurity

Performance

100%

Of employees trained on privacy, data rights and cybersecurity

Key Highlights for FY2025/26

The Group successfully achieved ISO/IEC 27001 certification for its Information Security Management Systems (ISMS) through an independent third-party audit, verifying that its information security controls meet stringent international standards.



In direct response to evolving data-related risks, the Group also updated its Personal Data Privacy Policy to strengthen personal data privacy management procedures. Key enhancements included:

- Execution of personal data risk assessments, requiring staff to complete security compliance and privacy risk questionnaires
- Preparation and issuance of a comprehensive Personal Information Collection Statement ("PICS") prior to collecting personal data to ensure informed consent.
- Mandatory submission of any deviation from standard PICS clauses to the Legal Department for thorough review and formal clearance
- Implementation of a clear, formalised data incident reporting and escalation mechanism.

To support effective implementation, all employees were required to complete dedicated training courses to ensure full organisational alignment with these updated procedures.

Our day-to-day business operations are strictly governed by the Information Security Policy and the Group's Personal Data Privacy Policy. We enforce a comprehensive set of proactive and reactive measures categorised under the following pillars:

Governance



Appoint a designated Personal Data Officer to oversee data privacy and cybersecurity matters and help guide strategy. The Legal Department assumes responsibility for the continuous review, verification, and clearance of data privacy practices. Employees ensure that the protection of information and asset security requirements extends beyond our immediate operations to include third-party partners and vendors

Compliance



Maintain full compliance with the Personal Data (Privacy) Ordinance (Cap. 486) in Hong Kong and other relevant data protection regulations

Certification & Assurance



Coordinate with internal and/or external parties to perform audits in support of certifications and ongoing assurance

Access Rights Management



Assign appropriate access rights to protect sensitive information, supported by annual access right reviews

Training & Awareness



Require employees to attend mandatory and annual refresher training, complemented by phishing simulations, drills and newsletters to enhance cybersecurity awareness

Security Assessments



Conduct security assessments prior to launching new customer-facing applications. Protect customers' information by aligning with clauses set out in a Personal Information Collection Statement

Incident Reporting



Maintain mechanisms for timely reporting, response, and resolution of potential incidents, and adopt both proactive and reactive measures to reduce the likelihood and impact of cybersecurity events

Throughout the Reporting Period, there were no material cybersecurity incidents. One substantiated case of non-compliance relating to data privacy of certain owners of a real estate development was reported at the Group's subsidiary, Hop On, arising from a personal data handling incident. Hop On promptly notified the affected individuals, conducted an internal investigation, implemented remedial measures and fully cooperated with the Office of the Privacy Commissioner for Personal Data in relation to follow-up actions. Additional staff training and procedural reinforcement were also introduced promptly.

No fines or non-monetary sanctions were imposed on the Group under applicable laws and regulations. Other than this incident, the Group did not record any other material complaints relating to customer privacy or data loss during the Reporting Period.

Recognition



Demonstrating our commitment to privacy management, Nina Hospitality received the Gold Award at the “Privacy-Friendly Award 2025”.

Presented by the Office of the Privacy Commissioner for Personal Data (PCPD), this award recognises Nina Hospitality's collective commitment and excellence in safeguarding personal information and maintaining stakeholder trust through innovation, proactive compliance, and institutional accountability in privacy management.

Responsible Artificial Intelligence (AI)

As digital technologies continue to advance, the Group recognises the growing importance of responsible use of AI in enhancing operational efficiency, supporting innovation, and improving decision-making. At the same time, the Group acknowledges the potential risks associated with AI, including those relating to data privacy, cybersecurity, accuracy of output, ethical use, and regulatory compliance.

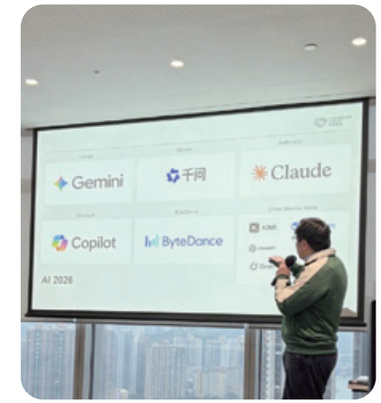
Accordingly, the Group advocates a prudent and responsible approach to the use of AI tools across its operations. Employees are expected to exercise due care when using AI applications and to ensure that confidential, personal, or otherwise sensitive information is not improperly disclosed or processed.

Through ongoing awareness-building and communication, the Group seeks to foster the responsible adoption of AI while safeguarding stakeholder trust, protecting critical information, and upholding high standards of governance and accountability.

Case Study

Management Team Sharing Series – Insights on AI & Business Intelligence (“BI”)

As part of its efforts to build awareness and capability in emerging technologies, the IT Department organised a Management Team Sharing session on AI and BI for the management team. The session explored the latest technological trends and considered the potential application of AI across business operations and daily work. Participants also gained practical insight into how AI tools may be used to improve work efficiency and support problem-solving.



Moving forward, the Group will continue to strengthen employee engagement and communication on the appropriate use of AI tools, thereby ensuring that such use remains aligned with the Group’s operational principles and stringent data-protection standards.

Intellectual Property Rights & Innovation

The Group recognises intellectual property (“IP”) and proprietary innovation as important enablers of sustainable development and long-term value creation. By leveraging IP strategically, the Group seeks to enhance operational efficiency and mitigate risks across its operations. Effective IP management also helps safeguard internally developed assets while ensuring the appropriate and lawful use of third-party intellectual property.

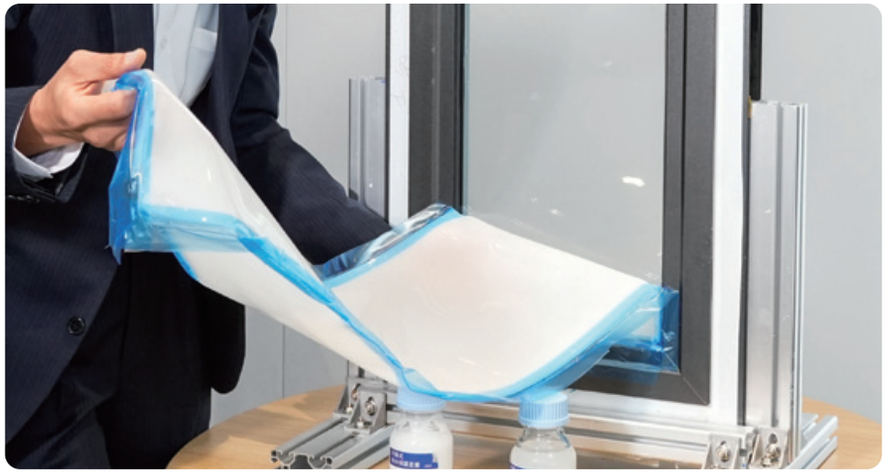
In support of this approach, the Group places emphasis on the responsible development, protection, and application of IP arising from its business activities. Rather than relying solely on commercial off-the-shelf solutions, the Group invests in and co-develops sector-relevant intellectual property to address systemic challenges across the property development and construction lifecycle.

Case Study

Advancing Green Construction through Peelable Nano Protective Coating

In collaboration with the Nano and Advanced Materials Institute ("NAMI"), the Group co-developed and patented an innovative solvent-free peelable nano protective coating designed to address damage to glass windows during property handovers. This solution responds to a common industry challenge and demonstrates how innovation can be applied to improve both project outcomes and environmental performance.

Compared with conventional foam-board wrapping, the patented coating provides a reusable protective layer with ultraviolet and water-resistant properties. Its application helps reduce construction waste generation and lower volatile organic compound ("VOC") emissions, thereby supporting more sustainable construction practices. The Group plans to adopt this patented technology in future development projects, where applicable.



Customer & Occupier Satisfaction Excellence

Managing Customer & Occupier Satisfaction

CCG's commitment to addressing customer and occupier concerns builds strong, trust-based relationships. Customer and occupier feedback informs service enhancements and drives continuous operational improvement.

During the Reporting Period, we continued to gather feedback across our business segments to better understand customer expectations and identify areas for improvement. By actively listening and responding to feedback, we aim to ensure that every customer experience is valued and that our services remain relevant, responsive and customer-centric.

Performance Highlights

Elderly Care Satisfaction Score (Residents)

98.3/100

Elderly Care Satisfaction Score (Family members of Residents)

97.5/100

Hotel Guest Satisfaction Score

90.1/100

Property Services Satisfaction Score

8.5/10

Property Owner Satisfaction Score

5/5

We have established Operating Guidelines that provide a structured and consistent approach to handling feedback and complaints. The Workplace Services and Customer Relations Departments handle general enquiries, email enquiries, and complaints received by individual departments. All cases are recorded and monitored systematically to support timely follow-up and resolution.

Following detailed investigation and root cause analysis, we implement a two-way feedback mechanism to communicate outcomes and confirm that the resolution approach is appropriate, helping to reduce complaint recurrence and supporting the development of standardised approaches for effective issue resolution.

Commitment to Quality Products & Services

We are committed to delivering high-quality products and services through clearly defined service standards tailored to the needs of each business segment. By embedding quality assurance into our operations, we seek to enhance customer experience, maintain compliance and support continuous improvement.

Business Segment	Service Standards
Hospitality	• Establish Minimum Quality Service Standards, covering reception, guest rooms, recreational facilities, catering and restaurant operations, with strict adherence required across hotel operations • Provide regular training and evaluations on service standards
Healthcare	• 11 elderly care homes have obtained the ISO 9001 certification, demonstrating Pine Care's commitment to internationally recognised quality management standards and service excellence • Uphold the highest standards of care through continuous staff development, operational enhancement, and stakeholder engagement • Actively engage independent third-party auditors to evaluate service quality, operational effectiveness, and quality assurance practices, strengthening transparency and benchmarking credibility • Participate in the Hong Kong Association of Gerontology's Residential Aged Care Accreditation Scheme (“RACAS”), with regular assessments conducted by the Hong Kong Quality Assurance Agency ("HKQAA"), to ensure continuous quality enhancement and adherence to best practices in elderly care • Participate in the Social Welfare Department's Service Quality Group (“SQG”) Scheme to facilitate site visits, gather stakeholder feedback, and drive continuous service improvement

Business Segment	Service Standards
Property Sales	• To ensure compliance with statutory requirements, all marketing collateral has been aligned with The Residential Properties (First-hand Sales) Ordinance and fully consolidated incorporating the Legal Department's comments prior to launch • Oversee the handover of residential units by the Customer Relations Department through dedicated inspections with detailed reports, ensuring proper defect rectification and quality verification in accordance with defined standards • Conduct handover service satisfaction survey, covering key operational aspects of handover arrangements, the overall handover process, and frontline customer service experiences • Streamline the pre-sales registration process by developing a mobile application that allows prospective purchasers to save preferences for development projects and unit types, while providing seamless access to sales events and property services
Property Services	• Our property service companies are accredited with ISO 9001, ISO 10002, ISO 14001, ISO 45001, and ISO 50001 certifications, ensuring consistent service delivery to align with international standards • Adopt an Integrated Management System ("IMS"), supported by the Departmental Manual for Customer Service and Service Standard to support service quality and standards

Case Study

Strengthening Inclusive Hospitality & Accessible Guest Experiences



During the Reporting Period, Nina Hotel Tsuen Wan West, Nina Hotel Island South and Nina Hotel Kowloon East successfully renewed their Crescent Rating Level 3 certification, reaffirming our commitment to delivering inclusive and high-quality hospitality services for Muslim guests.

The hotels offer halal-certified dining options and Muslim-friendly amenities such as Qibla direction indicators, helping create a seamless and comfortable stay for guests with diverse cultural and religious needs. These enhancements strengthen accessibility and demonstrate our responsiveness to evolving customer expectations. Through these efforts, we continue to advance our service excellence by providing a more personalised, inclusive, and customer-centric hospitality experience.

Recognition



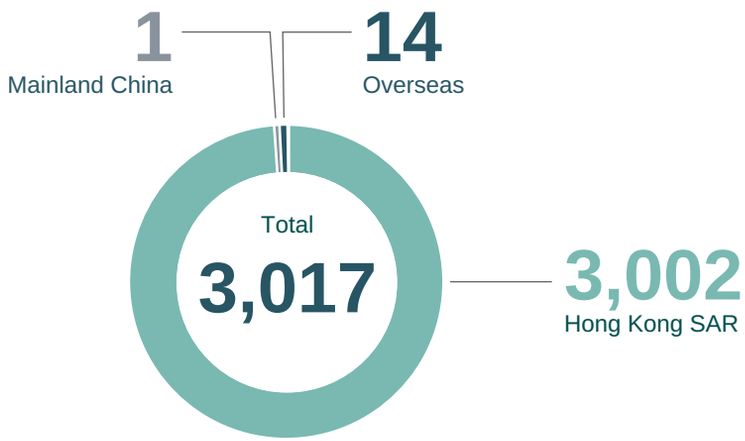
Nina Hotel Causeway Bay Honoured with SHTM IMPACT Award 2025

Nina Hotel Causeway Bay received the PolyU School of Hotel and Tourism Management (SHTM) IMPACT Award 2025 in recognition of its service excellence, ranking among the Top 5 hotels in Hong Kong based on the Tourist Satisfaction Index assessed by a local university. Standing out among more than 23,000 guest reviews across more than 300 hotels city-wide, Nina Hospitality demonstrates its strength in delivering exceptional guest experiences.

Supply Chain Management

The Group's supply chain governance is guided by its General Procurement Principles, Procurement Management Framework, and Sustainable Procurement Guidelines, upholding high supplier performance standards and ethical, sustainable practices. During the Reporting Period, we further strengthened supplier governance by centralising its Approved Supplier List ("ASL") and standardising a supplier onboarding process across the Group.

Geographical Distribution of Active Suppliers[13]



[13] Active suppliers refers to suppliers with business relationships across business units during the Reporting Period.

Supplier Lifecycle Management Framework

Our supplier lifecycle engagement spans the full procurement journey, from supplier selection and onboarding to ongoing monitoring, performance evaluation, and engagement.

Supplier Selection & Pre-qualification Screening

1

During the pre-qualification phase, suppliers are assessed using a balanced matrix of standard operational metrics alongside ESG-integrated criteria.

- **Supplier Due Diligence:** Undergo onboarding checks covering corporate verification, financial assessment (where applicable), and ESG risk screening against the SCOC
- **Mandatory SCOC Acknowledgement:** Require signing and acknowledging the SCOC, confirming alignment with the Group's sustainability practices and standards
- **Commercial & Operational Evaluation:** Key suppliers are rigorously evaluated based on the following core performance criteria:



- **Mandatory ESG Screening:** To be admitted to the ASL, suppliers must demonstrate a clear capability to meet the following ESG requirements during the onboarding process:



- **Green Procurement Preference:** Encourage and give preference to suppliers that include verified environmental, health, and safety certifications within their commercial proposals.

2 Ongoing Monitoring & Checking

The Group applies a structured monitoring framework centred on long-term compliance and performance.

- **Supplier Audits & Performance Evaluations:**
  Regularly conduct performance evaluations and audits for key suppliers. Suppliers need to implement corrective actions when issues are identified.
- **Three-Year SCOC Renewal:** All active suppliers must renew and re-submit the SCOC every three years to confirm continued alignment with the Group's ethical and environmental standards and expectations.
- **Compliance Assessment Update:** The Group plans to introduce compliance assessments to monitor suppliers' ongoing adherence to the SCOC and ESG criteria.

FY2025/26 KPI

100%

Of suppliers to complete SCOC acknowledgement as part of the onboarding process

Performance

100%

Of suppliers completing the required SCOC acknowledgement during onboarding

3 Supplier Performance Evaluation & Engagement

Performance-driven Feedback Loop

- Review supplier performance against service, quality, delivery, responsiveness, and compliance requirements
- Emphasise constructive monitoring rather than pursuing immediate disqualification for minor or rectifiable gaps
- Reserve the right to impose disciplinary actions or terminate contracts in cases of unresolved non-compliance

Minor Gaps	Corrective Action Requests & Enhanced Monitoring
Major Gaps	Formal Warnings & Temporary Procurement Suspension
Severe Breach	Removal from the ASL

Capacity Building & Technical Collaboration

- Engage supply chain partners on sustainability topics through technical exchanges, briefings, and site visits to improve environmental performance.
- Topics included:
  - Low-carbon construction
  - Sustainable sourcing
  - Embodied carbon
  - Recycling
  - Waste management

Promoting Responsible Sourcing

Responsible sourcing is embedded in the Group's procurement approach through the integration of environmental and social considerations into procurement decisions and supplier management processes. Our responsible sourcing commitment aligns with the core tenets of the SCOC by integrating ESG factors into procurement decisions. Our Sustainable Procurement Guidelines are aligned with the Green Specifications suggested by EPD. In addition, our Procurement SOP incorporate sustainability principles into purchasing, design, and construction processes.



532 suppliers

Engaged in sustainable procurement



100%

Of new suppliers screened using environmental and social criteria



78.3%[14]

Of active suppliers assessed for potential environmental and social impacts

CCG collaborates with suppliers to advance sustainability, including by:

- Prioritising the selection of suppliers with recognised sustainability certifications
- Promoting local procurement practices to minimise our carbon footprint
- Introducing sustainable designs, products, and services to support the CCG 3050+ Roadmap and our 2050 net-zero greenhouse gas emissions target
- Assessing supply chain alignment with our sustainable procurement commitments and environmental and social standards
- Working with suppliers to support the achievement of both the Group's and suppliers' environmental and social targets

[14] Active suppliers refers to suppliers with business relationships across business units during the Reporting Period.

Sustainable Construction Materials

As a responsible property developer, we recognise our influential role in selecting building materials that can successfully reduce embodied carbon, managing the lifecycle of building assets from design to final disposal. This is achieved by prioritising the selection of rapidly renewable, eco-friendly, certified, and recycled materials that support circularity and minimise environmental impact.

The Sustainable Design and Procurement Manual explicitly guides the use of certified green materials and products, and integrates sustainable design principles to reduce emissions, improve resource efficiency, and promote advanced responsible procurement practices. We have formed the Sustainable Design Committee to work alongside respective project teams to actively oversee material selection and monitor the progress across both the design and construction phases.

Highlighted Sourcing Practices:

Embodied Carbon Assessments

For all new building projects, embodied carbon performance is estimated at the design stage, before issuance of the main contract, and at completion stage. Estimated results, covering impacts from raw material acquisition to on-site handling, are documented in the sustainable design checklist for approval.

Use of Recycled & Certified Materials

ZENDO HOUSE incorporated CIC Green Product Certified Grade 45 and Grade 60 concrete with 25% PFA content, contributing to a reduction in embodied carbon compared with conventional concrete mixes.

For more details on the practical application of sustainable construction materials, please refer to the “Build Better” section of this Report.

Sustainable Cuisine & Dining

At Nina Hospitality, sustainability is embedded in our culinary offerings through responsible sourcing and environmentally conscious dining practices. During the Reporting Period, we continued to enhance sustainable food options across our all-day dining restaurants, Cantonese restaurant RÚ, banquet venue and Nina Patisserie, while promoting more responsible dining choices for our guests.

Through these initiatives, we remain committed to advancing food sustainability across our F&B operations. We will continue to explore and adopt eco-friendly practices, ensuring that our culinary offerings not only deliver quality dining experiences but also contribute to a more sustainable future.

Responsible sourcing initiatives include:



Shark Fin-free Offerings

All-day dining restaurants, RÚ, banquet venue and Nina Patisserie remain shark fin-free, in line with our ethical sourcing standards and commitment to marine protection.



