

SUSTAINABILITY REVIEW



SUSTAINABILITY REVIEW

Sustainable development is integral to our approach to business and investment. Providing quality products and services that our customers can trust, investing in our people and communities, and protecting shared natural resources is not only the right thing to do, it is fundamental to our ability to create long-term value for our shareholders.



CLIMATE



WASTE



WATER



PEOPLE



COMMUNITIES

Through our sustainable development strategy, renamed as SD 2050, we aim for innovation and continuous improvement in five areas common to all our businesses: Climate, Waste, Water, People and Communities. We chose SD 2050 to enhance alignment with our operating companies' strategies, to draw focus to our long-term environmental ambitions which remain steadfast, and to guide decision making.

We have committed to achieve net-zero carbon emissions, water neutrality and zero waste to landfill by 2050. We have set interim targets for 2030 in each of these areas. The health and safety of our people is key, and we have set our businesses a goal of achieving zero harm. We aim to maintain not less than 30% of female members on the Board on average over any three-year cycle. We make significant contributions to our communities through our operating companies and the Swire Group Charitable Trust (Swire Trust).

Acquisitions which have occurred since 2023, the year when our targets were set, are excluded from our commentary on performance against targets, but included in commentary on overall performance.

Environmental, social and governance topics not covered by SD 2050 are important to our investors, regulators and customers. We have policies on human rights, biodiversity and sustainable procurement.

Governance of Sustainability

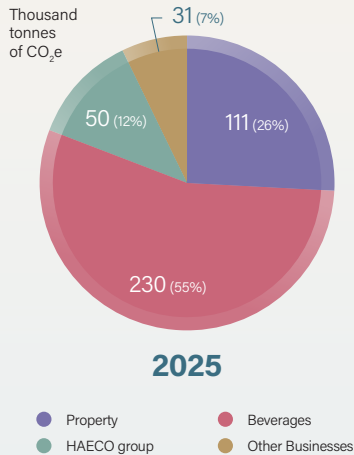
Our Board is ultimately accountable for sustainability matters. It is kept informed of sustainability risks and performance by the Swire Group Sustainability Committee (SGSC) and Group Risk Management Committee (GRMC), which report to the Board via the Audit Committee. The Head of Sustainable Development reports monthly to the Group's Finance Director, who is an Executive Director of the Company. The Finance Director briefs the Board and division heads twice a year on sustainability matters.

In 2025, we convened Group risk forums which are relevant to SD 2050. They dealt with environment, social and governance, human resources and health and safety. For details, see the Risk Management sections of this report and of our Sustainability Report 2025.

Other Group committees relevant to SD 2050 in 2025 were the Swire Group Environmental Committee, the Health and Safety Committee, the Diversity and Inclusion Steering Committee and the Philanthropy Council.

The Swire Pacific sustainable development function is responsible for the environmental areas of SD 2050. Our Group risk management function, and the people and philanthropy departments also have SD 2050 responsibilities.

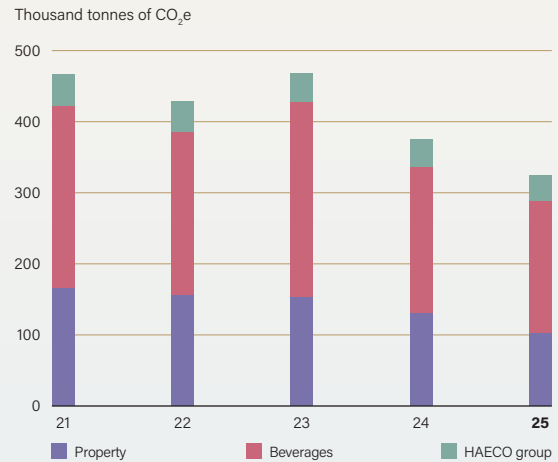
Total Scope 1 and 2 GHG Emissions



Notes:

- Swire Pacific tracks its energy consumption and GHG emissions through utility bills and purchase or service records. When such records are not yet available, consumption is captured through direct measurements (e.g. readings of submeters). These figures are updated upon availability of records.
- Totals may not be the exact sum of numbers shown due to rounding.

Scope 2 GHG Emissions



Note:

Swire Pacific tracks its energy consumption and GHG emissions through utility bills and purchase or service records. When such records are not yet available, consumption is captured through direct measurements (e.g. readings of submeters). These figures are updated upon availability of records. The figures for prior years have been updated to reflect such availability.

Sustainable Development Fund

The Swire Pacific Sustainable Development Fund (SD Fund) offers financial support to operating companies for projects which can deliver significant environmental benefits, but which cannot be justified by reference to our cost of capital targets. The SD Fund has supported trials of innovative green technology projects. Over HK\$150 million of cumulative funding for projects had been committed by 31st December 2025.