Sustainable Seafood Sourcing

Sustainable seafood is prioritised and endangered species are excluded, in accordance with guidelines issued by WWF and the Marine Stewardship Council (“MSC”).



Sustainably-sourced Ingredients

RÚ incorporates sustainably harvested scallops and sustainably certified cod into selected offerings, demonstrating how Chinese cuisine can integrate sustainable practices.



Hydroponic Vegetables

Hydroponic vegetables are used to support lower-impact food sourcing through a reduced environmental footprint.



Cage-free Eggs

All three of Nina Hospitality’s all-day dining restaurants and Nina Patisserie transitioned to the use of cage-free eggs.

Responsible dining initiatives include:



Broader selection of vegetarian dishes



Healthy dining corner in all-day dining restaurants



Smaller portion sizes for buffet food

Looking Ahead

With CCG Vision 2030 established as our refreshed sustainability roadmap, we enter the next phase of our sustainability journey with clarity of purpose and measurable direction. The year ahead will focus on translating our commitment and targets into consistent execution – deepening decarbonisation, strengthening resilience, and extending shared value across our employees, partners and communities.

Sustainable Outcomes

- Progress towards the formal validation of our 2050 net-zero target under the new SBTi standard
- Advance CCG 3050+ Roadmap towards our 2030 target of a 51.8% reduction in operational carbon intensity, supported by retrofit and asset enhancement projects

Fulfilled Employees

- Continue to strengthen employees' career development, wellness and belonging to build a more agile, future-ready workforce
- Reinforce health and safety governance across workplaces and all construction sites

Connected Communities

- Translate the findings of the joint whitepaper research into actions advancing the city's dual transition towards a low-carbon and silver economy
- Explore opportunities to support underprivileged families by expanding shared living spaces and support services for subdivided unit households
- Grow employee volunteering participation

Leadership & Strong Financials

- Conduct a refreshed materiality assessment to ensure our targets reflect evolving risks and stakeholder priorities
- Sustain rigorous ESG governance and external validation, including GRESB, CDP and SBTi, to reinforce transparency, accountability and long-term stakeholder trust

Grounded in CCG Vision 2030 and CCG 3050+ Roadmap, our ongoing and future efforts reinforce our commitment to delivering long-term financial performance alongside meaningful environmental and social outcomes for the communities we serve.

Performance Data

Environmental Data[1]

Indicators		Unit	Headquarters Office			Property Services			Nina Hospitality			Pine Care[2]			Total		
			FY2025/26	FY2024/25	FY2023/24	FY2025/26	FY2024/25	FY2023/24	FY2025/26	FY2024/25	FY2023/24	FY2025/26	FY2024/25	FY2023/24	FY2025/26	FY2024/25	FY2023/24
ENERGY[3]																	
Total Energy Consumption	Purchased Electricity	MWh	763.82	698.41	655.95	55,800.12	56,855.64	50,845.00	44,014.00	49,015.78	50,847.77	7,937.04	8,124.62	–	108,514.99	114,694.44	102,348.72
	Towngas		0	0	0	0	0	0	5,787.46	5,590.17	5,996.15	708.21	665.88	–	6,495.67	6,256.05	5,996.15
	Petrol		155.68	250.60	290.98	149.94	160.64	161.21	10.03	7.60	13.10	3.19	3.49	–	318.83	422.33	465.29
	Diesel		2.4	2.30	1.80	192.76	260.65	238.36	0	0	0	0	0	–	195.16	262.95	240.16
	LPG		0	0	0	0	0	0	0	0	0	74.65	62.11	–	74.65	62.11	–
	Total		921.89	951.30	948.72	56,142.83	57,276.93	51,244.57	49,811.49	54,613.55	56,857.03	8,723.10	8,856.10	–	115,599.30	121,697.88	109,050.32
Energy Intensity	Headquarters Office and Property Services	kWh/m^2	162.30	167.48	167.03	74.40	75.90	80.15	–	–	–	–	–	–	–	–	–
	Hospitality	kWh/occupied room night	–	–	–	–	–	–	62.00	64.22	75.50	–	–	–	–	–	–
	Healthcare	kWh/occupied place night	–	–	–	–	–	–	–	–	–	17.43	17.71	–	–	–	–
Renewable Energy	Renewable energy purchased	kWh	0	0	0	3,021,553.47	69,875.00	69,458.33	2,654,865.72	35,000.00	30,416.67	0	0	–	5,676,419.18	104,875.00	99,875.00
	Renewable energy generated		0	0	0	71,348.00	71,320.00	28,681.00	0	0	0	0	0	–	71,348.00	71,320.00	28,681.00
CARBON EMISSIONS[4]																	
Direct Carbon Emissions (Scope 1)[5]	Refrigerant	tCO_2e	0	0	0	722.63	398.17	306.12	362.16	256.02	401.58	0	0	–	1,084.79	654.19	707.70
	Towngas		0	0	0	0	0	0	1,108.10	1,070.32	1,148.05	135.60	127.49	–	1,243.70	1,197.82	1,148.05
	Petrol		42.73	61.04	79.86	41.15	44.11	44.25	2.75	2.26	3.60	0.87	0.85	–	87.51	108.26	127.71
	Diesel		0.62	9.15	0.46	49.53	66.69	61.25	0	0	0	0	0	–	50.14	75.84	61.71
	LPG		0	0	0	0	0	0	0	0	0	18.62	15.42	–	18.62	15.42	–
	Total direct carbon emissions (Scope 1)		43.34	70.20	80.32	813.31	508.97	411.61	1,473.01	1,328.60	1,553.23	155.09	143.77	–	2,484.75	2,051.53	2,045.17

Indicators		Unit	Headquarters Office			Property Services			Nina Hospitality			Pine Care[2]			Total		
			FY2025/26	FY2024/25	FY2023/24	FY2025/26	FY2024/25	FY2023/24	FY2025/26	FY2024/25	FY2023/24	FY2025/26	FY2024/25	FY2023/24	FY2025/26	FY2024/25	FY2023/24
CARBON EMISSIONS[4]																	
Indirect Carbon Emissions (Scope 2)[6]	Towngas	tCO_2e	0	0	0	0	0	0	231.79	229.76	246.89	28.36	27.37	–	260.15	257.12	246.89
	Purchased electricity		259.70	265.40	255.82	22,182.67	24,405.21	23,524.58	18,641.71	22,135.25	24,302.95	3,143.39	3,476.54	–	44,227.48	50,282.39	48,083.35
	Total indirect carbon emissions (Scope 2) – location-based method		259.70	265.40	255.82	22,182.67	24,405.21	23,524.58	18,873.50	22,365.01	24,549.84	3,171.76	3,503.91	–	44,487.63	50,539.52	48,330.24
	Total indirect carbon emissions (Scope 2) – market-based method		259.70	265.40	255.82	21,149.89	24,110.11	23,488.04	17,965.85	21,748.81	24,532.58	3,171.76	3,503.91	–	42,547.19	49,628.23	48,276.44
Total Carbon Emissions (Scope 1 & 2)	Location-based method	tCO_2e	303.04	335.59	336.14	22,995.99	24,914.17	23,936.19	20,346.51	23,693.61	26,103.08	3,326.85	3,647.68	–	46,972.38	52,591.05	50,375.41
	Market-based method		303.04	335.59	336.14	21,963.20	24,619.08	23,899.65	19,438.85	23,077.41	26,085.81	3,326.85	3,647.68	–	45,031.94	51,679.76	50,321.61
Carbon Intensity (Scope 1 & 2) – Location-based method	Headquarters Office and Property Services	tCO_2e/m^2	0.0534	0.0591	0.0592	0.0305	0.0330	0.0374	–	–	–	–	–	–	–	–	–
	Hospitality	tCO_2e/occupied room night	–	–	–	–	–	–	0.0253	0.0279	0.0347	–	–	–	–	–	–
	Healthcare	tCO_2e/occupied place night	–	–	–	–	–	–	–	–	–	0.00665	0.00729	–	–	–	–
Carbon Intensity (Scope 1 & 2) – market-based method	Headquarters Office and Property Services	tCO_2e/m^2	0.0534	0.0591	0.0592	0.0291	0.0326	0.0374	–	–	–	–	–	–	–	–	–
	Hospitality	tCO_2e/occupied room night	–	–	–	–	–	–	0.0242	0.0271	0.0346	–	–	–	–	–	–
	Healthcare	tCO_2e/occupied place night	–	–	–	–	–	–	–	–	–	0.00665	0.00729	–	–	–	–
Indirect Carbon Emissions (Scope 3) – Category 2: Capital Goods[7]		tCO_2e	–	–	–	–	–	–	–	–	–	–	–	–	0[8]	126,541.03	64,368.30[9]
Indirect Carbon Emissions (Scope 3) – Category 5: Waste generated in operations[10]		tCO_2e	–	–	–	–	–	–	–	–	–	–	–	–	5,190.72	–	–
Indirect Carbon Emissions (Scope 3) – Category 13: Downstream Leased Assets[11]		tCO_2e	–	–	–	44,998.14	49,721.40	–	2,360.07	2,400.07	–	–	–	–	47,358.21	52,121.47	–

Indicators		Unit	Headquarters Office			Property Services			Nina Hospitality			Pine Care[2]			Total		
			FY2025/26	FY2024/25	FY2023/24	FY2025/26	FY2024/25	FY2023/24	FY2025/26	FY2024/25	FY2023/24	FY2025/26	FY2024/25	FY2023/24	FY2025/26	FY2024/25	FY2023/24
AIR EMISSIONS[12]																	
Nitrogen oxides		kg	10.87	17.07	16.86	197.70	251.63	265.45	86.53	84.49	87.25	128.07	122.50	–	423.17	475.69	369.55
Sulphur oxides		kg	0.24	0.38	0.44	0.52	0.64	0.60	0.43	0.41	0.45	0.28	0.24	–	1.47	1.67	1.50
Particulate matter		kg	0.84	1.30	1.29	18.17	23.15	24.43	0.23	0.29	0.066	0.017	0.017	–	19.26	24.76	25.78
WATER CONSUMPTION & WASTEWATER DISCHARGED																	
Water Consumption[13]		m^3	996.00	1,029.00	982.00	134,596.81	148,574.81[14]	116,366.11	394,663.37	442,226.70[14]	406,884.00	86,565.00	83,787.00	–	616,821.18	675,617.51	524,232.11
Wastewater Discharged[15]		m^3	996	1,029.00	982.00	239,356.81	234,981.81	158,520.11	428,318.16	430,090.57	386,507.44	86,565.00	83,787.00	–	755,235.97	749,888.38	546,009.56
Water Intensity	Headquarters Office and Property Services	m^3/m^2	0.175	0.181	0.173	0.178	0.197	0.182	–	–	–	–	–	–	–	–	–
	Hospitality	m^3/occupied room night	–	–	–	–	–	–	0.491	0.520	0.540	–	–	–	–	–	–
	Healthcare	m^3/occupied place night	–	–	–	–	–	–	–	–	–	0.173[16]	0.168	–	–	–	–
WASTE DISPOSED																	
Non-hazardous Waste Disposed[17]		tonnes	–	–	–	6,932.06	7,738.8	2,288.31	1,645.10	1,846.84	1,915.78	1,393.86	1,403.28	–	9,971.03	10,988.92	4,204.08
Hazardous waste disposed	Healthcare	tonnes	–	–	–	–	–	–	–	–	–	0.592	1.42	–	0.592	1.42	–
Non-hazardous Waste Disposal Intensity	Property Services	$tonnes/m^2$	–	–	–	0.00919	0.0103	0.00358	–	–	–	–	–	–	–	–	–
	Hospitality	tonnes/occupied room night	–	–	–	–	–	–	0.00205	0.00217	0.00254	–	–	–	–	–	–
	Healthcare	tonnes/occupied place night	–	–	–	–	–	–	–	–	–	0.00279	0.00281	–	–	–	–
Hazardous Waste Disposal Intensity	Healthcare	kg/occupied place night	–	–	–	–	–	–	–	–	–	0.00118	0.00283	–	0.00118	0.00283	–

Indicators		Unit	Headquarters Office			Property Services			Nina Hospitality			Pine Care[2]			Total		
			FY2025/26	FY2024/25	FY2023/24	FY2025/26	FY2024/25	FY2023/24	FY2025/26	FY2024/25	FY2023/24	FY2025/26	FY2024/25	FY2023/24	FY2025/26	FY2024/25	FY2023/24
WASTE DIVERTED FROM LANDFILL																	
Non-hazardous Waste Recycled	Food Waste	tonnes	0	0	0	80.33	107.82	86.69	111.86	116.76	80.22	386.95	379.97	–	579.13	604.54	166.91
	Cooking Oil to Biodiesel		0	0	0	0	0	0	5.99	5.13	4.99	0	0	–	5.99	5.13	4.99
	Glass		0	0	0	2.59	1.56	3.44	11.63	9.86	13.02	0.287	0	–	14.52	11.43	16.47
	Metal/Aluminium		0.0177	0.0250	0.0222	0.943	1.93	0.594	2.784	2.53	1.90	2.73	1.82	–	6.48	6.31	2.52
	Paper		0.222	0.242	0.267	392.69	405.26	358.93	83.35	76.02	84.60	2.73	9.09	–	478.99	490.61	443.80
	Plastic		0.0068	0.0072	0.0024	28.31	24.04	17.97	0.637	0.519	3.369	0.163	0	–	29.12	24.57	21.34
	Total non-hazardous Waste Recycled		0.247	0.274	0.292	504.86	540.61	467.63	216.24	210.83	188.10	392.87	390.88	–	1,114.22	1,142.59	656.03
Total Non-hazardous Waste Recycling Intensity	Headquarters Office and Property Services	kg/m^2	0.0434	0.0483	0.0513	0.669	0.716	0.731	–	–	–	–	–	–	–	–	–
	Hospitality	kg/occupied room night	–	–	–	–	–	–	0.269	0.248	0.250	–	–	–	–	–	–
	Healthcare	kg/occupied place night	–	–	–	–	–	–	–	–	–	0.785	0.782	–	–	–	–
Hazardous Waste Recycled	Battery	kg	0	0	0	26.60	5.30	42.47	0	0	0	0	0	–	26.60	5.30	42.47
	Lighting tube	kg	0	0	0	61.05	232.10	198.36	16.80	160.80	21.39	0	0	–	77.85	392.90	219.75
	Cartridge	kg	262.50	230.00	207.50	0	0	0	1,227.50	1,262.50	1,602.50	0	0	–	1,490.00	1,492.50	1,810.00
	Waste Electrical and Electronic Equipment ("WEEE")[18]	kg	0	0	0	0	0	53.00	895.50	1,170.50	589.70	10.00	0	–	905.50	1,170.50	642.70
	Waste Electrical and Electronic Equipment ("WEEE")[18]	pieces	0	0	0	0	99.00	67.00	84.00	138.00	1,148.80	10.00	0	–	94.00	237.00	1,215.80

1 Selected consumption data for FY2024/25 has been restated following enhancements to the data collection mechanism. CCG maintains the practice of reviewing historical data to uphold data quality.

2 Following the privatisation of Pine Care, its data has been included since FY2024/25.

3 Energy conversion factors of different fuel types are derived from "How to prepare an ESG Report – Appendix 2: Reporting Guidance on Environmental KPIs" published by HKEX.

4 GHG emissions are calculated based on “Guidelines to Account for and Report on Greenhouse Gas Emissions and Removals for Buildings (Commercial, Residential or Institutional Purposes) in Hong Kong (2010 Edition)” published by EPD and the Electrical and Mechanical Services Department (“EMSD”) of the Hong Kong SAR Government, unless otherwise stated in the following notes.

5 Scope 1 emissions comprise HFC emissions from the use of refrigerants, fire extinguishers, consumption of Towngas, petrol, diesel, and LPG from our vehicle fleets. The global warming potentials used for calculation are adopted from the “Fifth Assessment Report of Intergovernmental Panel on Climate Change" (“IPCC”). Emission factors for refrigerant used in fire suppression equipment are adopted from U.S. EPA.

6 Scope 2 emissions comprise the consumption of Towngas and purchased electricity. Emission factors are adopted from local power and utility companies. As defined by GHG Protocol Scope 2 Guidance, location-based method for indirect carbon emissions refers to a method to quantify Scope 2 emissions based on average energy generation emission factors for defined locations, including local, subnational, or national boundaries. Market-based method for indirect carbon emissions refers to a method to quantify Scope 2 emissions of a reporter based on GHG emissions emitted by the generators from which the reporter contractually purchases electricity bundled with contractual instruments, or contractual instruments on their own.

7 This category accounts for the upfront embodied carbon emissions from our newly completed construction projects during the Reporting Period, referencing the Science Based Targets initiative Buildings Sector Explanatory Document. The cradle-to-site emissions for Mount Anderson, the only completed project in FY2023/24, are included. For FY2024/25, the cradle-to-site emissions for IN ONE, ECHO HOUSE, and WHITESAND COVE are included.

8 During FY2025/26, there were no newly completed construction projects, resulting in zero upfront embodied carbon emissions.

9 This figure has been restated following the use of updated emissions factors, and the adoption of a more comprehensive calculation boundary.

10 In FY2025/26, the Group further expanded its Scope 3 reporting to include Category 5: Waste Generated in Operations. This category is calculated using the commercial and industrial waste emissions factor (520.58023 kg CO_2e/tonne) from the DEFRA Emission Factors database.

11 This category covers properties under Property Services and Nina Hospitality (one serviced apartment).

12 Air emissions are generated from the consumption of Towngas, petrol, diesel, and LPG. The emission factors adopted are based on “Appendix 2: Reporting Guidance on Environmental KPIs” published by HKEX.

13 Water consumption excludes consumption of makeup water to reflect usage that is within our control and can be influenced by water-saving initiatives.

14 Following the gradual transition from an air-cooled to a water-cooled chiller plant system at Nina Tower, water consumption at Nina Tower and Nina Hotel Tsuen Wan West has increased in FY2024/25 compared to FY2023/24. The Group enhanced its data collection mechanism during the Reporting Period, and from FY2025/26 onwards, excludes makeup water consumption of Nina Hotel Tsuen Wan West from reported figures, ensuring that reported usage reflects what is within our control and can be influenced by water-saving initiatives.

15 A standard conversion factor (0.93507) for wastewater discharge has been applied to all hotels under Nina Hospitality.

16 The increase in water intensity was primarily driven by a 33% rise in water consumption at Pine Care Jade Maison. This was largely attributable to enhanced cleaning activities, including more frequent washing of air-conditioning systems, façades, and facility grounds, to mitigate dust from ongoing construction activities in the Kwu Tung area.

17 General waste from headquarters office is handled by Property Services; therefore, the data is not recorded separately.