Sustainable Finance

At the end of 2025, sustainable finance (where part of the cost is linked to the achievement of sustainability targets) represented more than 58% of our total financing.

Climate

The world must halve emissions by 2030 and reach net-zero emissions by 2050 to avoid the worst effects of climate change. Reducing our greenhouse gas (GHG) emissions is a business imperative. We must ensure that our assets and operations can withstand and adapt to climate-related physical and transition risks.

Climate Risk

We consider the operational, regulatory, reputational, human, strategic and financial impact of climate change on our businesses. The results of our physical and transition scenario analysis are included in the ESG Risk Management section of our Sustainability Report 2025. These follow the provisions set out in Appendix C2 to the Main Board Listing Rules of Hong Kong Exchanges and Clearing Limited (HKEX).

Greenhouse Gas Emissions

Our target is to reduce by 50% our scope 1 and 2 GHG emissions by 2030 from their 2018 levels. We aim to reach net-zero GHG emissions by 2050. In 2025, our scope 1 and 2 GHG emissions¹ were 423 thousand tonnes of carbon dioxide equivalent (CO₂e), a 10% decrease from 2024.

Businesses covered by our 2030 target achieved a 46% reduction in scope 1 and 2 emissions against a 2018 baseline. Swire Properties and Swire Coca-Cola accounted for approximately 81% of the Group's operational emissions in 2025. They have set science based targets (SBTs) which have been approved by the Science Based Targets initiative (SBTi).

In 2025, the Cathay group's GHG emissions were 16,808 thousand tonnes of CO₂e. We report 43.09% of them (our shareholding interest in Cathay group at year end), or 7,243 thousand tonnes of CO₂e. Cathay group has committed to achieving net-zero carbon emissions by 2050, for sustainable aviation fuel to represent 10% of its fuel consumption on Cathay Pacific operating flights by 2030, and to improve its emission intensity by 12% per revenue tonne kilometres (RTK) by 2030 from a 2019 baseline. In 2025, its carbon intensity, measured in grammes of CO₂ per RTK, increased by 1% compared with 2024, primarily because of a shift in the freighter-passenger aircraft mix, with a higher proportion of flights by passenger aircraft, which have higher carbon intensity than freighters.

In 2025, the Cathay group worked to expand its initiatives and partnerships regarding sustainable aviation fuel (SAF). This included joining the US\$150 million oneworld Breakthrough Energy Ventures (BEV) Fund, which aims to advance next generation SAF technology and committing to a US\$70 million SAF co-investment partnership with Airbus in support of opportunities to scale up SAF availability in Asia and globally.

Since 2023, we have piloted internal carbon pricing. We use carbon fees and shadow pricing. The carbon fee for each operating company is based on its most recent financial year's operational GHG emissions and budgets are set aside for decarbonisation projects based on the carbon fee. Shadow pricing is applied to projects exceeding a threshold value. Swire

Coca-Cola, Swire Properties and HAECO (which account for approximately 93% of our GHG emissions) are participating in this initiative.

Electricity consumption is our largest source of scope 1 and 2 GHG emissions. In 2025, our GHG emissions derived from purchased electricity decreased by 11% from 2024. Across the Group we retrofitted buildings and improved operational procedures. Energy saving and increased use of renewable electricity helped.

In line with the Group's Sustainable Building Design Policy, new and substantially renovated buildings over a threshold construction floor area should obtain the highest or second highest international or local building environmental certification. All existing buildings without major renovations or refurbishments are encouraged to obtain similar standard where practicable.

In the Chinese Mainland, eight Swire Coca-Cola bottling plants are powered by 100% renewable electricity. At Swire Properties, the proportion of renewable electricity usage in the Chinese Mainland for both landlord and tenant operations stood at approximately 88% at the end of 2025. In 2025, 38% of the electricity used by the Group came from renewable sources.

Waste

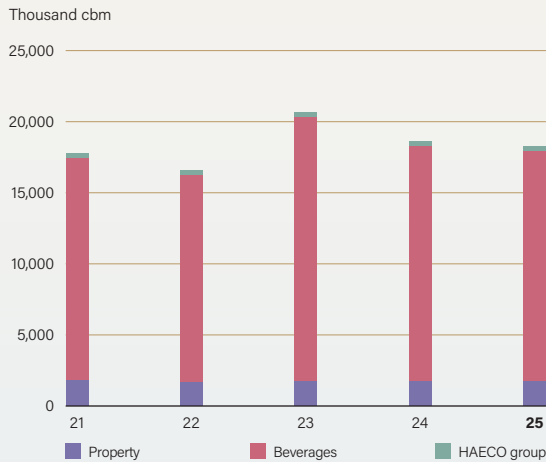
By reducing and recycling our waste, we lower the cost of packaging, waste management and disposal, while creating opportunities to recover value from materials and potentially create new revenue streams. Our ambition is to turn today's waste into a resource for tomorrow and to contribute to the creation of a circular economy. As a Group, we aim to achieve zero waste to landfill by 2050. Our strategy focuses on reducing waste at source, improving packaging design and recyclability, managing hazardous waste responsibly, and promoting recycling, reuse, and recovery across our operations.