18 WEEE is presented in the unit of “kg” and “pieces” as stated in the recycling receipt.

Social Data [1]

Indicators		Unit	Total					
			FY2025/26[2]	%	FY2024/25[2]	%	FY2023/24	%
WORKFORCE								
Total Workforce		Number of people	3,987	–	4,199	–	3,601	–
By Gender	Male		1,731	43.4%	1,844	43.9%	1,813	50.3%
	Female		2,256	56.6%	2,355	56.1%	1,788	49.7%
By Employment Category[3]	Senior management		16	0.4%	17	0.4%	21	0.6%
	Management		586	14.7%	608	14.5%	578	16.1%
	General staff		3,385	84.9%	3,574	85.1%	3,002	83.4%
By Age Group	30 or below		481	12.1%	579	13.8%	462	12.8%
	31-50		1,711	42.9%	1,719	40.9%	1,410	39.2%
	51 or above		1,795	45.0%	1,901	45.3%	1,729	48.0%
By Employment Contract	Permanent		3,498	87.7%	3,575	85.1%	2,952	82.0%
	Temporary		489	12.3%	624	14.9%	649	18.0%
By Employment Type	Full-time		3,639	91.3%	3,746	89.2%	3,169	88.0%
	Part-time		36	0.9%	58	1.4%	70	1.9%
	Non-guaranteed hours [4,5]		312	7.8%	395	9.4%	362	10.1%
By Geographic Region	Hong Kong		3,987	100%	4,199	100%	3,601	100%
	Others		0	0.0%	0	0.0%	0	0.0%
By Nationality (applicable from FY2025/26)	Chinese		3,952	99.1%	4,148	98.8%	3,540	98.3%
	People from minority ethnicities		35	0.9%	51	1.2%	61	1.7%
Permanent Employees by Gender	Male		1,502	42.9%	1,533	42.9%	1,492	50.5%
	Female		1,996	57.1%	2,042	57.1%	1,460	49.5%
Temporary Employees by Gender	Male		229	46.8%	311	49.8%	321	49.5%
	Female		260	53.2%	313	50.2%	328	50.5%
Full-time Employees by Gender	Male		1,589	43.7%	1,655	44.2%	1,636	51.6%
	Female		2,050	56.3%	2,091	55.8%	1,533	48.4%
Part-time Employees by Gender	Male		15	41.7%	23	39.7%	25	35.7%
	Female		21	58.3%	35	60.3%	45	64.3%

Indicators		Unit	Total					
			FY2025/26[2]	%	FY2024/25[2]	%	FY2023/24	%
VOLUNTARY TURNOVER[6,7]								
Overall		Number of people	737	18.5%	884	21.1%	806	22.4%
By Gender	Male		363	21.0%	356	19.3%	469	25.9%
	Female		374	16.6%	528	22.4%	337	18.8%
By Employment Category[3]	Senior management		4	25.0%	5	29.4%	0	0.0%
	Management		84	14.3%	108	17.8%	99	17.1%
	General staff		649	19.2%	771	21.6%	707	23.6%
By Age Group	30 or below		114	23.7%	153	26.4%	165	35.7%
	31-50		315	18.4%	330	19.2%	317	22.5%
	51 or above		308	17.2%	401	21.1%	324	18.7%
By Nationality (Applicable From FY2025/26)	Chinese		737	18.6%	884	21.1%	806	22.4%
	People from minority ethnicities		0	0.0%	0	0.0%	0	0.0%
OVERALL TURNOVER[7]								
Overall		Number of people	1,157	29.0%	1,296	30.9%	1,264	35.1%
By Gender	Male		556	32.1%	582	31.6%	660	36.4%
	Female		601	26.6%	714	30.3%	604	33.8%
By Employment Category[3]	Senior management		5	31.3%	8	47.1%	2	9.5%
	Management		109	18.6%	134	22.0%	112	19.4%
	General staff		1,043	30.8%	1,154	32.3%	1,150	38.3%
By Age Group	30 or below		127	26.4%	167	28.8%	197	42.6%
	31-50		406	23.7%	389	22.6%	399	28.3%
	51 or above		624	34.8%	740	38.9%	668	38.6%
By Nationality (Applicable From FY2025/26)	Chinese		1,157	29.3%	1,296	31.2%	1,264	35.7%
	People from minority ethnicities		0	0.0%	0	0.0%	0	0.0%

Indicators		Unit	Total					
			FY2025/26[2]	%	FY2024/25[2]	%	FY2023/24	%
NEW HIRE[7]								
Overall		Number of people	1,062	26.6%	1,103	26.3%	1,709	47.4%
By Gender	Male		496	28.7%	510	27.7%	798	44.0%
	Female		566	25.1%	593	25.2%	911	51.0%
By Employment Category[3]	Senior management		3	18.8%	4	23.5%	2	9.5%
	Management		71	12.1%	117	19.2%	130	22.5%
	General staff		988	29.2%	982	27.5%	1,577	52.5%
By Age Group	30 or below		168	34.9%	209	36.1%	381	82.5%
	31-50		428	25.0%	422	24.5%	546	38.7%
	51 or above		466	26.0%	472	24.8%	782	45.2%
By Nationality (Applicable From FY2025/26)	Chinese		1,058	26.8%	1,103	26.3%	1,709	47.5%
	People from minority ethnicities		4	11.4%	0	0.0%	0	0.0%
PERFORMANCE REVIEW[7]								
Overall		Number of people	3,617	90.7%	3,795	90.4%	3,187	88.5%
By Gender	Male		1,653	95.5%	1,720	93.3%	1,636	90.2%
	Female		1,964	87.1%	2,075	88.1%	1,551	86.7%
By Employment Category[3]	Senior management		17	106.3%[8]	20	117.6%[8]	18	85.7%
	Management		626	106.8%[8]	621	102.1%[8]	570	98.6%
	General staff		2,974	87.9%	3,154	88.2%	2,599	86.6%

Indicators		Unit	Total					
			FY2025/26[2]	%	FY2024/25[2]	%	FY2023/24	%
PARENTAL LEAVE								
Employees Entitled to Parental Leave	Male	Number of people	1,601	–	1,620	–	1,656	–
	Female		2,066	–	1,921	–	1,569	–
Employees who Took Parental Leave	Male		10	–	12	–	20	–
	Female		24	–	14	–	18	–
Employee Return-to-work Rate[9]	Male	%	–	100%	–	100%	–	100%
	Female		–	83.3%	–	100%	–	100%
Employee Parental Leave Retention Rate[10]	Male		–	91.7%	–	80.0%	–	64.7%
	Female		–	100%	–	78.9%	–	68.8%
TRAINING[13]								
Number of Employees Trained								
Overall		Number of people	4,114	–	4,028	–	3,138	–
Percentage of Employees Trained								
Overall		% of people trained	–	103.2%[12]	–	95.9%[12]	–	87.1%
By Gender	Male		–	43.9%	–	40.8%	–	50.8%
	Female		–	56.1%	–	59.2%	–	49.2%
By Employee Category[3]	Senior management		–	0.4%	–	0.7%	–	0.5%
	Management		–	11.8%	–	17.9%	–	19.1%
	General staff		–	87.8%	–	81.5%	–	80.4%
Total Training Hours								
Overall		Hours	114,511	–	125,759	–	109,953	–
Average Training Hours[13]								
Overall		Hours	28.7	–	29.9	–	30.5	–
By Gender	Male		29.3	–	29.6	–	31.0	–
	Female		28.3	–	30.3	–	30.0	–
By Employee Category[3]	Senior management		20.5	–	35.4	–	23.1	
	Management		19.5	–	32.1	–	36.4	–
	General staff		30.4	–	29.6	–	29.5	–

Indicators		Unit	Total					
			FY2025/26[2]	%	FY2024/25[2]	%	FY2023/24	%
ANTI-CORRUPTION TRAINING[13]								
Overall		Hours	4,228	–	1,564	–	1,220	–
		People	6,129	–	1,810	–	1,182	–
		% of people trained	–	153.7%[12]	–	43.1%	–	32.8%
By Gender	Male	Hours	1,673	–	796	–	652	–
		People	2,558	–	904	–	600	–
		% of people trained	–	41.7%	–	49.9%	–	50.8%
	Female	Hours	2,555	–	769	–	569	–
		People	3,571	–	906	–	582	–
		% of people trained	–	58.3%	–	50.1%	–	49.2%
By Employee Category[3]	Senior Management	Hours	26	–	3	–	2	–
		People	67	–	4	–	2	–
	Management	Hours	847	–	552	–	377	–
		People	1,703	–	509	–	278	–
	General staff	Hours	3,355	–	1,009	–	842	–
		People	4,359	–	1,297	–	902	–
OCCUPATIONAL HEALTH & SAFETY								
Total Number of Hours Worked		Hours	9,281,684	–	8,640,131	–	7,347,350	–
Total Absent Days[14]		Days	21,244	–	24,419	–	15,996	–
Number of ISO Certifications on Health and Safety Management System		Number of Certifications	9	–	9	–	7	–
Work-related Fatalities as a Result of Work-related Injury								
Total Number of Work-related Fatalities		Number of incidents	0	–	0	–	0	–
Work-related Fatality Rate[16]		N/A	0.0	–	0.0	–	0.0	–
Work-related Injuries								
Total Number of Work-related Injury Incidents[17]		Number of incidents	101	–	100	–	81	–
Rate of Recordable Work-related Injuries[18]		N/A	2.2	–	2.3	–	2.2	–
Lost days due to injuries		Days	4,331	–	2,036	–	2,466	–
Number of Lost-time Injuries (Sick Leave > 0 Days)		Number of incidents	98	–	77	–	72	–
Number of Reportable Injuries (Sick Leave > 3 Days)			84	–	61	–	53	–
Number of High-consequence Injuries (Excluding Fatalities)[19]			10	–	0	–	1	–
Rate of High-consequence Injuries (Excluding Fatalities)[20]		N/A	0.2	–	0.0	–	0.0272	–
Lost-time Injury Rate (LTIR)[21]		N/A	2.1	–	1.8	–	2.0	–

Indicators	Unit	Total					
		FY2025/26[2]	%	FY2024/25[2]	%	FY2023/24	%
OCCUPATIONAL HEALTH & SAFETY							
Work-related Ill Health							
Work-related Fatalities as a Result of Work-related Ill Health	Number of incidents	0	–	0	–	0	–
Cases of Recordable Work-related Ill Health		0	–	0	–	0	–
Investment in Occupational Health & Safety							
Total amount invested in employee Occupational Health & Safety	HK$	214,104	–	–	–	–	–
OCCUPATIONAL HEALTH & SAFETY (CONTRACTOR)[22]							
Total Number of Hours Worked	Hours	4,206,540	–	3,953,300	–	6,738,680	–
Total Number of Contractor Workers	Number of contractor workers	16,179	–	15,205	–	25,918	–
Number of ISO Certifications on Health and Safety Management System	Number of certifications	9	–	7	–	6	–
Work-related Fatalities as a Result of Work-related Injury							
Number of Work-related Fatalities	Number of incidents	1[15]	–	0	–	0	–
Work-related Fatality Rate[16]	N/A	0.05	–	0.0	–	0.0	–
Work-related Injuries							
Total Number of Work-related Injury Incidents[17]	Number of incidents	25	–	7	–	10	–
Rate of Recordable Work-related Injuries[18]	N/A	1.2	–	0.354	–	0.297	–
Lost Days due to injuries	Days	1,245	–	1,005	–	1,053	–
Number of Lost-time Injuries (sick leave > 0 days)	Number of incidents	9	–	7	–	10	–
Number of Reportable Injuries (sick leave > 3 days)		9	–	7	–	10	–
Number of High-consequence injuries (Excluding Fatalities)[19]		3	–	3	–	3	–
Rate of High-consequence Injuries (Excluding Fatalities)[20]	N/A	0.143	–	0.152	–	0.0890	–
Lost-time Injury Rate (LTIR)[21]	N/A	0.428	–	0.354	–	0.297	–
Work-related Ill Health							
Work-related Fatalities as a Result of Work-related Ill Health	Number of incidents	0	–	0	–	0	–
Cases of Recordable Work-related Ill Health		0	–	0	–	0	–

Indicators		Unit	Total					
			FY2025/26[2]	%	FY2024/25[2]	%	FY2023/24	%
DIVERSITY								
Governance Body								
Board of Directors	Male	Number and % of people	6	100%	7	100%	9	81.8%
	Female		0	0%	0	0%	2	18.2%
Management Positions								
Senior Management	Male	Number and % of people	9	56.3%	9	52.9%	14	66.7%
	Female		7	43.7%	8	47.1%	7	33.3%
Management	Male		347	59.2%	365	60.0%	360	62.3%
	Female		239	40.8%	243	40.0%	218	37.7%
Non-management positions	Male		1,375	40.6%	1,470	41.1%	1,436	47.8%
	Female		2,010	59.4%	2,104	58.9%	1,566	52.2%
Management Positions in Revenue-generating Functions[23]	Male		57	40.7%	50	51.5%	48	45.7%
	Female		83	59.3%	47	48.5%	57	54.3%
STEM-related Positions by Gender[24]	Male		299	65.7%	301	62.8%	291	63.4%
	Female		156	34.3%	178	37.2%	168	36.6%

Indicators			Central Procurement			Property Services			Nina Hospitality			Project			Total		
			FY2025/26	FY2024/25	FY2023/24	FY2025/26	FY2024/25	FY2023/24	FY2025/26	FY2024/25	FY2023/24	FY2025/26	FY2024/25	FY2023/24	FY2025/26	FY2024/25	FY2023/24
SUPPLY CHAIN MANAGEMENT[25]																	
Total Number of Active Suppliers by Geographic Location[26]	Hong Kong	Number of suppliers	404	385	416	653	352	190	1,818	1,250	1,048	127	161	242	3,002	2,148	1,896
	Mainland China		1	2	1	0	0	0	0	0	0	0	0	0	1	2	1
	Overseas		12	10	13	0	0	0	2	0	0	0	0	0	14	10	13
Sustainable Procurement																	
Number of Suppliers Engaged in Sustainable Procurement		Number of suppliers	20	27	–	0	0	–	485	485	–	18	20	–	523	532	–
Number of Suppliers for Supplier Screening Programme/Desk or On-site Assessments																	
Total Number of Tier-1 Suppliers for Supplier Screening Programme/Desk or On-site Assessments		Number of suppliers	417	397	–	653	352	–	1,818	1,250	–	127	161	–	3,015	2,160	–
Supplier Assessment & Development																	
Suppliers Assessed for Environmental Impacts		Number of suppliers	417	397	430	0	123	32	1,818	1,250	0	127	161	242	2,362[27]	1,931	704
Suppliers Assessed for Social Impacts			417	397	430	0	104	27	1,818	1,250	0	127	161	242	2,362[27]	1,912	699
Number of Suppliers Assessed with Substantial Actual/ Potential Environmental and Social Negative Impacts			0	0	0	0	0	1	0	0	0	0	0	0	0	0	1
Total Number of Suppliers in Capacity Building Programmes			0	0	0	0	0	0	0	1,250	0	66	43	38	66	1,293	38
New Suppliers																	
Number of New Suppliers		Number of suppliers	55	97	157	53	171	8	122	153	23	23	27	6	253	448	194
Number of New Suppliers Screened using Environmental Criteria			55	97	157	53	25	1	122	153	23	23	27	6	253	302	187
Number of New Suppliers Screened using Social Criteria			55	97	157	53	25	1	122	153	23	23	27	6	253	302	187

1 Figures are as of 30 June 2026, unless otherwise stated.
2 These figures include employees of headquarters office, Property Services, Nina Hospitality, and Pine Care.
3 To enhance organisational clarity, the Group completed an internal review of its job grade structure and employee category definitions in FY2023/24.
4 This category includes employees without guaranteed working hours – such as casual, zero-hour contract, and on-call staff – who may be required to work as needed.
5 This figure covers headquarters office and Property Services only. Nina Hospitality's non-guaranteed-hours workforce is tracked on a full-time equivalent basis.
6 The voluntary turnover rate is calculated as "Total number of employees voluntarily leaving employment during the Reporting Period divided by total number of employees as at the end of Reporting Period, multiplied by 100%".
7 The data includes full-time employees only.
8 Includes both current and former employees who underwent performance reviews, resulting in a percentage exceeding 100%.
9 Employee return-to-work rate is calculated as "Total number of employees who returned to work after taking parental leave divided by total number of employees expected to return to work after parental leave, multiplied by 100%".
10 Retention rate of employees who took parental leave is calculated as "Total number of employees retained 12 months after returning to work following parental leave divided by total number of employees returning from parental leave in the prior Reporting Period(s), multiplied by 100%".
11 This data includes both full-time and part-time employees. Training records cover the full duration of the Reporting Period.
12 Figures include both current and former employees who completed training during the Reporting Period, resulting in a percentage exceeding 100%.
13 The average training hours per employee are calculated as "Total number of training hours provided to employees during the Reporting Period divided by total number of employees as at the end of Reporting Period".
14 Absentee days include: (i) work days lost (work-related sick leave), and (ii) non-work-related sick leave (i.e., sick leave not caused by a work-related accident, injury, or illness).
15 The fatal accident occurred at the Tai Po Kau residential development project, where a worker was trapped between a crawler crane and the platform's edge barrier. In the aftermath, our senior management visited the worker's family to offer condolence payments. Construction was suspended to facilitate investigations by the Hong Kong SAR Government institutions. Concurrently, the contractor appointed an independent safety consultant to conduct an accident investigation, with the aim of developing a Safety Improvement Plan. Works resumed only after all investigations were concluded and the proposed on-site improvement measures were deemed satisfactory. The key safety improvements identified include strengthened management systems and the deployment of technologies to support site operations.
16 The rate of fatalities as a result of work-related injury is calculated as "Number of work-related fatalities divided by the total number of hours worked, multiplied by 200,000 hours worked".
17 The number of work-related injury incidents includes both employees or contractors.
18 The rate of recordable work-related injuries is calculated as "Number of recordable work-related injuries divided by number of hours worked, multiplied by 200,000 hours worked".
19 High-consequence injuries are those injuries from which employees cannot, do not, or are not expected to fully recover to their pre-injury health status within six months.
20 The rate of high-consequence work-related injuries (excluding fatalities) is calculated as "Number of high-consequence work-related injuries (excluding fatalities) divided by number of hours worked, multiplied by 200,000 hours worked".
21 The lost-time injury rate (LTIR) is calculated as "Number of lost-time injuries divided by number of hours worked, multiplied by 200,000 hours worked".
22 Includes data from all construction sites fully owned by the Group.
23 Revenue-generating functions include Sales, Leasing and Business Development.
24 STEM refers to Science, Technology, Engineering, and Mathematics. STEM-related positions include roles in Accounting, Audit, Building Services, Engineering, Environmental, Finance, Health & Safety, Information Technology, and Sustainability/ESG.
25 Suppliers refer to entities or individuals engaged in a direct commercial relationship with the Group for the provision of goods or services within the Reporting Period.
26 Supplier counts by geographic location represent Tier-1 suppliers only, effective FY2024/25. Active suppliers refers to suppliers with business relationships across business units during the Reporting Period.
27 The environmental and social impact assessments for the Property Services Department have been completed by Central Procurement. As a result, the number of suppliers evaluated by Central Procurement for environmental and social impact has increased compared to the previous Reporting Period.

Sustainability Awards & Recognition

Below is a selection of our sustainability-related awards and recognitions. For further details on Chinachem Group's awards and recognitions, please visit our website (chinachemgroup.com/awards/).