In 2025, the Group generated 67 thousand tonnes of waste, a 10% decrease from 2024. Swire Properties and Swire Coca-Cola account for more than 90% of the Group's waste. Our targets are to divert 65% and 100% of our non-hazardous

Note:

¹ This figure includes scope 2 emissions calculated using the market-based method.

Freshwater Withdrawal



Note:
Swire Pacific tracks its water consumption through utility bills and purchase or service records. When such records are not yet available, consumption is captured through direct measurements (e.g. readings of submeters). These figures are updated upon availability of records. The figures for 2024 have been updated to reflect such availability.

waste from landfill by 2030 and 2050, respectively. Businesses covered by our 2030 target improved their waste diversion rates from 2024.

Swire Properties' waste policy spans building design to operations, promoting circularity and resource efficiency. Since tenants generate over 90% of building waste, engagement is vital. Its Green Performance Pledge fosters collaboration to reduce energy, water, and waste.

Construction and operational waste are major concerns. Swire Properties' Resource and Circularity Policy focuses on designing out waste and improving recycling across the supply chain.

In Hong Kong, Swire Coca-Cola launched a lighter, more recyclable glass bottle in 2022 and adopted a new plastic cap design to reduce material use. In 2025, it became the first company in Hong Kong to produce beverage bottles made from locally collected and recycled polyethylene terephthalate (rPET). The rPET is supplied by New Life Plastics Ltd., Hong Kong's first food-grade-ready plastic bottle recycling facility, which is also a subsidiary of Swire Coca-Cola.

Water

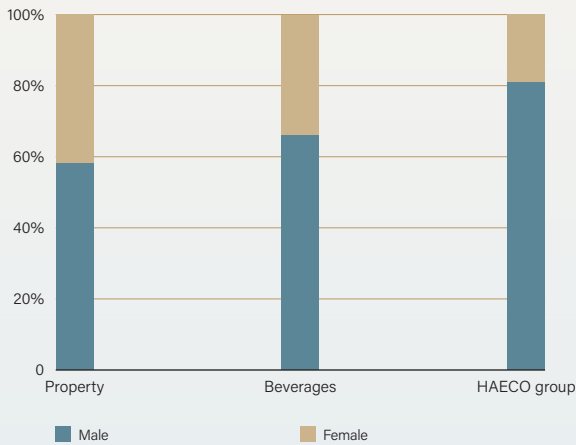
Freshwater availability and quality are crucial to our business operations. Collective action is needed as water scarcity is a systemic, cross-boundary challenge. It is important that we have sound water management plans and work with other water users to improve water security in our operating locations and protect this shared resource for the future.

Our goal is to be water neutral by 2050, with an interim target to improve water efficiency by 30% by 2030 compared to a 2018 frozen efficiency baseline. We aim to achieve this by minimising freshwater consumption through improving efficiency, leak repairs, and maximising water reuse and recycling opportunities.

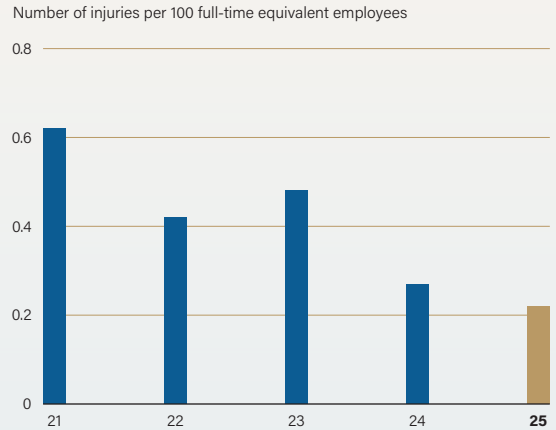
In 2025, the Group withdrew 18.6 million cubic metres of water, 2% less than in 2024. Swire Coca-Cola accounted for approximately 87% of our water use. Swire Coca-Cola aims to return to the environment water in amounts equivalent to those which it uses in its products.

Businesses covered by our 2030 target achieved a 27% reduction in water use against a 2018 baseline.

Workforce Breakdown by Gender



Lost Time Injury Rate (LTIR)



People

We aim to be an employer of choice that attracts and retains the most talented people. We do this by creating safe, healthy and inclusive workplaces where everyone is treated with respect and has equal opportunities to succeed.