Excellence in Sustainability

Awards or Certifications	Issuing Authorities
AM730 ESG Green Development & Carbon Neutrality Awards 2025 • Outstanding Sustainability Enterprise Award (Non-listed Company – Property)	AM730, The Institute of ESG & Benchmark and Institute of Financial Technologists of Asia
CarbonCare ESG Label 2025 • Continuous Commitment to Carbon Reduction and Best Practice in ESG Reporting	Community Green Academy
CLP Smart Energy Award 2025 • Energy Management Awards (Commercial)	CLP Power Hong Kong Limited
Energywi$e Certificate • Excellent: Headquarters, 15 managed hotels, properties and residence • Good: 8 managed properties • Basic: 3 managed properties	Environmental Campaign Committee
ESG Achievement Awards 2024/2025 • Outstanding ESG Awards (Non-Listed Company) – Diamond Award • Outstanding Sustainable Vision Award – Distinction Award	The Institute of ESG & Benchmark
ESG Leading Enterprises 2025 • ESG Leading Enterprise (Non-listed Enterprises Category)	Bloomberg Businessweek/Chinese Edition
FinanceAsia Achievement Awards 2025 • Best Sustainable Finance Deal | Chinachem Group's Triple-themed Syndicated Loan	FinanceAsia

Awards or Certifications	Issuing Authorities
Global Real Estate Sustainability Benchmark 2025 • 5-star Rating • Global Sector Leader • Regional Sector Leader	Global Real Estate Sustainability Benchmark
Green Building Award 2025 • Green Building Leadership Category (Developers) – Pioneer Award • New Building Category (Completed Projects: Residential) – Grand Award | ECHO HOUSE • Existing Building Category (Completed Projects: Commercial) – Merit Award | Nina Park • Existing Buildings Category (Facilities Management) – Merit Award | Hong Kong's First Zero-Carbon Chiller System Project at Nina Tower • New Buildings Category: Residential – Special Citation on United Nations Sustainable Development Goals | ECHO HOUSE • Existing Buildings Category: Commercial – Special Citation on United Nations Sustainable Development Goals | Nina Park • New Buildings Category (Projects Under Construction and/or Design) – Finalist | Tung Chung Traction Substation Property Development	Hong Kong Green Building Council and The Professional Green Building Council
HKEJ Corporate Brand Awards of Excellence 2025 • Excellence in Green Building Technology Application Award	Hong Kong Economic Journal
HKEJ Corporate Brand Awards of Excellence 2026 • Excellence in Community Placemaking Award	Hong Kong Economic Journal

Awards or Certifications	Issuing Authorities
HKEJ ESG & Sustainability Awards of Excellence 2025 • Excellence in ESG Sustainable Enterprise Award (Non-listed Company)	Hong Kong Economic Journal
HKMA Best Annual Reports Awards 2025 • Excellence Award in Environmental, Social and Governance Reporting	The Hong Kong Management Association
HKMA Sustainability Award 2025 • Distinction Award • Excellence in Economic Sustainability Initiative	The Hong Kong Management Association
Hong Kong Green and Sustainability Contribution Awards 2026 • Sustainability Facility Advocate – Promoting Barrier-free Facilities Certificate | Nina Park	Hong Kong Quality Assurance Agency
Hong Kong Green and Sustainable Finance Awards 2025 • Outstanding Award for Green and Sustainable Loan Issuer (Real Estate Industry) – Visionary Green and Social Loan Framework and Sustainability-linked Loan Performance Metrics • Outstanding Award for Excellent Climate Disclosure Contribution	Hong Kong Quality Assurance Agency
Hong Kong Green and Sustainable Innovation & Technology Contributions Awards 2025 • Pioneer Award for Excellent Contribution to Livable City Living (Promote Silver–friendly Community)	Hong Kong Quality Assurance Agency
Hong Kong Outstanding Green Management Award 2025 • Gold Award | Nina Hotel Causeway Bay • Gold Award | Nina Hotel Kowloon East • Gold Award | Lodgewood Mongkok	Greeners Action
Hubexo Asia Awards 2025 • Elite Awards	BCI Central
IAQwi$e Certificate • Excellent: Headquarters, 9 managed hotels, properties and residences • Good: 4 managed properties • Basic: 1 managed property	Environmental Campaign Committee

Awards or Certifications	Issuing Authorities
iRecycle Sustainability Award • Diamond Award	Irecycle Charity Foundation
MI x HSU ESG Award 2025 • ESG Excellent Performance Award	Master Insight and The Hang Seng University of Hong Kong
MiC/MiMEP Achievement Award 2025 • Outstanding MiC Project (Design) | Tung Chung Traction Substation Residential Development • Outstanding MiMEP Project (Design) | Lee Garden Eight	Construction Industry Council
Ming Pao ESG Award 2026: • Outstanding ESG Award – Non-listed Company (Property) • Outstanding Decarbonisation Award	Ming Pao
Quality Building Awards 2026 • Hong Kong Residential (Single Building) – Merit | ECHO HOUSE	The Hong Kong Institute of Housing QBA 2026 Chairing Organisation, BEAM Society Limited, The Hong Kong Construction Association, The Hong Kong Institute of Architects, The Hong Kong Institute of Construction Managers, The Hong Kong Institution of Engineers, The Hong Kong Institute of Surveyors, The Hong Kong Quality Assurance Agency, The Hong Kong Chapter of International Facility Management Association, and The Real Estate Developers Association of Hong Kong
Quality Water Supply Scheme for Buildings – Flushing Water • Gold Certificate: 10 managed properties • Silver Certificate: 6 managed hotels, properties and residences • Blue Certificate: 8 managed hotels, properties and residences	Water Supplies Department, Hong Kong SAR Government

Awards or Certifications	Issuing Authorities
Quality Water Supply Scheme for Buildings – Fresh Water (Management System) • Gold Certificate: 14 managed hotels, properties and residences • Silver Certificate: 5 managed hotels, properties and residences • Blue Certificate: 17 managed hotels, properties and residences	Water Supplies Department, Hong Kong SAR Government
The MARKies AWARDS 2026 • Best Idea (Sustainability Marketing) – Bronze | D·PARK's Gachapon Christmas Carnival	Marketing-Interactive
TVB ESG Awards 2025 • Best in ESG Practices (Non-listing companies) • Best in ESG Report (Non-listing companies) • ESG Environmental Innovative Technology Award	Television Broadcasts Limited
UNSDG Achievement Awards Hong Kong 2025 • Grand Award • Organisation Awards – Gold • Individual SDG Award – Goal 17: Partnerships for the Goals | CCG Hearts Rewards Programme • Individual SDG Award – Goal 4: Quality Education | Nina Park	Green Council
Wastewi$e Certificate • Excellent: Headquarters, 13 managed hotels, properties and residences • Good: 9 managed properties • Basic: 4 managed properties	Environmental Campaign Committee
WebAwards 2025 • Outstanding Website | Chinachem Group Sustainability Report 2023-2024 Website	Web Marketing Association

Excellence in Service Quality

Awards or Certifications	Issuing Authorities
2026 Outstanding QTS Merchant Service Staff Awards • Outstanding QTS Merchant Awards (Western Cuisine) – Bronze Award | I-O-N Wong Chuk Hang & Kwun Tong	Hong Kong Tourism Board
Agoda Gold Circle Award 2025 • Nina Hotel Tsuen Wan West	Agoda.com
Experiential Marketing Brilliance Award 2025 • Top 10 Shopping Malls| Central Market	Metro Finance FM 104
Hubexo Asia Awards 2025 • Top Ten Developers	BCI Central
Marketing Event Awards 2025 • Best Mall Event – Gold • Best Mall Event – Bronze| Lucky Plaza • Best Event – Gamification (Gold) • Best Event – Public Awareness (Bronze) | Central Market & D·PARK	Marketing-Interactive
Marketing Excellence Awards 2025 • Excellence in Customer Experience – Silver	Marketing-Interactive
MUSE Design Awards 2025 • Residential Landscape Design – Gold Winner | IN ONE • Small-Scale Landscape Project – Gold Winner | WHITESAND COVE	International Awards Associate
Real Estate Asia Awards 2025 • Residential Development of the Year (Hong Kong) | IN ONE	Charlton Media Group
Privacy-Friendly Awards Gold | Nina Hospitality	Office of the Privacy Commissioner for Personal Data

Awards or Certifications	Issuing Authorities
SHTM IMPACT Award 2025 for Service Excellence – Hotel Industry • Nina Hotel Causeway Bay	School of Hotel and Tourism Management, The Hong Kong Polytechnic University
Shopping Mall Awards 2024-25 • My Favourite New Generation Family Leisure Hotspot Shopping Mall | D·PARK • My Favourite Lifestyle Shopping Mall | NINA MALL • My Favourite Revitalisation and Conservation Project | Central Market • Top 20 of My Favourite Shopping Mall Events | Papillons Square	U Lifestyle and U Magazine
TripAdvisor Traveller's Choice Award 2025 • I-O-N Kwun Tong • I-O-N Wong Chuk Hang	Tripadvisor
U Favourite Food Awards 2025 • U Favourite Hotel Chinese Restaurant | RÚ	U Lifestyle
U Travel Awards 2025 • My Favourite Local Destination (Art and Culture) | Central Market	U Lifestyle
VEGA Digital Awards 2025 • Website & Mobile Sites (Single) Best User Interface – Gold Winner • Website & Mobile Sites (Single) Corporate Social Responsibility – Gold Winner	International Awards Associate
w3 Awards 2025 • General Websites (Environmental & Sustainability) – Gold Winner	Academy of Interactive and Visual Arts

Excellence in the Workplace

Awards or Certifications	Issuing Authorities
2025 Partner Employer Award • CCG Property Services • Nina Hospitality	The Hong Kong General Chamber of Small and Medium Business
24th Hong Kong Occupational Safety and Health Award • OSH Report Award – Merit Award | CCG Property Services Limited	Occupational Safety and Health Council and the Labour Department, Hong Kong SAR Government
Caring Company Scheme 2024/25 • Leading Performance	Hong Kong Council of Social Service
Employee Excellence Awards 2026 • Best ESG Strategy Award • Best Employee Communication Award	Human Resources Online
ERB Manpower Developer Award Scheme • Manpower Developer	Employees Retraining Board
Good MPF Employer Award 2024-25	Mandatory Provident Fund Schemes Authority
LinkedIn Talent Awards 2025 • Best Employer Brand on LinkedIn – Gold • Learning Rising Star	LinkedIn
Racial Diversity & Inclusion Employers Award Scheme • Racial Equity in Hiring Award – Silver Award • Inclusive Workplace Award – Bronze Award	Equal Opportunities Commission
The 7th Elderly Care Services Employee Awards ceremony • Talent Excellence Award | New Pine Care Centre	The Elderly Services Association of Hong Kong and Hong Kong Employment Development Service
The Hong Kong HR Awards 2025/26 • Employer Of The Year • Employee Health & Safety Award	Jobsdb by SEEK

Charters, Pledges & Membership

Name of Charter/Pledge	Organisation(s)
4T Charter	Environment and Ecology Bureau and Electrical and Mechanical Services Department, Hong Kong SAR Government
Charter on External Lighting	Environment and Ecology Bureau, Hong Kong SAR Government
Cherish Water Charter ECH2O	Water Supplies Department, Hong Kong SAR Government and Green Council
EatSmart Restaurant	Department of Health, Hong Kong SAR Government
Earth Hour Pledge	World Wide Fund for Nature Hong Kong
Energy Saving Charter	Electrical and Mechanical Services Department, Hong Kong SAR Government
Food Wise Charter	Environment and Ecology Bureau, Hong Kong SAR Government
Food Wise Eateries Scheme	Environmental Protection Department, Hong Kong SAR Government
Good Employer Charter 2026	Labour Department, Hong Kong SAR Government
Green Shop	Green Council
Halal Certification	The Incorporated Trustees of the Islamic Community Fund of Hong Kong
Heart Caring Charter	Occupational Safety and Health Council
Hong Kong Green Day – Green Pledge	Green Council
Hong Kong Green Day – Green Restaurant	Green Council
Joyful@Healthy Workplace	Occupational Safety and Health Council
Mental Health Workplace Charter	Labour Department, Hong Kong SAR Government, Department of Health, Hong Kong SAR Government and Occupational Safety and Health Council
No Shark Fin Restaurant Pledge	World Wide Fund for Nature Hong Kong
The Racial Diversity & Inclusion Charter for Employers	Equal Opportunities Commission

Nature of Membership	Name of Organisation/Association
Ordinary Member	Asian Corporate Coalition for Climate Change Resilience
Council Member	Business Environment Council
Coral Member	Caring Company's Patron's Club
Real Estate Member	Global Real Estate Sustainability Benchmark
Gold Member	Green Council
Corporate Member	Hong Kong Association of Gerontology
Member	Hong Kong General Chamber of Commerce
Platinum Patron Member	Hong Kong Green Building Council
Member	Hong Kong Hotels Association
Corporate Member	The American Chamber of Commerce (Hong Kong)
Corporate Member	The Elderly Services Association of Hong Kong
Member	The Federation of Hong Kong Hotel Owners
Sunlight Member	The Green Earth
Full Member	The Hong Kong Association of Property Management Companies Limited
Member	The Hong Kong Green Finance Association
Member	The Hong Kong Security Association
Corporate Member	The Singapore Chamber of Commerce (Hong Kong)
Early Adopter	The Taskforce on Nature-related Financial Disclosures
Gold Level Member	U.S. Green Building Council
Silver Member	World Wide Fund for Nature Hong Kong
Member	World Wide Fund Sustainable Seafood Business Membership Programme

Content Index

GRI Standards and HKEX ESG Reporting Code Content Index[1]

GRI Standards Disclosure/ Topic Disclosed	GRI Standards	HKEX ESG Code	Description	Reference sections & Remarks
GRI 2: General Disclosures 2021				
The Organisation and its Reporting Practices	2-1	–	Organisational details	About This Report About Chinachem Group Chinachem Group Corporate Website – About Us; Business
	2-2	MD 15	Entities included in the organisation's sustainability reporting	About This Report
	2-3	4 (1)	Reporting period, frequency and contact point	About This Report This Report was published online in October 2026 and can be found on Chinachem Group's dedicated Sustainability Report website.
	2-4	11 (2) 11 (4)	Restatements of information	Appendix – Performance Data Restatements of information, where applicable, are clearly indicated in the relevant footnotes.
	2-5	9	External assurance	Appendix – Verification Statement
Activities and Workers	2-6	–	Activities, value chain and other business relationships	About This Report About Chinachem Group Leadership & Strong Financials – Supply Chain Management Chinachem Group Corporate Website – About Us; Business
	–	KPI B5.1	Number of suppliers by geographical region	Appendix – Performance Data Leadership & Strong Financials – Supply Chain Management
	2-7	KPI B1.1	Employees	Driving Shared Social Values – Fulfilled Employees – Human Capital Appendix – Performance Data
	2-8	–	Workers who are not employees	Driving Shared Social Values – Fulfilled Employees Appendix – Performance Data
Governance	2-9	–	Governance structure and composition	Leadership & Strong Financials Chinachem Group Corporate Website – About Us; Governance
	2-10	–	Nomination and selection of the highest governance body	
	2-11	–	Chair of the highest governance body	
	2-12	MD13	Role of the highest governance body in overseeing the management of impacts	
	2-13	MD13	Delegation of responsibility for managing impacts	
	2-14	MD13	Role of the highest governance body in sustainability reporting	
	2-15	–	Conflicts of interest	Leadership & Strong Financials – Business Ethics & Integrity The Group has adopted the Conflict of Interest Policy.
	2-16	–	Communication of critical concerns	Leadership & Strong Financials – Business Ethics & Integrity The Group has adopted the Whistle-blowing Policy.
	2-17	19 (a) (i)	Collective knowledge of the highest governance body	The Group equips the Board and senior management with the knowledge and skills to effectively identify, assess, and manage sustainability and climate-related risks and opportunities, while continuing to advance internal governance capabilities.
	2-18	–	Evaluation of the performance of the highest governance body	Leadership & Strong Financials – Building our High Standards of ESG Governance
Governance	2-19	–	Remuneration policies	Climate-related considerations are integrated into the Group's remuneration framework. Annual carbon reduction performance and sustainability-linked loan targets (based on business units' energy consumption) are incorporated into corporate KPIs and senior management performance assessments, reinforcing climate accountability.
	2-20	–	Process to determine remuneration	Relevant information is not currently available. The Group will explore the feasibility of disclosing further details.
	2-21	–	Annual total compensation ratio	
	–	MD 13	ESG-related governance structure	Leadership & Strong Financials – Building our High Standards of ESG Governance

[1] Note: General Disclosure (GD) / Mandatory Disclosure (MD) / Key Performance Indicator (KPI)

GRI Standards Disclosure/ Topic Disclosed	GRI Standards	HKEX ESG Code	Description	Reference sections & Remarks
GRI 2: General Disclosures 2021				
Strategy, Policies and Practices	2-22	MD 13 (ii)	Statement on sustainable development strategy	Message from the CEO CCG Vision 2030: Sustainability Roadmap Looking Ahead
	2-23	12 (i)	Policy commitments	Leadership & Strong Financials – Our Sustainability-related Policies & Guidelines The Group is currently reviewing the feasibility of making relevant policy commitments publicly available.
	2-24	12 (i)	Embedding policy commitments	
	2-25	–	Processes to remediate negative impacts	Leadership & Strong Financials – Building our High Standards of ESG Governance; Stakeholder Engagement & Double Materiality Assessment; Integrating Internal Control for Managing Sustainability Risks; Business Ethics & Integrity The Group has adopted the Whistle-blowing Policy.
	2-26	–	Mechanisms for seeking advice and raising concerns	
	2-27	12 (ii)	Compliance with laws and regulations	During the Reporting Period, the Group identified one substantiated case of non-compliance relating to data privacy at its subsidiary, Hop On, which was properly addressed. However, the Group has not been subject to any fines or non-monetary sanctions under applicable laws and regulations.
	2-28	–	Membership associations	Appendix – Charters, Pledges & Memberships
Stakeholder Engagement	2-29	MD 14	Approach to stakeholder engagement	Leadership & Strong Financials – Stakeholder Engagement & Double Materiality Assessment
	2-30	–	Collective bargaining agreements	The Group does not have any formal collective bargaining agreements in place. All employees have the right and freedom to form and join trade unions.
GRI 3: Material Topics 2021				
Disclosures on Material Topics	3-1	MD 14 MD 15	Process to determine material topics	Leadership & Strong Financials – Stakeholder Engagement & Double Materiality Assessment
	3-2	MD 14	List of material topics	
Topic-specific disclosures				
Economic				
Economic Performance 2016	3-3	–	Management of material topics	Related information is not disclosed. The Group will explore the feasibility of disclosing further information in the future.
	201-1	–	Direct economic value generated and distributed	About Chinachem Group Relevant information is selectively disclosed, with certain details withheld due to confidentiality considerations.
	201-2	–	Financial implications and other risks and opportunities due to climate change	Sustainable Outcomes – Build Better; Operate Efficiently; Climate Action
	201-3	–	Defined benefit plan obligations and other retirement plans	Relevant information is not currently available. The Group will explore the feasibility of disclosing further details.
	201-4	–	Financial assistance received from the government	

GRI Standards Disclosure/ Topic Disclosed	GRI Standards	HKEX ESG Code	Description	Reference sections & Remarks
GRI 3: Material Topics 2021				
Indirect Economic Impacts 2016	3-3	–	Management of material topics	Leadership & Strong Financials – Stakeholder Engagement & Double Materiality Assessment
	203-1	–	Infrastructure investments and services supported	Sustainable Outcomes – Invest Smarter; Build Better Driving Shared Social Values – Connected Communities
	203-2	–	Significant indirect economic impacts	Driving Shared Social Values – Fulfilled Employees – Embracing Silver Vibrancy, Championing Active Ageing
Anti-corruption 2016	3-3	Aspect B7 GD	Management of material topics	Leadership & Strong Financials
	205-1	KPI B7.1	Operations assessed for risks related to corruption	Leadership & Strong Financials – Business Ethics & Integrity CCG has performed internal audits that included assessments of anti-corruption and anti-bribery controls. The Group will evaluate the feasibility of providing more detailed quantitative disclosures on operations assessed for corruption-related risks in future reporting cycles. There were no concluded legal cases regarding corrupt practices brought against CCG or its employees during the Reporting Period.
	205-2	KPI B7.3	Communication and training about anti-corruption policies and procedures	Leadership & Strong Financials – Business Ethics & Integrity Driving Shared Social Values – Fulfilled Employees – A Future-ready Workforce Appendix – Performance Data
	205-3	KPI B7.1	Confirmed incidents of corruption and actions taken	Leadership & Strong Financials – Business Ethics & Integrity There were no concluded legal cases regarding corrupt practices brought against the Group or its employees during the Reporting Period.
	–	KPI B7.2	Description of whistle-blowing procedures, how preventive measures and whistleblowing is implemented and monitored	Leadership & Strong Financials – Business Ethics & Integrity
Environmental				
Biodiversity 2024	3-3	Aspect A3 GD	Management of material topics	Leadership & Strong Financials – Our Sustainability-related Policies & Guidelines Sustainable Outcomes
	101-1	Aspect A3 GD	Policies to halt and reverse biodiversity loss	Leadership & Strong Financials – Our Sustainability-related Policies & Guidelines
	101-2	KPI A3.1	Management of biodiversity impacts	Sustainable Outcomes – Operate Efficiently; Climate Action; Biodiversity Conservation
	101-4		Identification of biodiversity impacts	
	101-5		Locations with biodiversity impacts	