At the end of 2025, we employed over 92,000 people (including the Cathay group and HAESL). The majority of our people are based in Hong Kong and the Chinese Mainland.

Staff turnover is monitored with a view to identifying areas of improvement and managing issues as they arise. In 2025, the turnover rate was 10%, which was an improvement from 2024.

Health and Safety

We aim to conduct our operations in a manner which safeguards the health and safety of our people, contractors, suppliers, customers and visitors to our business premises and the communities in which we operate. We aim to continuously improve our health and safety culture and performance through systems improvements, training, learning, and transparent reporting with a view to causing zero harm. We expect our contractors to observe high safety standards.

We care about the mental and physical health and wellbeing of our people. Group initiatives include health checks, employee assistance programmes with 24-hour confidential hotlines, and policies on flexible working and parental leave.

We track, monitor and aim to improve lost time injury rate across our businesses. In 2025, the number of injuries per 100 full-time equivalent employees (lost time injury rate or LTIR) decreased by 22% to 0.21 from 0.27 in 2024.

Regrettably there was a work-related employee fatality at Swire Coca-Cola Vietnam in 2025.

Diversity, Equity and Inclusion

We believe in creating an environment where people feel comfortable at work and are able to realise their full potential. We are committed to creating an inclusive and supportive working environment for our people regardless of their age, gender, gender identity, sexual orientation, relationships, family status, disability, race, ethnicity, nationality and religious or political beliefs.

The Company aims to maintain not less than 30% of female members on the Board on average over any three-year cycle. At the time of publication, women represent over 30% of our Board over the past three-year cycle.

The Company is required to comply with applicable employment and other laws.

Training and Development

We need an agile and well-trained workforce in order to respond to competitive and changing business environment. We provide on-the-job training, mentoring and coaching classroom training and online learning. All new joiners take part in induction programmes that include anti-discrimination and anti-corruption training as well as site visits to our businesses in Hong Kong.

Our in-house leadership development company designs and provides learning and development programmes for management staff. High potential managers attend business management and executive programmes at INSEAD and Stanford. Training programmes emphasise sustainability and contribute to the development of a strong corporate culture and a style of leadership that is consistent with our values.

We recruit high-calibre individuals with a view to developing them into future leaders within the Group. They are trained in management, finance and human resources. They have access to coaching and mentoring.

Our summer internship programme gives exceptional students the opportunity to gain experience of working at Swire. Interns learn about our values and what we do, and then work on business projects at our operating companies.

We communicate with our people on a regular basis via our intranet, newsletters, surveys and staff forums.

Communities

We believe that when the communities in which we operate prosper, so do we. We concentrate on doing things where we believe we can make a difference. We support our communities with monetary donations, provision of products and services and with the time and energy of our staff, and through the Swire Trust.

In 2025, the Swire Trust continued to focus on education advancement, marine conservation and community network building programmes in Hong Kong.

Our employees contributed approximately 2,300 hours of service in 2025 via the Swire Trust staff engagement programme. During the year, the Group including our operating companies made charitable contributions (cash and in-kind) of HK\$127 million in the communities where they operate.

Engaging with Suppliers

Operating companies are committed where possible to purchasing products which do not adversely affect the environment. Our guidelines on doing so are in accordance with international standards.

Our Supplier Code of Conduct deals with regulatory compliance, forced labour, child labour, health and safety, environmental issues, compensation and working hours, human rights, subcontractor management, ethics and reporting.

Our businesses engage with thousands of suppliers. They supply goods and services which include aircraft parts, fuel, sugar, auditing, office supplies and uniforms. A Group-wide assessment has been carried out to identify the potential ESG risks associated with our key suppliers. We prefer to work with suppliers that share our high standards and values. We share information and best practices with suppliers and encourage them to adopt appropriate sustainability and other standards.

FINANCIAL CONTENTS

FINANCIAL STATEMENTS

- 137** Independent Auditor's Report
- 145** Consolidated Statement of Profit or Loss
- 146** Consolidated Statement of Other Comprehensive Income
- 147** Consolidated Statement of Financial Position
- 148** Consolidated Statement of Cash Flows
- 149** Consolidated Statement of Changes in Equity
- 150** Notes to the Financial Statements
- 224** Accounting Policies
- 227** Principal Subsidiary, Joint Venture and Associated Companies
- 238** Cathay Pacific Airways Limited – Abridged Financial Statements

SUPPLEMENTARY INFORMATION

- 240** Summary of Past Performance
- 242** Schedule of Principal Group Properties
- 252** Group Structure Chart
- 254** Glossary
- 256** Financial Calendar and Information for Investors
- 256** Disclaimer