GRI Standards Disclosure/ Topic Disclosed	GRI Standards	HKEX ESG Code	Description	Reference sections & Remarks
GRI 3: Material Topics 2021				
Climate Change 2025	3-3	–	Management of material topics	Sustainable Outcomes
	102-1	22 (a) (iii)	Transition plan for climate change mitigation	Sustainable Outcomes – Operate Efficiently; Climate Action
	102-2	22 (a) (ii)	Climate change adaptation plan	
	102-3	–	Just transition	The specific details have not been disclosed for the current reporting period.
	102-4	37	GHG emissions reduction targets and progress	Sustainable Outcomes – Operate Efficiently; Climate Action Appendix – Performance Data Our selected base year for CCG 3050+ Roadmap is in alignment with the SBTi criteria and has been validated by SBTi. CCG is progressing towards its net-zero by 2050 target under the new SBTi standard, with validation of its net-zero targets in progress.
	102-5	28 (a)	Scope 1 GHG emissions	
	102-6	28 (b)	Scope 2 GHG emissions	
	102-7	28 (c)	Scope 3 GHG emissions	
	102-8	–	GHG emissions intensity	
	102-9	–	GHG removals in the value chain	CCG previously reported Scope 3 greenhouse gas emissions under Category 2: Capital Goods and Category 13: Downstream Leased Assets, covering activities under Property Services and Nina Hospitality (one serviced apartment). In FY2025/26, the Group further expanded its Scope 3 reporting to include Category 5: Waste Generated in Operations. CCG is actively collecting energy consumption data from construction sites in collaboration with contractors as specified in contractual agreements, conducting energy audits, and gathering energy usage information from tenants. Efforts are ongoing to enhance the data collection mechanisms to support more comprehensive and accurate disclosures in the future.
	102-10	40 (e)	Carbon credits	CCG does not currently plan to purchase or utilise carbon credits to offset greenhouse gas emissions.
Energy 2025	3-3	Aspect A2 GD Aspect A3 GD	Management of material topics	Sustainable Outcomes
	103-1	KPI A2.3	Energy policies and commitments	Sustainable Outcomes – Operate Efficiently Leadership & Strong Financials – Our Sustainability-related Policies & Guidelines
	103-2	KPI A2.1	Energy consumption and self-generation within the organization	Sustainable Outcomes – Operate Efficiently Appendix – Performance Data
	103-3	–	Upstream and downstream energy consumption	Sustainable Outcomes Appendix – Performance Data CCG is actively collecting energy consumption data from construction sites in collaboration with contractors as specified in contractual agreements, conducting energy audits, and gathering energy usage information from tenants. Efforts are ongoing to enhance the data collection mechanisms to support more comprehensive and accurate disclosures in the future.
	103-4	KPI A2.1	Energy intensity	Sustainability Performance at a Glance Sustainable Outcomes – Operate Efficiently Appendix – Performance Data
	103-5	KPI A2.3	Reduction in energy consumption	Sustainable Outcomes – Operate Efficiently
Materials 2016	3-3	Aspect A2 GD Aspect A3 GD	Management of material topics	Leadership & Strong Financials – Our Sustainability-related Policies & Guidelines Sustainable Outcomes
	301-1	KPI A2.5	Materials used by weight or volume	Packaging material usage is currently not material to our core operations, as our businesses do not involve significant production or distribution of packaged goods.
Water and Effluents 2018	3-3	Aspect A2 GD Aspect A3 GD	Management of material topics	Sustainable Outcomes
	303-1	–	Interactions with water as a shared resource	
	303-2	–	Management of water discharge-related impacts	Sustainable Outcomes – Operate Efficiently
	303-3	–	Water withdrawal	In this Report, this refers to water sourced from Hong Kong SAR Government's WSD for direct use in the Group's operations, including flushing, cleaning, and freshwater cooling towers. The primary source of water is municipal water supplied by the local water supply authority. CCG does not directly extract surface water or groundwater. As a result, a detailed breakdown of water withdrawal by source (e.g. surface water, groundwater, etc.) is considered not applicable.
	303-4	–	Water discharge	Sustainable Outcomes – Operate Efficiently – Water Management CCG Vision 2030: Sustainability Roadmap Appendix – Performance Data The Group does not have any issue in sourcing water that is fit for purpose.
	303-5	KPI A2.2	Water consumption	
	–	KPI A2.4	Water sourcing and water efficiency	
Emissions 2016	3-3	Aspect A1 GD Aspect A3 GD	Management of material topics	Sustainable Outcomes There were no identified violations/incidents of environmental non-compliance that had a significant impact on CCG during the Reporting Period.
	305-6	–	Emissions of ozone-depleting substances (ODS)	Relevant information is not currently available. The Group will explore the feasibility of disclosing further details.
	305-7	KPI A1.1	Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	Appendix – Performance Data

GRI Standards Disclosure/ Topic Disclosed	GRI Standards	HKEX ESG Code	Description	Reference sections & Remarks
GRI 3: Material Topics 2021				
Waste 2020	3-3	Aspect A1 GD Aspect A3 GD	Management of material topics	Sustainable Outcomes Leadership & Strong Financials – Our Sustainability-related Policies & Guidelines There were no identified violations/incidents of environmental non-compliance that had a significant impact on CCG during the Reporting Period.
	306-1	–	Waste generation and significant waste-related impacts	All hazardous waste generated from our operations is collected, transported, and treated by licensed and certified contractors in compliance with applicable environmental regulations. Given the nature of our businesses, the volume of hazardous waste is minimal and not considered material to our operations. Nonetheless, we remain committed to ensuring its safe and responsible disposal. In terms of non-hazardous waste, we are actively reviewing our waste management processes to identify opportunities for reduction. While formal reduction targets have not yet been established, we are in the process of collecting baseline data and assessing key waste streams. This will inform the development of measurable, time-bound non-hazardous waste reduction targets in the upcoming reporting period. In the interim, we continue to implement waste segregation, recycling initiatives, and employee awareness campaigns to minimise our impact. Sustainable Outcomes – Operate Efficiently – Waste Management; Climate Action; Biodiversity Conservation
	306-2	KPI A1.6 KPI A3.1	Management of significant waste-related impacts	
	306-3	KPI A1.3 KPI A1.4	Waste generated	Appendix – Performance Data
	306-4		Waste diverted from disposal	Sustainable Outcomes – Operate Efficiently Appendix – Performance Data
	306-5		Waste directed to disposal	Appendix – Performance Data
Supplier Environmental Assessment 2016	3-3	–	Management of material topics	Sustainable Outcomes Leadership & Strong Financials – Supply Chain Management
	–	Aspect B5 GD	Policies on managing environmental risk in supply chains	Leadership & Strong Financials – Our Sustainability-related Policies & Guidelines; Supply Chain Management
	308-1	–	New suppliers that were screened using environmental criteria	Appendix – Performance Data
	308-2	–	Negative environmental impacts in the supply chain and actions taken	Appendix – Performance Data
	–	KPI B5.3	Practices used to identify environmental risks along the supply chain	Leadership & Strong Financials – Supply Chain Management
	–	KPI B5.4	Practices used to promote environmentally preferable products and services when selecting suppliers	Leadership & Strong Financials – Supply Chain Management Sustainable Outcomes – Build Better; Operate Efficiently; Climate Action; Biodiversity Conservation

GRI Standards Disclosure/ Topic Disclosed	GRI Standards	HKEX ESG Code	Description	Reference sections & Remarks
GRI 3: Material Topics 2021				
Social				
Employment 2016	3-3	Aspect B1 GD	Management of material topics	Driving Shared Social Values – Fulfilled Employees – Human Capital; Embracing Diversity, Equity & Inclusion; Dedication to Occupational Health, Safety & Well-Being
	401-1	KPI B1.2	New employee hires and employee turnover	Appendix – Performance Data The data includes full-time employees only. The Group will consider the feasibility of disclosing further information for other employees in the future.
	401-2	Aspect B1 GD	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Driving Shared Social Values – Fulfilled Employees – Human Capital
	401-3	–	Parental leave	Driving Shared Social Values – Fulfilled Employees – Human Capital; Embracing Diversity, Equity & Inclusion Appendix – Performance Data Female employees under a continuous employment relationship with the Group are entitled to 14 consecutive weeks of maternity leave for each pregnancy. Male employees under a continuous employment relationship are entitled to five working days of paternity leave for each child born.
Occupational Health and Safety 2018	3-3	Aspect B2 GD	Management of material topics	Driving Shared Social Values – Fulfilled Employees – Human Capital; Embracing Diversity, Equity & Inclusion; Dedication to Occupational Health, Safety & Well-Being
	403-1	KPI B2.3	Occupational health and safety management system	Driving Shared Social Values – Fulfilled Employees – Dedication to Occupational Health, Safety & Well-Being Leadership & Strong Financials – Integrating Internal Control for Managing Sustainability Risks
	403-2	Aspect B2 GD	Hazard identification, risk assessment, and incident investigation	
	403-3	KPI B2.3	Occupational health services	
	403-4	KPI B2.3	Worker participation, consultation, and communication on occupational health and safety	
	403-5	KPI B2.3	Workers training on occupational health and safety	
	403-6	KPI B2.3	Promotion of worker health	
	403-7	KPI B5.3	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	
	403-8	KPI B2.3	Workers covered by an occupational health and safety management system	
	403-9	KPI B2.1 KPI B2.2	Work-related fatalities and injuries	Driving Shared Social Values – Fulfilled Employees – Dedication to Occupational Health, Safety & Well-Being Appendix – Performance Data
	403-10	KPI B2.1 KPI B2.2	Work-related ill health	Appendix – Performance Data

GRI Standards Disclosure/ Topic Disclosed	GRI Standards	HKEX ESG Code	Description	Reference sections & Remarks
GRI 3: Material Topics 2021				
Training and Education 2016	3-3	–	Management of material topics	Driving Shared Social Values – Fulfilled Employees
	–	Aspect B3 GD	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	Leadership & Strong Financials – Our Sustainability-related Policies & Guidelines Driving Shared Social Values – Fulfilled Employees – A Future-ready Workforce
	404-1	KPI B3.2	Average hours of training per year per employee	Driving Shared Social Values – Fulfilled Employees – Embracing Diversity, Equity & Inclusion; A Future-ready Workforce Appendix – Performance Data
	404-2	–	Programs for upgrading employee skills and transition assistance programs	Driving Shared Social Values – Fulfilled Employees – Embracing Diversity, Equity & Inclusion; A Future-ready Workforce; Dedication to Occupational Health, Safety & Well-Being
	404-3	–	Percentage of employees receiving regular performance and career development reviews	Appendix – Performance Data
	–	KPI B3.1	The percentage of employees trained by gender and employee category	Appendix – Performance Data Driving Shared Social Values – Fulfilled Employees – Embracing Diversity, Equity & Inclusion; A Future-ready Workforce
Diversity and Equal Opportunity 2016	3-3	Aspect B1 GD	Management of material topics	Driving Shared Social Values – Fulfilled Employees – Embracing Diversity, Equity & Inclusion
	405-1	–	Diversity of governance bodies and employees	Driving Shared Social Values – Fulfilled Employees – Embracing Diversity, Equity & Inclusion Appendix – Performance Data
	405-2	–	Ratio of basic salary and remuneration of women to men	The Group applies a consistent Staff Reward and Grading Policy to all employees, regardless of gender, age, religion, origin, disability, or sexual orientation, with the aim of ensuring equitable remuneration and benefits based on role, responsibilities, and performance. At present, the ratio of basic salary and remuneration of women to men is not disclosed due to confidentiality considerations.
Non-discrimination 2016	3-3	Aspect B1 GD	Management of material topics	Driving Shared Social Values – Fulfilled Employees – Embracing Diversity, Equity & Inclusion Leadership & Strong Financials – Business Ethics & Integrity
	406-1	–	Incidents of discrimination and corrective actions taken	There were no confirmed incidents, non-compliances, or grievances during the Reporting Period. Appendix – Performance Data

GRI Standards Disclosure/ Topic Disclosed	GRI Standards	HKEX ESG Code	Description	Reference sections & Remarks
GRI 3: Material Topics 2021				
Child Labour 2016 Forced or Compulsory Labour 2016	3-3	–	Management of material topics	Driving Shared Social Values – Fulfilled Employees – Human Capital
	–	Aspect B4 GD	Policies and compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour	The Group has implemented several key policies, including Group Human Resources Management Policy, Staff Recruitment Policy, Employment Termination Policy and Supplier Code of Conduct. Leadership & Strong Financials – Our Sustainability-related Policies & Guidelines; Business Ethics & Integrity; Supply Chain Management Driving Shared Social Values – Fulfilled Employees – Human Capital
	–	KPI B4.1	Description of measures to review employment practices to avoid child and forced labour	The Group has implemented several key policies, including Group Human Resources Management Policy, Supplier Code of Conduct and Whistle-blowing Policy. The Group has implemented robust recruitment and employment practices to prevent the use of child and forced labour. As part of our hiring process, all candidates are required to present valid identification and proof of age to ensure compliance with legal minimum age requirements. Employment terms and conditions, including job responsibilities, compensation, working hours, and termination clauses, are clearly communicated and mutually agreed upon prior to onboarding. Leadership & Strong Financials – Business Ethics & Integrity; Supply Chain Management Driving Shared Social Values – Fulfilled Employees – Human Capital
	–	KPI B4.2	Description of steps taken to eliminate such practices when discovered	The Group has implemented several key policies, including Group Human Resources Management Policy, Supplier Code of Conduct and Whistle-blowing Policy. The Group strictly prohibits the employment of any child or forced labour. In our recruitment process, all candidates are required to provide their valid identification documents and all terms and conditions in the employment contract are clearly communicated to the candidate. To further safeguard against any violations, the Group has implemented internal monitoring systems and a formal whistle-blowing mechanism. This channel allows employees and stakeholders to confidentially report any suspected misconduct, including labour rights violations, without fear of retaliation. All reported cases are investigated promptly and thoroughly. No incidents of child or forced labour were identified during the Reporting Period. If such practices are discovered, the Group will take immediate corrective actions, which may include terminating the employment or supplier relationship, reporting the matter to relevant authorities, and reviewing internal controls to prevent recurrence. Leadership & Strong Financials – Business Ethics & Integrity; Supply Chain Management Driving Shared Social Values – Fulfilled Employees – Human Capital

GRI Standards Disclosure/ Topic Disclosed	GRI Standards	HKEX ESG Code	Description	Reference sections & Remarks
GRI 3: Material Topics 2021				
	408-1	–	Operations and suppliers at significant risk for incidents of child labour	Driving Shared Social Values – Fulfilled Employees – Human Capital Leadership & Strong Financials – Our Sustainability-related Policies & Guidelines; Business Ethics & Integrity; Supply Chain Management The Group has implemented robust recruitment and employment practices to prevent the use of child and forced labour. As part of our hiring process, all candidates are required to present valid identification and proof of age to ensure compliance with legal minimum age requirements. Employment terms and conditions, including job responsibilities, compensation, working hours, and termination clauses, are clearly communicated and mutually agreed upon prior to onboarding.
	409-1	–	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Driving Shared Social Values – Fulfilled Employees – Human Capital Leadership & Strong Financials –Business Ethics & Integrity; Supply Chain Management The Group's operations are not considered to pose a significant risk of incidents of forced or compulsory labour.
Local Communities 2016	3-3	–	Management of material topics	Driving Shared Social Values – Connected Communities
	–	Aspect B8 GD	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	The Group has adopted the Donations and Non-Commercial Sponsorship Policy Driving Shared Social Values – Connected Communities
	413-1	–	Operations with local community engagement, impact assessments, and development programmes	Driving Shared Social Values – Connected Communities
	413-2	–	Operations with significant actual and potential negative impacts on local communities	The Group is not aware of any operations with significant actual and potential negative impacts on local communities.
	–	KPI B8.1	Focus areas of contribution	Driving Shared Social Values – Connected Communities
	–	KPI B8.2	Resources contributed to the focus area	
Supplier Social Assessment 2016	3-3	–	Management of material topics	Leadership & Strong Financials – Supply Chain Management
	–	Aspect B5 GD	Policies on managing social risk in supply chains	Leadership & Strong Financials – Our Sustainability-related Policies & Guidelines; Supply Chain Management
	414-1	–	New suppliers that were screened using social criteria	Appendix – Performance Data
	414-2	–	Negative social impacts in the supply chain and actions taken	The Group has initiated the process of collecting data related to negative social impacts in its supply chain. Disclosure of this information is planned for a future Sustainability Report, subject to the availability of data and satisfactory data quality in accordance with internal standards for accuracy and reliability.
	–	KPI B5.2 KPI B5.3	Practices used to identify social risks along the supply chain	Leadership & Strong Financials – Supply Chain Management

GRI Standards Disclosure/ Topic Disclosed	GRI Standards	HKEX ESG Code	Description	Reference sections & Remarks
GRI 3: Material Topics 2021				
Customer Health and Safety 2016	3-3	Aspect B6 GD	Management of material topics	Chinachem Group Corporate Website: Privacy Policy – Data Privacy and Security Policy Statement
	416-1	–	Assessment of the health and safety impacts of product and service categories	Leadership & Strong Financials – Our Sustainability-related Policies & Guidelines; Business Ethics & Integrity; Customer & Occupier Satisfaction Excellence
	416-2	–	Incidents of non-compliance concerning the health and safety impacts of products and services	There were no confirmed incidents or non-compliances regarding the health and safety impacts of products and services during the Reporting Period.
	–	KPI B6.1	Percentage of total products sold or shipped subject to recalls for health and safety reasons	During the Reporting Period, there were no product recalls related to safety or health concerns.
	–	KPI B6.2	Number of products and service-related complaints received and how they are dealt with.	During the Reporting Period, the Group received 1,094 product- and service-related complaints. All complaints were handled promptly and resolved in an appropriate manner. The Group continues to enhance its complaint management processes to improve efficiency and responsiveness. Insights from complaints are used to enhance service quality and help prevent recurrence. The Group values customer feedback as an important driver of continuous improvement and remains committed to maintaining high standards of customer satisfaction and accountability.
	–	KPI B6.4	Description of quality assurance process and recall procedures	Leadership & Strong Financials – Customer & Occupier Satisfaction Excellence
Marketing and Labelling 2016	3-3	Aspect B6 GD	Management of material topics	Chinachem Group Corporate Website: Privacy Policy – Data Privacy and Security Policy Statement Leadership & Strong Financials – Our Sustainability-related Policies & Guidelines; Business Ethics & Integrity Leadership & Strong Financials – Customer & Occupier Satisfaction Excellence
	417-2	–	Incidents of non-compliance concerning product and service information and labelling	There were no violations involving product and service information and labelling during the Reporting Period.
	417-3	–	Incidents of non-compliance concerning marketing communications	There were no breaches involving marketing communications during the Reporting Period.
Customer Privacy 2016	3-3	Aspect B6 GD	Management of material topics	Driving Shared Social Values – Fulfilled Employees – A Future-ready Workforce Leadership & Strong Financials – Business Ethics & Integrity; Supply Chain Management Chinachem Group Corporate Website: Privacy Policy – Privacy and Security Policy Statement
	418-1	–	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Leadership & Strong Financials – Business Ethics & Integrity During the Reporting Period, the Group identified one substantiated case of data privacy non-compliance at its subsidiary, Hop On, involving contact numbers, names, partial HKID card numbers, and signatures. The incident was addressed appropriately.
	–	KPI B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	Chinachem Group Corporate Website: Privacy Policy – Data Privacy and Security Policy Statement Leadership & Strong Financials – Business Ethics & Integrity
Product Responsibility	–	KPI B6.3	Description of practices relating to observing and protecting intellectual property rights	Leadership & Strong Financials – Business Ethics & Integrity

IFRS S1 Content Index

IFRS S1 was issued by ISSB in June 2023. Its issuance marked an important milestone in sustainability-related disclosures in global financial markets, enhancing the reliability and credibility of corporate sustainability information for investment decision-making. CCG, as one of the pioneers in Hong Kong, prepared its disclosures with reference to IFRS S1.

Paragraph	Description	Reference Sections & Remarks
Governance		
26	The objective of sustainability-related financial disclosures on governance is to enable users of general purpose financial reports to understand the governance processes, controls and procedures an entity uses to monitor, manage and oversee sustainability-related risks and opportunities.	
27	To achieve this objective, an entity 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 sustainability-related risks and opportunities. Specifically, the entity shall identify that body(s) or individual(s) and disclose information about: (I) how responsibilities for sustainability-related risks and opportunities are reflected in the terms of reference, mandates, role descriptions and other related policies applicable to that body(s) or individual(s); (II) 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 sustainability-related risks and opportunities; (III) how and how often the body(s) or individual(s) is informed about sustainability-related risks and opportunities; (IV) how the body(s) or individual(s) takes into account sustainability-related risks and opportunities when overseeing the entity'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; and (V) how the body(s) or individual(s) oversees the setting of targets related to sustainability-related risks and opportunities, and monitors progress towards those targets (see paragraph 51), including whether and how related performance metrics are included in remuneration policies. (b) management's role in the governance processes, controls and procedures used to monitor, manage and oversee sustainability-related risks and opportunities, including information about: (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 (II) whether management uses controls and procedures to support the oversight of sustainability-related risks and opportunities and, if so, how these controls and procedures are integrated with other internal functions.	Sustainable Outcomes – Invest Smarter; Build Better; Operate Efficiently; Climate Action; Biodiversity Conservation Leadership & Strong Financials – Building our High Standards of ESG Governance; Our Sustainability-related Policies & Guidelines; Stakeholder Engagement & Double Materiality Assessment; Integrating Internal Control for Managing Sustainability Risks
Strategy		
28	The objective of sustainability-related financial disclosures on strategy is to enable users of general purpose financial reports to understand an entity's strategy for managing sustainability-related risks and opportunities.	
Strategy		
29	Specifically, an entity shall disclose information to enable users of general purpose financial reports to understand: (a) the sustainability-related risks and opportunities that could reasonably be expected to affect the entity's prospects (see paragraphs 30－31);	CCG Vision 2030: Sustainability Roadmap
	(b) the current and anticipated effects of those sustainability-related risks and opportunities on the entity's business model and value chain (see paragraph 32);	Leadership & Strong Financials – Building our High Standards of ESG Governance; Stakeholder Engagement & Double Materiality Assessment; Integrating Internal Control for Managing Sustainability Risks
	(c) the effects of those sustainability-related risks and opportunities on the entity's strategy and decision-making (see paragraph 33);	
	(d) the effects of those sustainability-related risks and opportunities on the entity's financial position, financial performance and cash flows for the reporting period, and their anticipated effects on the entity's financial position, financial performance and cash flows over the short, medium and long term, taking into consideration how those sustainability-related risks and opportunities have been factored into the entity's financial planning (see paragraphs 34－40）; and	Sustainable Outcomes Driving Shared Social Values – Fulfilled Employees
	(e) The resilience of the entity's strategy and its business model to those sustainability-related risks (see paragraphs 41－42）.	
Sustainability-Related Risks & Opportunities		
30	An entity shall disclose information that enables users of general purpose financial reports to understand the sustainability-related risks and opportunities that could reasonably be expected to affect the entity's prospects. Specifically, the entity shall: (a) describe sustainability-related risks and opportunities that could reasonably be expected to affect the entity's prospects;	Sustainable Outcomes – Climate Action
	(b) specify the time horizons－short, medium or long term－over which the effects of each of those sustainability-related risks and opportunities could reasonably be expected to occur; and	
	(c) explain how the entity defines 'short term', 'medium term' and 'long term' and how these definitions are linked to the planning horizons used by the entity for strategic decision-making.	
31	Short-, medium- and long- term time horizons can vary between entities and depend on many factors, including industry-specific characteristics, such as cash flow, investment and business cycles, the planning horizons typically used in an entity's industry for strategic decision-making and capital allocation plans, and the time horizons over which users of general purpose financial reports conduct their assessments of entities in that industry.	

Paragraph	Description	Reference Sections & Remarks
Business Model & Value Chain		
32	An entity shall disclose information that enables users of general purpose financial reports to understand the current and anticipated effects of sustainability-related risks and opportunities on the entity's business model and value chain. Specifically, the entity shall disclose:	
	(a) a description of the current and anticipated effects of sustainability-related risks and opportunities on the entity's business model and value chain; and	Sustainable Outcomes Driving Shared Social Values – Fulfilled Employees Leadership & Strong Financials – Supply Chain Management
	(b) a description of where in the entity's business model and value chain sustainability-related risks and opportunities are concentrated (for example, geographical areas, facilities and types of assets).	
Strategy & Decision Making		
33	An entity shall disclose information that enables users of general purpose financial reports to understand the effects of sustainability-related risks and opportunities on its strategy and decision-making. Specifically, the entity shall disclose information about:	
	(a) how the entity has responded to, and plans to respond to, sustainability-related risks and opportunities in its strategy and decision-making;	CCG Vision 2030: Sustainability Roadmap Sustainable Outcomes Driving Shared Social Values – Fulfilled Employees Leadership & Strong Financials
	(b) the progress against plans the entity has disclosed in previous reporting periods, including quantitative and qualitative information; and	
	(c) trade-offs between sustainability-related risks and opportunities that the entity considered (for example, in making a decision on the location of new operations, an entity might have considered the environmental impacts of those operations and the employment opportunities they would create in a community).	
Financial Position, Financial Performance & Cash Flows		
34	An entity shall disclose information that enables users of general purpose financial reports to understand:	
	(a) the effects of sustainability-related risks and opportunities on the entity's financial position, financial performance and cash flows for the reporting period (current financial effects); and	CCG Vision 2030: Sustainability Roadmap Sustainable Outcomes Driving Shared Social Values – Fulfilled Employees Leadership & Strong Financials
	(b) the anticipated effects of sustainability-related risks and opportunities on the entity's financial position, financial performance and cash flows over the short, medium and long term, taking into consideration how sustainability-related risks and opportunities are included in the entity's financial planning (anticipated financial effects).	

Paragraph	Description	Reference Sections & Remarks
Financial Position, Financial Performance & Cash Flows		
35	Specifically, an entity shall disclose quantitative and qualitative information about:	
	(a) how sustainability-related risks and opportunities have affected its financial position, financial performance and cash flows for the reporting period;	Sustainable Outcomes Driving Shared Social Values – Fulfilled Employees Leadership & Strong Financials
	(b) the sustainability-related risks and opportunities identified in paragraph 35(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;	
	(c) how the entity expects its financial position to change over the short, medium and long term, given its strategy to manage sustainability-related risks and opportunities, taking into consideration: (I) its investment and disposal plans (for example, plans for capital expenditure, major acquisitions and divestments, joint ventures, business transformation, innovation, new business areas, and asset retirements), including plans the entity is not contractually committed to; and (II) its planned sources of funding to implement its strategy; and	
	(d) how the entity expects its financial performance and cash flows to change over the short, medium and long term, given its strategy to manage sustainability-related risks and opportunities.	
36	In providing quantitative information, an entity may disclose a single amount or a range.	
37	In preparing disclosures about the anticipated financial effects of a sustainability-related risk or opportunity, an entity shall:	
	(a) use all reasonable and supportable information that is available to the entity at the reporting date without undue cost or effort (see paragraphs B8—B10); and	
	(b) use an approach that is commensurate with the skills, capabilities and resources that are available to the entity for preparing those disclosures.	
Resilience		
41	An entity shall disclose information that enables users of general purpose financial reports to understand its capacity to adjust to the uncertainties arising from sustainability-related risks. An entity shall disclose a qualitative and, if applicable, quantitative assessment of the resilience of its strategy and business model in relation to its sustainability-related risks, including information about how the assessment was carried out and its time horizon. When providing quantitative information, an entity may disclose a single amount or a range.	CCG Vision 2030: Sustainability Roadmap Sustainable Outcomes Driving Shared Social Values – Fulfilled Employees Leadership & Strong Financials

Paragraph	Description	Reference Sections & Remarks
Risk Management		
43	The objective of sustainability-related financial disclosures on risk management is to enable users of general purpose financial reports:	
	(a) to understand an entity's processes to identify, assess, prioritise and monitor sustainability-related risks and opportunities, including whether and how those processes are integrated into and inform the entity's overall risk management process; and	Sustainable Outcomes – Climate Action; Biodiversity Conservation
	(b) to assess the entity's overall risk profile and its overall risk management process.	Leadership & Strong Financials – Building our High Standards of ESG Governance; Integrating Internal Control for Managing Sustainability Risks; Business Ethics & Integrity
44	To achieve this objective, an entity shall disclose information about:	
	(a) the processes and related policies the entity uses to identify, assess, prioritise and monitor sustainability-related risks, including information about:	Sustainable Outcomes – Operate Efficiently; Climate Action; Biodiversity Conservation
	(I) the inputs and parameters the entity uses (for example, information about data sources and the scope of operations covered in the processes);	
	(II) whether and how the entity uses scenario analysis to inform its identification of sustainability-related risks;	Leadership & Strong Financials – Building our High Standards of ESG Governance; Integrating Internal Control for Managing Sustainability Risks
	(III) how the entity assesses the nature, likelihood and magnitude of the effects of those risks (for example, whether the entity considers qualitative factors, quantitative thresholds or other criteria);	
	(IV) whether and how the entity prioritises sustainability-related risks relative to other types of risk;	
	(V) how the entity monitors sustainability-related risks; and	
	(VI) whether and how the entity has changed the processes it uses compared with the previous reporting period;	
	(b) the processes the entity uses to identify, assess, prioritise and monitor sustainability-related opportunities; and	
	(c) the extent to which, and how, the processes for identifying, assessing, prioritising and monitoring sustainability-related risks and opportunities are integrated into and inform the entity's overall risk management process.	
Metrics & Targets		
45	The objective of sustainability-related financial disclosures on metrics and targets is to enable users of general purpose financial reports to understand an entity's performance in relation to its sustainability-related risks and opportunities, including progress towards any targets the entity has set, and any targets it is required to meet by law or regulation.	
46	An entity shall disclose, for each sustainability-related risk and opportunity that could reasonably be expected to affect the entity's prospects:	
	(a) metrics required by an applicable IFRS Sustainability Disclosure Standard; and	Sustainable Outcomes
	(b) metrics the entity uses to measure and monitor:	Driving Shared Social Values – Fulfilled Employees
	(I) that sustainability-related risk or opportunity; and	
	(II) its performance in relation to that sustainability-related risk or opportunity, including progress towards any targets the entity has set, and any targets it is required to meet by law or regulation.	Leadership & Strong Financials
		Appendix – Performance Data

Paragraph	Description	Reference Sections & Remarks
Metrics & Targets		
48	Metrics disclosed by an entity applying paragraphs 45–46 shall include metrics associated with particular business models, activities or other common features that characterise participation in an industry.	
49	If an entity discloses a metric taken from a source other than IFRS Sustainability Disclosure Standards, the entity shall identify the source and the metric taken.	About This Report
50	If a metric has been developed by an entity, the entity shall disclose information about:	
	(a) how the metric is defined, including whether it is derived by adjusting a metric taken from a source other than IFRS Sustainability Disclosure Standards and, if so, which source and how the metric disclosed by the entity differs from the metric specified in that source;	We do not develop our own metrics; all the metrics featured in this Report align with the disclosure standards we refer to.
	(b) whether the metric is an absolute measure, a measure expressed in relation to another metric or a qualitative measure (such as a red, amber, green – or RAG – status);	
	(c) whether the metric is validated by a third party and, if so, which party; and	
	(d) the method used to calculate the metric and the inputs to the calculation, including the limitations of the method used and the significant assumptions made.	
51	An entity shall disclose information about the targets it has set to monitor progress towards achieving its strategic goals, and any targets it is required to meet by law or regulation. For each target, the entity shall disclose:	
	(a) the metric used to set the target and to monitor progress towards reaching the target;	CCG Vision 2030: Sustainability Roadmap
	(b) the specific quantitative or qualitative target the entity has set or is required to meet;	Leadership & Strong Financials – Building our High Standards of ESG Governance
	(c) the period over which the target applies;	
	(d) the base period from which progress is measured;	
	(e) any milestones and interim targets;	Sustainable Outcomes – Build Better; Operate Efficiently; Climate Action
	(f) performance against each target and an analysis of trends or changes in the entity's performance; and	
	(g) any revisions to the target and an explanation for those revisions.	Appendix – Performance Data
52	The definition and calculation of metrics, including metrics used to set the entity's targets and monitor progress towards reaching them, shall be consistent over time. If a metric is redefined or replaced, an entity shall apply paragraph B52.	
53	An entity shall label and define metrics and targets using meaningful, clear and precise names and descriptions.	

Climate-related Disclosures Content Index (HKEX ESG Reporting Code Part D & IFRS S2)

IFRS S2 was introduced by ISSB in June 2023, marking an important development in sustainability-related financial disclosures and enhancing the consistency, reliability and comparability of climate-related information for investors and other stakeholders. To align Hong Kong's capital markets with evolving global disclosure practices, HKEX introduced the climate-related disclosure requirements under Part D of the HKEX ESG Reporting Code, effective from January 2025. Disclosures prepared in accordance with IFRS S2 are regarded as meeting the requirements of Part D of the HKEX ESG Reporting Code across the four core pillars of Governance, Strategy, Risk Management, and Metrics and Targets.

As one of the pioneers in Hong Kong, the Group has prepared its climate-related disclosure in accordance with Part D of the HKEX ESG Reporting Code, with reference to IFRS S2.

This content index presents a consolidated mapping of the disclosure requirements under HKEX Part D and IFRS S2.

Disclosure Description – HKEX ESG Reporting Code Part D	Disclosure Description – IFRS S2	Reference Sections & Remarks
Governance		
The objective of climate-related financial disclosures on governance is to enable users of general purpose financial reports to understand the governance processes, controls and procedures an entity uses to monitor, manage and oversee climate-related risks and opportunities.		
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: (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; (II) How and how often the body(s) or individual(s) is informed about climate-related risks and opportunities; (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;	6. To achieve this objective, an entity 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 entity shall identify that body(s) or individual(s) and disclose information about: (I) how responsibilities for climate-related risks and opportunities are reflected in the terms of reference, mandates, role descriptions and other related policies applicable to that body(s) or individual(s); (II) 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; (III) how and how often the body(s) or individual(s) is informed about climate-related risks and opportunities;	Leadership & Strong Financials – Building our High Standards of ESG Governance; Stakeholder Engagement & Double Materiality Assessment; Integrating Internal Control for Managing Sustainability Risks Sustainable Outcomes – Operate Efficiently; Climate Action
	(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 (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: (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 (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.	(IV) how the body(s) or individual(s) takes into account climate-related risks and opportunities when overseeing the entity'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; and (V) how the body(s) or individual(s) oversees the setting of targets related to climate-related risks and opportunities, and monitors progress towards those targets (see paragraphs 33－36), including whether and how related performance metrics are included in remuneration policies (see paragraph 29(g)). (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: (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; (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.	

Disclosure Description – HKEX ESG Reporting Code Part D		Disclosure Description – IFRS S2		Reference Sections & Remarks
Strategy				
The objective of climate-related financial disclosures on strategy is to enable users of general purpose financial reports to understand an entity's strategy for managing climate-related risks and opportunities.				
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: (I) current and anticipated changes to the issuer's business model, including its resource allocation, to address climate-related risks and opportunities; (II) current and anticipated adaptation and mitigation efforts (whether direct or indirect); (III) any climate-related transition plan the issuer has (including information about key assumptions used in developing its transition plan, and dependencies on which the issuer's transition plan relies), or an appropriate negative statement where the issuer does not have a climate-related transition plan; and (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 (b) information about how the issuer is resourcing, and plans to resource, the activities disclosed in accordance with paragraph 22(a).	9.	Specifically, an entity shall disclose information to enable users of general purpose financial reports to understand: (a) the climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects (see paragraphs 10–12); (b) the current and anticipated effects of those climate-related risks and opportunities on the entity's business model and value chain (see paragraph 13); (c) the effects of those climate-related risks and opportunities on the entity's strategy and decision-making, including information about its climate-related transition plan (see paragraph 14); (d) the effects of those climate-related risks and opportunities on the entity's financial position, financial performance and cash flows for the reporting period, and their anticipated effects on the entity's financial position, financial performance and cash flows over the short, medium and long term, taking into consideration how those climate-related risks and opportunities have been factored into the entity's financial planning (see paragraphs 15–21); (e) the climate resilience of the entity's strategy and its business model to climate related changes, developments and uncertainties, taking into consideration the entity's identified climate-related risks and opportunities (see paragraph 22).	Sustainable Outcomes – Invest Smarter; Build Better; Operate Efficiently; Collaborate Proactively; Climate Action CCG developed a climate-related transition plan based on its SBTs, the CCG 3050+ Roadmap, which sets out the Group's strategic direction, priority actions and implementation pathway for climate-related transition. The plan is supported by ongoing mitigation and adaptation measures, including decarbonisation initiatives across operations and assets, and is resourced through relevant internal functions and investment planning. CCG is progressing towards its net-zero by 2050 target under the new SBTi standard and continues to review and refine its transition approach in response to evolving climate-related risks, opportunities and market developments.

Disclosure Description – HKEX ESG Reporting Code Part D		Disclosure Description – IFRS S2		Reference Sections & Remarks
Climate-Related Risks & 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; (b) explain, for each climate-related risk the issuer has identified, whether the issuer considers the risk to be a climate-related physical risk or climate-related transition risk; (c) specify, for each climate-related risk and opportunity the issuer has identified, over which time horizons – short, medium or long term – the effects of each climate-related risk and opportunity could reasonably be expected to occur; and (d) explain how the issuer defines 'short term', 'medium term' and 'long term' and how these definitions are linked to the planning horizons used by the issuer for strategic decision-making.	10.	An entity shall disclose information that enables users of general purpose financial reports to understand the climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects. Specifically, the entity shall: (a) describe climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects; (b) explain, for each climate-related risk the entity has identified, whether the entity considers the risk to be a climate-related physical risk or climate-related transition risk; (c) specify, for each climate-related risk and opportunity the entity 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; (d) explain how the entity defines 'short term', 'medium term' and 'long term' and how these definitions are linked to the planning horizons used by the entity for strategic decision-making.	Sustainable Outcomes – Operate Efficiently; Climate Action
Business Model & 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. Specifically, 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 (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).	13.	An entity shall disclose information that enables users of general purpose financial reports to understand the current and anticipated effects of climate-related risks and opportunities on the entity's business model and value chain. Specifically, the entity shall disclose: (a) a description of the current and anticipated effects of climate-related risks and opportunities on the entity's business model and value chain; (b) a description of where in the entity's business model and value chain climate related risks and opportunities are concentrated (for example, geographical areas, facilities and types of assets).	Sustainable Outcomes – Operate Efficiently; Climate Action

Disclosure Description – HKEX ESG Reporting Code Part D	Disclosure Description – IFRS S2	Reference Sections & Remarks
Strategy & 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: (I) current and anticipated changes to the issuer's business model, including its resource allocation, to address climate-related risks and opportunities; (II) current and anticipated adaptation and mitigation efforts (whether direct or indirect); (III) any climate-related transition plan the issuer has (including information about key assumptions used in developing its transition plan, and dependencies on which the issuer's transition plan relies), or an appropriate negative statement where the issuer does not have a climate-related transition plan; and	14. An entity shall disclose information that enables users of general purpose financial reports to understand the effects of climate-related risks and opportunities on its strategy and decision-making. Specifically, the entity shall disclose: (a) information about how the entity has responded to, and plans to respond to, climate-related risks and opportunities in its strategy and decision-making, including how the entity plans to achieve any climate-related targets it has set and any targets it is required to meet by law or regulation. Specifically, the entity shall disclose information about: (I) current and anticipated changes to the entity's business model, including its resource allocation, to address climate-related risks and opportunities (for example, these changes could include plans to manage or decommission carbon-, energy- or water-intensive operations; resource allocations resulting from demand or supply-chain changes; resource allocations arising from business development through capital expenditure or additional expenditure on research and development; and acquisitions or divestments); (II) current and anticipated direct mitigation and adaptation efforts (for example, through changes in production processes or equipment, relocation of facilities, workforce adjustments, and changes in product specifications); (III) current and anticipated indirect mitigation and adaptation efforts (for example, through working with customers and supply chains);	CCG Vision 2030: Sustainability Roadmap Sustainable Outcomes – Operate Efficiently; Climate Action Leadership & Strong Financials – Building our High Standards of ESG Governance; Our Sustainability-related Policies & Guidelines; Stakeholder Engagement & Double Materiality Assessment CCG developed a climate-related transition plan based on its SBTs, the CCG 3050+ Roadmap, which sets out the Group's strategic direction, priority actions and implementation pathway for climate-related transition. The plan is supported by ongoing mitigation and adaptation measures, including decarbonisation initiatives across operations and assets, and is resourced through relevant internal functions and investment planning. CCG is progressing towards its net-zero by 2050 target under the new SBTi standard and continues to review and refine its transition approach in response to evolving climate-related risks, opportunities and market developments.

Disclosure Description – HKEX ESG Reporting Code Part D	Disclosure Description – IFRS S2	Reference Sections & Remarks
Strategy & Decision-making		
(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 (b) information about how the issuer is resourcing, and plans to resource, the activities disclosed in accordance with paragraph 22(a).	(IV) any climate-related transition plan the entity has, including information about key assumptions used in developing its transition plan, and dependencies on which the entity's transition plan relies; and (V) how the entity plans to achieve any climate-related targets, including any greenhouse gas emissions targets, described in accordance with paragraphs 33－36. (b) information about how the entity is resourcing, and plans to resource, the activities disclosed in accordance with paragraph 14(a). (c) quantitative and qualitative information about the progress of plans disclosed in previous reporting periods in accordance with paragraph 14(a).	
23. An issuer shall disclose information about the progress of plans disclosed in previous reporting periods in accordance with paragraph 22(a).		
Financial Position, Financial Performance & Cash Flows		
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 (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.	15. An entity shall disclose information that enables users of general purpose financial reports to understand: (a) the effects of climate-related risks and opportunities on the entity's financial position, financial performance and cash flows for the reporting period (current financial effects); (b) the anticipated effects of climate-related risks and opportunities on the entity's financial position, financial performance and cash flows over the short, medium and long term, taking into consideration how climate-related risks and opportunities are included in the entity's financial planning (anticipated financial effects).	Sustainable Outcomes – Invest Smarter; Operate Efficiently; Climate Action In the "Climate Action" section of this Report, CCG has newly disclosed climate-related VaR as a percentage, representing the potential financial impact of identified climate hazards on the Group. This disclosure provide information to support an understanding of the actual and potential effects of climate-related risks on CCG's financial performance and cash flows.

Disclosure Description – HKEX ESG Reporting Code Part D	Disclosure Description – IFRS S2	Reference Sections & Remarks
Financial Position, Financial Performance & Cash Flows		
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: (I) its investment and disposal plans; and (II) its planned sources of funding to implement its strategy; and (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.	16. Specifically, an entity shall disclose quantitative and qualitative information about: (a) how climate-related risks and opportunities have affected its financial position, financial performance and cash flows for the reporting period; (b) the climate-related risks and opportunities identified in paragraph 16(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; (c) how the entity expects its financial position to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities, taking into consideration: (I) its investment and disposal plans (for example, plans for capital expenditure, major acquisitions and divestments, joint ventures, business transformation, innovation, new business areas, and asset retirements), including plans the entity is not contractually committed to; (II) its planned sources of funding to implement its strategy. (d) how the entity 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 (for example, increased revenue from products and services aligned with a lower-carbon economy; costs arising from physical damage to assets from climate events; and expenses associated with climate adaptation or mitigation). 17. In providing quantitative information, an entity may disclose a single amount or a range.	

Disclosure Description – HKEX ESG Reporting Code Part D	Disclosure Description – IFRS S2	Reference Sections & Remarks
Financial Position, Financial Performance & Cash Flows		
	18. In preparing disclosures about the anticipated financial effects of a climate-related risk or opportunity, an entity shall: (a) use all reasonable and supportable information that is available to the entity at the reporting date without undue cost or effort; (b) use an approach that is commensurate with the skills, capabilities and resources that are available to the entity for preparing those disclosures.	
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: (a) the issuer's assessment of its climate resilience as at the reporting date, which shall enable an understanding of: (I) the implications, if any, of the issuer's assessment for its strategy and business model, including how the issuer would need to respond to the effects identified in the climate-related scenario analysis; (II) the significant areas of uncertainty considered in the issuer's assessment of its climate resilience; and (III) the issuer's capacity to adjust, or adapt its strategy and business model to climate change over the short, medium or long term;	22. An entity shall disclose information that enables users of general purpose financial reports to understand the resilience of the entity's strategy and business model to climate-related changes, developments and uncertainties, taking into consideration the entity's identified climate-related risks and opportunities. The entity shall use climate-related scenario analysis to assess its climate resilience using an approach that is commensurate with the entity's circumstances (see paragraphs B1－B18). In providing quantitative information, the entity may disclose a single amount or a range. Specifically, the entity shall disclose: (a) the entity's assessment of its climate resilience as at the reporting date, which shall enable users of general purpose financial reports to understand: (I) the implications, if any, of the entity's assessment for its strategy and business model, including how the entity would need to respond to the effects identified in the climate-related scenario analysis; (II) the significant areas of uncertainty considered in the entity's assessment of its climate resilience;	Sustainable Outcomes – Operate Efficiently; Climate Action

Disclosure Description – HKEX ESG Reporting Code Part D	Disclosure Description – IFRS S2	Reference Sections & Remarks
Climate Resilience		
(b) how and when the climate-related scenario analysis was carried out, including: (I) information about the inputs used, including: (1) which climate-related scenarios the issuer used for the analysis and the sources of such scenarios; (2) whether the analysis included a diverse range of climate-related scenarios; (3) whether the climate-related scenarios used for the analysis are associated with climate-related transition risks or climate-related physical risks; (4) whether the issuer used, among its scenarios, a climate-related scenario aligned with the latest international agreement on climate change; (5) why the issuer decided that its chosen climate-related scenarios are relevant to assessing its resilience to climate-related changes, developments or uncertainties; (6) time horizons the issuer used in the analysis; and (7) what scope of operations the issuer used in the analysis (for example, the operation, locations and business units used in the analysis);	(III) the entity's capacity to adjust or adapt its strategy and business model to climate change over the short, medium and long term, including: (1) the availability of, and flexibility in, the entity's existing financial resources to respond to the effects identified in the climate-related scenario analysis, including to address climate-related risks and to take advantage of climate-related opportunities; (2) the entity's ability to redeploy, repurpose, upgrade or decommission existing assets; (3) the effect of the entity's current and planned investments in climate-related mitigation, adaptation and opportunities for climate resilience. (b) how and when the climate-related scenario analysis was carried out, including: (I) information about the inputs the entity used, including: (1) which climate-related scenarios the entity used for the analysis and the sources of those scenarios; (2) whether the analysis included a diverse range of climate-related scenarios; (3) whether the climate-related scenarios used for the analysis are associated with climate-related transition risks or climate-related physical risks;	

Disclosure Description – HKEX ESG Reporting Code Part D	Disclosure Description – IFRS S2	Reference Sections & Remarks
Climate Resilience		
(II) the key assumptions the issuer made in the analysis; and (III) the reporting period in which the climate-related scenario analysis was carried out.	(4) whether the entity used, among its scenarios, a climate-related scenario aligned with the latest international agreement on climate change; (5) why the entity decided that its chosen climate-related scenarios are relevant to assessing its resilience to climate-related changes, developments or uncertainties; (6) the time horizons the entity used in the analysis; and what scope of operations the entity used in the analysis (for example, the operating locations and business units used in the analysis). (7) what scope of operations the entity used in the analysis (for example, the operating locations and business units used in the analysis) (II) the key assumptions the entity made in the analysis, including assumptions about: (1) climate-related policies in the jurisdictions in which the entity operates; (2) macroeconomic trends; (3) national- or regional-level variables (for example, local weather patterns, demographics, land use, infrastructure and availability of natural resources); (4) energy usage and mix; (5) developments in technology. (III) the reporting period in which the climate-related scenario analysis was carried out (see paragraph B18).	

Disclosure Description – HKEX ESG Reporting Code Part D	Disclosure Description – IFRS S2	Reference Sections & Remarks
Risk Management		
The objective of climate-related financial disclosures on risk management is to enable users of general purpose financial reports to understand an entity's processes to identify, assess, prioritise and monitor climate-related risks and opportunities, including whether and how those processes are integrated into and inform the entity's overall risk management process.		
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: (I) the inputs and parameters the issuer uses (for example, information about data sources and the scope of operations covered in the processes); (II) whether and how the issuer uses climate-related scenario analysis to inform its identification of climate-related risks; (III) how the issuer assesses the nature, likelihood and magnitude of the effects of those risks (for example, whether the issuer considers qualitative factors, quantitative thresholds or other criteria); (IV) whether and how the issuer prioritises climate-related risks relative to other types of risks; (V) how the issuer monitors climate-related risks; and (VI) whether and how the issuer has changed the processes it uses compared with the previous reporting period; (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 (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.	25. To achieve this objective, an entity shall disclose information about: (a) the processes and related policies the entity uses to identify, assess, prioritise and monitor climate-related risks, including information about: (I) the inputs and parameters the entity uses (for example, information about data sources and the scope of operations covered in the processes); (II) whether and how the entity uses climate-related scenario analysis to inform its identification of climate-related risks; (III) how the entity assesses the nature, likelihood and magnitude of the effects of those risks (for example, whether the entity considers qualitative factors, quantitative thresholds or other criteria); (IV) whether and how the entity prioritises climate-related risks relative to other types of risk; (V) how the entity monitors climate-related risks; and (VI) whether and how the entity has changed the processes it uses compared with the previous reporting period. (b) the processes the entity uses to identify, assess, prioritise and monitor climate-related opportunities, including information about whether and how the entity uses climate-related scenario analysis to inform its identification of climate-related opportunities; and (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 entity's overall risk management process.	Leadership & Strong Financials – Building our High Standards of ESG Governance; Integrating Internal Control for Managing Sustainability Risks Sustainable Outcomes – Operate Efficiently; Climate Action

Disclosure Description – HKEX ESG Reporting Code Part D	Disclosure Description – IFRS S2	Reference Sections & Remarks
Metrics & Targets		
The objective of climate-related financial disclosures on metrics and targets is to enable users of general purpose financial reports to understand an entity's performance in relation to its climate-related risks and opportunities, including progress towards any climate-related targets it has set, and any targets it is required to meet by law or regulation.		
/	28. To achieve this objective, an entity shall disclose: (a) information relevant to the cross-industry metric categories (see paragraphs 29－31）; (b) industry-based metrics that are associated with particular business models, activities or other common features that characterise participation in an industry (see paragraph 32); (c) targets set by the entity, and any targets it is required to meet by law or regulation, to mitigate or adapt to climate-related risks or take advantage of climate-related opportunities, including metrics used by the governance body or management to measure progress towards these targets (see paragraphs 33－37）.	Sustainable Outcomes – Build Better; Operate Efficiently; Collaborate Proactively; Climate Action Appendix – Performance Data
Climate-Related Metrics		
28. An issuer shall disclose its absolute gross greenhouse gas emissions generated during the reporting period, expressed as metric tons of CO_2 equivalent, classified as: (a) Scope 1 greenhouse gas emissions; (b) Scope 2 greenhouse gas emissions; and (c) Scope 3 greenhouse gas emissions.	29. An entity shall disclose information relevant to the cross-industry metric categories of: (a) greenhouse gases－the entity shall: (I) disclose its absolute gross greenhouse gas emissions generated during the reporting period, expressed as metric tonnes of CO_2 equivalent (see paragraphs B19－B22), classified as: (1) Scope 1 greenhouse gas emissions; (2) Scope 2 greenhouse gas emissions; (3) Scope 3 greenhouse gas emissions.	About This Report Sustainable Outcomes – Operate Efficiently; Climate Action Appendix – Performance Data CCG previously reported Scope 3 greenhouse gas emissions under Category 2: Capital Goods and Category 13: Downstream Leased Assets, covering activities under Property Services and Nina Hospitality (one serviced apartment). In FY2025/26, the Group further expanded its Scope 3 reporting to include Category 5: Waste Generated in Operations.

Disclosure Description – HKEX ESG Reporting Code Part D	Disclosure Description – IFRS S2	Reference Sections & Remarks
Climate-Related Metrics		
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; (b) disclose the approach it uses to measure its greenhouse gas emissions including: (I) the measurement approach, inputs and assumptions the issuer uses to measure its greenhouse gas emissions; (II) the reason why the issuer has chosen the measurement approach, inputs and assumptions it uses to measure its greenhouse gas emissions; and (III) any changes the issuer made to the measurement approach, inputs and assumptions during the reporting period and the reasons for those changes; (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 (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).	(II) 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 an exchange on which the entity is listed to use a different method for measuring its greenhouse gas emissions (see paragraphs B23–B25); (III) disclose the approach it uses to measure its greenhouse gas emissions (see paragraphs B26–B29) including: (1) the measurement approach, inputs and assumptions the entity uses to measure its greenhouse gas emissions; (2) the reason why the entity has chosen the measurement approach, inputs and assumptions it uses to measure its greenhouse gas emissions; (3) any changes the entity made to the measurement approach, inputs and assumptions during the reporting period and the reasons for those changes.	

Disclosure Description – HKEX ESG Reporting Code Part D	Disclosure Description – IFRS S2	Reference Sections & Remarks
Climate-Related Metrics		
	(IV) for Scope 1 and Scope 2 greenhouse gas emissions disclosed in accordance with paragraph 29(a)(i)(1)–(2), disaggregate emissions between: (1) the consolidated accounting group (for example, for an entity applying IFRS Accounting Standards, this group would comprise the parent and its consolidated subsidiaries); (2) other investees excluded from paragraph 29(a)(iv)(1) (for example, for an entity applying IFRS Accounting Standards, these investees would include associates, joint ventures and unconsolidated subsidiaries). (V) for Scope 2 greenhouse gas emissions disclosed in accordance with paragraph 29(a)(i)(2), disclose its location-based Scope 2 greenhouse gas emissions, and provide information about any contractual instruments that is necessary to inform users' understanding of the entity's Scope 2 greenhouse gas emissions (see paragraphs B30–B31); and	

Disclosure Description – HKEX ESG Reporting Code Part D		Disclosure Description – IFRS S2		Reference Sections & Remarks
Climate-Related Metrics				
		(VI)	for Scope 3 greenhouse gas emissions disclosed in accordance with paragraph 29(a)(i)(3), and with reference to paragraphs B32–B57, disclose: (1) the categories included within the entity'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); (2) additional information about the entity's Category 15 greenhouse gas emissions or those associated with its investments (financed emissions), if the entity's activities include asset management, commercial banking or insurance (see paragraphs B58–B63).	
30.	An issuer shall disclose the amount and percentage of assets or business activities vulnerable to climate-related transition risks.	(b)	climate-related transition risks—the amount and percentage of assets or business activities vulnerable to climate-related transition risks;	The amount and % of assets/business activities vulnerable to transition risks or aligned with opportunities were considered minimal and negligible; therefore, they are not disclosed.
31.	An issuer shall disclose the amount and percentage of assets or business activities vulnerable to climate-related physical risks.	(c)	climate-related physical risks—the amount and percentage of assets or business activities vulnerable to climate-related physical risks;	Sustainable Outcomes – Climate Action CCG has conducted a Value-at-Risk Assessment for each identified type of physical risk, excluding wildfire and drought stress, which were considered as non-material. The results indicate that the potential financial impact is minimal and immaterial. Accordingly, no property is currently considered financially material to these physical climate risks.
Climate-related Opportunities				
32.	An issuer shall disclose the amount and percentage of assets or business activities aligned with climate-related opportunities.	(d)	climate-related opportunities—the amount and percentage of assets or business activities aligned with climate-related opportunities;	The amount and % of assets/business activities vulnerable to transition risks or aligned with opportunities were considered minimal and negligible; therefore, they are not disclosed.
Capital Deployment				
33.	An issuer shall disclose the amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities.	(e)	capital deployment—the amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities;	The amount of capital expenditure, financing or investment deployed has not been disclosed for the current reporting period.
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 (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.	(f)	Internal carbon prices—the entity shall disclose: (I) an explanation of whether and how the entity is applying a carbon price in decision-making (for example, investment decisions, transfer pricing and scenario analysis); (II) the price for each metric tonne of greenhouse gas emissions the entity uses to assess the costs of its greenhouse gas emissions.	CCG did not apply an internal carbon price in its decision-making processes during the Reporting Period.

Disclosure Description – HKEX ESG Reporting Code Part D		Disclosure Description – IFRS S2		Reference Sections & Remarks
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).	(g)	remuneration—the entity shall disclose: (I) a description of whether and how climate-related considerations are factored into executive remuneration (see also paragraph 6(a)(v)); and (II) the percentage of executive management remuneration recognised in the current period that is linked to climate-related considerations.	Climate-related considerations are integrated into the Group's remuneration framework. Annual carbon reduction performance and sustainability-linked loan targets (based on business units' energy consumption) are incorporated into corporate KPIs and senior management performance assessments, reinforcing climate accountability. CCG will also enhance relevant disclosures in the future.
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.		An entity shall 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.	Appendix – Performance Data

Disclosure Description – HKEX ESG Reporting Code Part D		Disclosure Description – IFRS S2		Reference Sections & Remarks
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.	33.	An entity shall disclose the quantitative and qualitative climate-related targets it has set to monitor progress towards achieving its strategic goals, and any targets it is required to meet by law or regulation, including any greenhouse gas emissions targets. For each target, the entity shall disclose: (a) the metric used to set the target (see paragraphs B66—B67); (b) the objective of the target (for example, mitigation, adaptation or conformance with science-based initiatives); (c) the part of the entity to which the target applies (for example, whether the target applies to the entity in its entirety or only a part of the entity, such as a specific business unit or specific geographical region); (d) the period over which the target applies; (e) the base period from which progress is measured; (f) any milestones and interim targets; (g) if the target is quantitative, whether it is an absolute target or an intensity target; (h) how the latest international agreement on climate change, including jurisdictional commitments that arise from that agreement, has informed the target.	Sustainable Outcomes – Operate Efficiently; Climate Action
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	34.	An entity 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 entity's processes for reviewing the target; (c) the metrics used to monitor progress towards reaching the target; (d) any revisions to the target and an explanation for those revisions.	Sustainable Outcomes – Operate Efficiently; Climate Action Leadership & Strong Financials – Building our High Standards of ESG Governance; Stakeholder Engagement & Double Materiality Assessment Appendix – Performance Data
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.	35.	An entity shall disclose information about its performance against each climate-related target and an analysis of trends or changes in the entity's performance.	No major revisions were made to the Group's climate-related targets during the Reporting Period.

Disclosure Description – HKEX ESG Reporting Code Part D	Disclosure Description – IFRS S2	Reference Sections & Remarks
Climate-Related Targets		
40. For each greenhouse gas emissions target disclosed in accordance with paragraphs 37 to 39, an issuer shall disclose: (a) which greenhouse gases are covered by the target; (b) whether Scope 1, Scope 2 or Scope 3 greenhouse gas emissions are covered by the target; (c) whether the target is a gross greenhouse gas emissions target or a net greenhouse gas emissions target. If the issuer discloses a net greenhouse gas emissions target, the issuer is also required to separately disclose its associated gross greenhouse gas emissions target (d) whether the target was derived using a sectoral decarbonisation approach; and (e) the issuer's planned use of carbon credits to offset greenhouse gas emissions to achieve any net greenhouse gas emissions target. In explaining its planned use of carbon credits, the issuer shall disclose: (I) the extent to which, and how, achieving any net greenhouse gas emissions target relies on the use of carbon credits; (II) which third-party scheme(s) will verify or certify the carbon credits; AC2-26 (III) the type of carbon credit, including whether the underlying offset will be nature-based or based on technological carbon removals, and whether the underlying offset is achieved through carbon reduction or removal; and (IV) any other factors necessary to enable an understanding of the credibility and integrity of the carbon credits the issuer plans to use (for example, assumptions regarding the permanence of the carbon offset).	36. For each greenhouse gas emissions target disclosed in accordance with paragraphs 33－35, an entity shall disclose: (a) which greenhouse gases are covered by the target; (b) whether Scope 1, Scope 2 or Scope 3 greenhouse gas emissions are covered by the target; (c) whether the target is a gross greenhouse gas emissions target or net greenhouse gas emissions target. If the entity discloses a net greenhouse gas emissions target, the entity is also required to separately disclose its associated gross greenhouse gas emissions target (see paragraphs B68 – B69); (d) whether the target was derived using a sectoral decarbonisation approach. (e) the entity'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 entity shall disclose information including, and with reference to paragraphs B70－B71: (I) the extent to which, and how, achieving any net greenhouse gas emissions target relies on the use of carbon credits; (II) which third-party scheme(s) will verify or certify the carbon credits; (III) the type of carbon credit, including whether the underlying offset will be nature-based or based on technological carbon removals, and whether the underlying offset is achieved through carbon reduction or removal; (IV) any other factors necessary for users of general purpose financial reports to understand the credibility and integrity of the carbon credits the entity plans to use (for example, assumptions regarding the permanence of the carbon offset).	Sustainable Outcomes – Operate Efficiently; Climate Action Appendix – Performance Data CCG does not currently plan to purchase or utilise carbon credits to offset greenhouse gas emissions in achieving its climate-related targets.

Disclosure Description – HKEX ESG Reporting Code Part D	Disclosure Description – IFRS S2	Reference Sections & Remarks
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 the applicability of cross industry metrics (see paragraphs 28 to 35) and (ii) industry-based metrics (see paragraph 36).	/	Sustainable Outcomes – Operate Efficiently; Climate Action Appendix – Performance Data

TNFD Content Index

Recommended Disclosure		Reference Sections & Remarks
Governance		
a	Describe the board's oversight of nature-related dependencies, impacts, risks and opportunities.	Leadership & Strong Financials – Building our High Standards of ESG Governance; Integrating Internal Control for Managing Sustainability Risks Sustainable Outcomes – Operate Efficiently; Biodiversity Conservation
b	Describe management's role in assessing and managing nature-related dependencies, impacts, risks and opportunities.	
c	Describe the organisation's human rights policies and engagement activities, and oversight by the board and management, with respect to Indigenous Peoples, Local Communities, affected and other stakeholders, in the organisation's assessment of, and response to, nature-related dependencies, impacts, risks and opportunities.	Such information is not disclosed in the current reporting period. The Group will consider the feasibility of providing further disclosure in future reporting cycles, taking into account data availability, applicability to its operations, and the maturity of its internal reporting processes.
Strategy		
a	Describe the nature-related dependencies, impacts, risks and opportunities the organisation has identified over the short, medium and long term.	Sustainable Outcomes – Operate Efficiently; Biodiversity Conservation
b	Describe the effect nature-related dependencies, impacts, risks and opportunities have had on the organisation's business model, value chain, strategy and financial planning, as well as any transition plans or analysis in place.	
c	Describe the resilience of the organisation's strategy to nature-related risks and opportunities, taking into consideration different scenarios.	Sustainable Outcomes – Operate Efficiently; Biodiversity Conservation The Group is currently at an early stage in its assessment of nature-related dependencies, impacts, risks, and opportunities. As such, disclosure on the resilience of the Group's strategy to nature-related risks and opportunities, taking into consideration different scenarios, is not provided in the current reporting period. The Group will continue to evaluate the feasibility of undertaking scenario analysis and strengthening disclosure in future reporting cycles as its internal processes and assessment approach mature.

Recommended Disclosure		Reference Sections & Remarks
Strategy		
d	Disclose the locations of assets and/or activities in the organisation's direct operations and, where possible, upstream and downstream value chain(s) that meet the criteria for priority locations.	The Group is currently finalising its assessment of asset and activity locations across its direct operations and, where possible, its upstream and downstream value chains. Accordingly, disclosure of locations meeting the criteria for priority locations is not provided in the current reporting period. Further disclosure will be considered in future reporting cycles as the Group's assessment approach continues to evolve.
Risk & Impact Management		
a(i)	Describe the organisation's processes for identifying, assessing and prioritising nature-related dependencies, impacts, risks and opportunities in its direct operations.	Leadership & Strong Financials – Integrating Internal Control for Managing Sustainability Risks Sustainable Outcomes – Operate Efficiently; Biodiversity Conservation
a (ii)	Describe the organisation's processes for identifying, assessing and prioritising nature-related dependencies, impacts, risks and opportunities in its upstream and downstream value chain(s).	
b	Describe the organisation's processes for monitoring nature-related dependencies, impacts, risks and opportunities.	
c	Describe how processes for identifying, assessing, prioritising and monitoring nature-related risks are integrated into and inform the organisation's overall risk management processes.	
Metrics & Targets		
a	Disclose the metrics used by the organisation to assess and manage material nature related risks and opportunities in line with its strategy and risk management process.	Sustainable Outcomes – Operate Efficiently; Biodiversity Conservation The Group is currently at an early stage in its assessment of nature-related dependencies, impacts, risks and opportunities, including the identification of relevant metrics and the development of appropriate targets and goals. Accordingly, such disclosure is not provided in the current reporting period. The Group will consider the feasibility of enhancing disclosure in future reporting cycles as its approach to nature-related assessment evolves.
b	Disclose the metrics used by the organisation to assess and manage dependencies and impacts on nature.	
c	Describe the targets and goals used by the organisation to manage nature-related dependencies, impacts, risks and opportunities and its performance against these.	

Verification Statement

Independent Assurance Report

1. Introduction

Hong Kong Quality Assurance Agency ("HKQAA", "we", "our", "us") was engaged by Chinachem Group Holdings Limited ("the Company") to conduct an independent assurance engagement on the sustainability disclosures ("Sustainability Disclosures") set out in its Sustainability Report 2025-2026 ("the Report"), covering the reporting period from 1 July 2025 to 30 June 2026 ("Reporting Period"), and to issue this Independent Assurance Report ("Assurance Report"). For the avoidance of doubt, the Appendices listed at the end of this Assurance Report form an integral part of it, though certain Appendices are intended for the Company's internal use only. Our sustainability assurance activities and this Assurance Report are undertaken based on the assumptions, dependencies, boundaries, limitations, exclusions, roles and responsibilities and independence as set out under Appendix A. A generic version of Appendix A is available for reference on the HKQAA website (www.hkqaa.org) under the navigation path: News & Resources > Guides & Forms > Guidelines > Sustainability Assurance.

The objective of this sustainability assurance engagement is to provide an independent conclusion, at a limited level of assurance, as to whether the Sustainability Disclosures have been prepared in accordance with the following reporting criteria:

- The Environmental, Social and Governance Reporting Code ("ESG Reporting Code") set out in Appendix C2 of the Main Board Listing Rules of The Stock Exchange of Hong Kong Limited

The assurance team also reviewed whether the Sustainability Disclosures have been prepared with reference to the following disclosure frameworks and documents:

- The Global Reporting Initiative's Sustainability Reporting Standards (GRI Standards)
- IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information ("IFRS S1")
- IFRS S2 Climate-related Disclosures ("IFRS S2")
- Recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD)

Our assurance engagement encompassed the information in the Performance Data Summary for the Reporting Period outlined below:

1. Total Energy Consumption	2. Energy Intensity
3. Renewable Energy	4. Direct Carbon Emissions (Scope 1) and Indirect Carbon Emissions (Scope 2)
5. Total Carbon Emissions (Scope 1 & 2)	6. Carbon Intensity (Scope 1 & 2) – Location-based Method
7. Carbon Intensity (Scope 1 & 2) – Market-based Method	8. Indirect Carbon Emissions (Scope 3) – Category 2: Capital Goods
9. Indirect Carbon Emissions (Scope 3) – Category 5: Waste Generated in Operations	10. Indirect Carbon Emissions (Scope 3) – Category 13: Downstream Leased Assets
11. Nitrogen Oxides	12. Sulphur Oxides
13. Particulate Matter	14. Water Consumption
15. Wastewater Discharged	16. Water Intensity
17. Non-hazardous Waste Disposed	18. Hazardous Waste Disposed
19. Non-hazardous Waste Disposal Intensity	20. Hazardous Waste Disposal Intensity
21. Non-hazardous Waste Recycled	22. Total Non-hazardous Waste Recycling Intensity
23. Hazardous Waste Recycled	24. Workforce
25. Employee Turnover	26. New Hire
27. Performance Review	28. Parental Leave
29. Training	30. Anti-corruption Training
31. Occupational Health & Safety	32. Diversity
33. Supply Chain Management	

2. Assurance Methodology

HKQAA's assurance procedures were conducted with reference to the International Standard on Assurance Engagements 3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information ("ISAE 3000"), issued by the International Auditing and Assurance Standards Board ("IAASB").

The evidence gathering processes were designed to obtain a limited level of assurance, as set out in the ISAE 3000, using a risk-based approach. Our assurance procedures included, but were not limited to:

- reviewing relevant policies, procedures, documentation and records provided by the Company, including those related to sustainability-related information such as governance, risk identification, and performance metrics;
- interviewing key management and responsible personnel of the Company for reporting and sustainability-related governance;
- conducting analytical reviews of disclosures for plausibility and consistency with relevant external frameworks and internal supporting data;
- selecting representative samples of disclosures, with a focus on materiality and risk, and assessing the underlying evidence for each sample using judgemental sampling;
- evaluating the transparency of disclosed assumptions, dependencies, and boundaries; and
- assessing the completeness of coverage with respect to the requirements of the reporting criteria, including reviewing methodologies used for estimates, sensitivity analyses and disclosures of uncertainties.

3. Conclusion

Based on the procedures performed and the evidence obtained, and subject to the stated assumptions, dependencies, boundaries, limitations, and exclusions, nothing has come to our attention that causes us to believe that the Sustainability Disclosures in the Report for the Reporting Period are not prepared, in all material respects, in accordance with the requirements of the ESG Reporting Code; and with reference to reporting criteria as stated in the Introduction section of this Assurance Report.

This Assurance Report is made solely for the use of the Company and the users of the Report, and for use in accordance with the reporting criteria set out in the Introduction section of this Assurance Report. We do not accept or assume responsibility for any other purpose or to any other person to whom this Assurance Report is shown or into whose hands it may come. We confirm our independence from the Company in conducting this engagement.

The engagement leader on the assurance engagement resulting in this Assurance Report is KT Ting.

Signed on behalf of Hong Kong Quality Assurance Agency



14 September 2026
Ref: 15007062

Independent Assurance Report – List of Appendices:

Appendix A	Assumptions, Dependencies, Boundaries, Limitations, Exclusions, Scope of Roles and Responsibilities and Independence
Appendix B	Reporting Principles (For internal reference only)
Appendix C	Recommendation (For internal reference only)

Ref: 15007062
This Independent Assurance Report including appendices, comprises <9> pages in total.

Appendix A

Assumptions, Dependencies, Boundaries, Limitations, Exclusions, Scope of Roles and Responsibilities and Independence

Interpretation

References to the "Company" in this Appendix include any company, public body, government department, statutory organisation, or other entity that engages the Sustainability Assurance Service.

1. Assumptions, Dependencies, and Boundaries

1.1. Our results, conclusions and this Independent Assurance Report are solely based, and are dependent, on the readiness and completeness of the information provided by the Company to us. The assurance procedures rely on information provided by the Company, such as policies, assessment models, inventories, and reports, and any limitations in this information may affect our conclusions. This Independent Assurance Report assumes that the Company's systems, assessment models, and data are robust and current, with all material risks identified and appropriate methodologies applied, including those used for estimations. If there are any discrepancies or deficiencies in the information or documents provided by the Company, we reserve the right to make corresponding adjustments to the results and conclusions in this Independent Assurance Report. The scope of our sustainability assurance activities and this Independent Assurance Report is confined to the defined sustainability disclosures in the Report in accordance with the ESG Reporting Code, with boundaries encompassing relevant business units, geographies, periods, and operations, all of which are assessed for reasonableness and completeness.

1.2. For the avoidance of doubt, we shall not be liable for the provision of any incorrect or incomplete information and/or documents disclosed to us by the Company due to any cause whatsoever, and shall not be liable for any losses, fees, costs, expenses, damages and liabilities suffered or incurred as a result thereof. The Independent Assurance Report provided to the Company by us only verifies the information and documents provided by the Company during the Reporting Period relating to the Sustainability Disclosures included in the Report.

1.3. The results, conclusions and/or this Independent Assurance Report provided by us are for general guidance and information purposes only and should not be relied upon or used as the sole basis for making decisions without consulting primary, more accurate, more complete, or more timely sources of information. This Independent Assurance Report does not protect the Company or any other person or entity against loss as the result of the reliance on this Independent Assurance Report or the sustainability assurance activities by us.

1.4. This Independent Assurance Report does not constitute, and should not be construed as, any endorsement, recommendation or advice on the financial merits or otherwise of any debt instrument or investment product. No information in this Independent Assurance Report, nor the sustainability assurance activities performed by us, nor this communication, should be relied upon in making any investment decision.

1.5. In relation to the results, conclusions and/or this Independent Assurance Report provided by us to the Company, we will use all reasonable endeavours to verify the compliance with specified requirements and highlight findings, if any. While we shall use all reasonable skill and care to be expected of an appropriately qualified and competent auditor, the results, conclusions and/or this Independent Assurance Report will inevitably involve subjective opinion based on the judgement and experience of our personnel on the perceived impact of the non-conformities, if any. Accordingly, the interpretation of the results and conclusions, and the determination of their significance and any follow-up actions, remain matters for the Company's management.

2. Limitation and Exclusion

2.1. The following inherent limitations and exclusions arise from the engagement scope, the nature of the applicable criteria, and the characteristics of a limited assurance engagement:

2.1.1. The results, conclusions and/or this Independent Assurance Report are limited to examining the transcription and/or transformation of data into reported disclosures (such as claims, performance metrics, and climate-related disclosures). Evaluating the execution or effectiveness of ESG policies and practices is not within the scope.

2.1.2. The engagement involves the exercise of professional judgement and may include consideration of management's judgements, assumptions or estimation techniques. However, the engagement does not include a comprehensive assessment of the appropriateness of such judgements, assumptions or estimation techniques.

2.1.3. The results, conclusions and/or this Independent Assurance Report are based on sampling, inquiries, and the Company's representations and materials provided. As a result, some errors or irregularities may exist and remain undetected.

2.1.4. Sustainability information (such as Scope 3 emissions and forward-looking disclosures) may involve uncertainties due to data limitations, measurement methods, or incomplete scientific and technical knowledge.

2.1.5. Information outside the Reporting Period is excluded.

3. Roles, Responsibilities

3.1. The Company is responsible for:

3.1.1. maintaining and operating their information system;

3.1.2. developing and maintaining records and reporting procedures in accordance with such system. This includes the determination and calculation of the sustainability information and performance, including, where applicable, climate-related financial information;

3.1.3. preparing and providing the Report as well as required data and information on or before the agreed schedule(s) to facilitate successful conduction of the verification tasks by HKQAA;

3.1.4. ensuring that all information and documents provided by the Company are true, correct, complete and not misleading in any material respects and that there is no fact undisclosed which would render any such information or document inaccurate or misleading in any material respects or which, if disclosed, might reasonably affect the decision of HKQAA regarding the independent assurance conclusion; and

3.1.5. using the results, conclusions and/or this Independent Assurance Report and verification information provided by HKQAA as part of the Sustainability Assurance Service properly and at all times in compliance with the applicable laws and regulations.

3.2. The assurance team of HKQAA is responsible for:

3.2.1. providing an independent assurance conclusion, conducted based on the scope, objectives, and criteria agreed upon between the Company and HKQAA, on the disclosures made by the Company for the Reporting Period.

4. Independence

4.1. HKQAA was not involved in collecting or in compiling the reporting contents. Our sustainability assurance activities were entirely independent, and there was no relationship between HKQAA and the Company that could affect the impartiality of the assurance.

4.2. It is the express intention of HKQAA and the Company that HKQAA perform the sustainability assurance activities as an independent contractor. Nothing in this Independent Assurance Report or in our sustainability assurance activities will in any way be construed to constitute HKQAA as an agent, employee, or representative of the Company. Without limiting the generality of the foregoing, HKQAA is not authorized to bind the Company to any liability or obligation or to represent that the Company has any authority.

Appendix B

Reporting Principles

This section summarizes the observed application of the specified Reporting Principles.

Materiality	The Report discloses the process to identify and the criteria for the selection of material ESG factors. It also includes a description of significant stakeholders identified, and the process and results of the issuer's stakeholder engagement, where conducted.
Quantitative	The Report discloses 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.
Consistency	The Report discloses any changes to the methods or KPIs used, or any other relevant factors affecting a meaningful comparison.

Appendix C

Recommendations

Item Reference	Opportunity for improvement
General Comment	Enhance Climate-Related Financial Disclosures: Consider linking decarbonisation and adaptation goals, such as net-zero roadmaps, to specific capital expenditure budgets, green bond allocations and future financial planning.



CHINACHEM GROUP

華懋集團