



**Green Island Cement
Company Limited**

青洲英坭有限公司

SUSTAINABILITY REPORT

2023 - 2024



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0 Executive Summary

0.1 Message from the CEO

The years following 2019 have presented unprecedented challenges for the construction and manufacturing sectors, and Green Island Cement (GIC) has not been immune to these pressures. The prolonged economic downturn, compounded by global disruptions and local market volatility, has led to a noticeable decline in demand for construction materials. This has directly impacted our production volumes and operational planning.

In early 2023, the lifting of COVID restrictions brought a temporary surge in domestic demand, supported by government stimulus. However, structural challenges — such as weak external trade, high interest rates, and subdued investment sentiment — continued to weigh on the broader economic environment.

Despite these headwinds, we have remained steadfast in our commitment to sustainability, operational resilience, and employee welfare. Our ability to adapt and maintain continuity in our Environmental, Social & Governance (ESG) programmes is a testament to the strength of our team and the robustness of our management systems.

In 2023–2024, we continued to build on the foundation laid in previous years. We focused on reinforcing and expanding existing efforts. Our strategic provisions of Ground Granulated Blast Furnace Slag (GGBS) as low-carbon cement substitute material

began to gain market acceptance, increased use alternative fuels, and process optimization have enabled us to maintain Scope 1 and Scope 2 emissions at stable levels relative to production. However, emissions intensity relative to revenue increased due to sharp decline in market prices for all cementitious products, particularly in Mainland China. Despite this, our operations remain aligned with Hong Kong's climate goals and continue to support the transition to low-carbon construction. We also worked as industry partner with local institutes to develop new generation of supplementary cementitious materials.

We also saw improvements in several environmental indicators:

- Used Alumina, and Oyster Shell were added to the list of waste-to-material program. The Eco-friendly raw materials increased to 30.2% of total input.
- An increase in Waste-derived alternative fuels in PRC operation, making its share rose to 1.6% of total energy required.
- NO_x and SO_x emission remained low and compliance to the requirements.
- Water recycling reached 46.7%, and the packaging material consumption dropped by 14.9%.

These results reflect our ongoing efforts to optimise resource use and reduce our environmental footprint, even in a constrained market environment.

0 Executive Summary

0.1 Message from the CEO (...continue)

Importantly, we have taken deliberate steps to minimise the impact of the downturn on our workforce. We maintained full coverage under ISO 45001, ensured no fatalities, and enhanced the productivity of our staff through succession and skill trainings. The average training hours per employee increased by 14.8%. 49 skilled labors were recruited from China to relief the labor shortage problem in September 2024. The workforce is enforced to improve operational efficiency and to support the evolving needs of operation. Our commitment to staff well-being remained a priority, with continued access to health programmes and recreational activities

We are honoured to have received the Good MPF Employer Award for ten consecutive years since 2015. This recognition underscores our ongoing commitment to fostering stable and supportive employment conditions, and reflects our belief that people are central to our sustainability journey.

Governance remains a cornerstone of our ESG framework. Our Sustainability Committee, composed of senior leaders and CK Infrastructure Holdings Limited (CKI) representatives, continues to oversee performance, risk management, and compliance.

Looking ahead, we remain committed to responsible growth, innovation, and stakeholder engagement. We will continue to navigate economic uncertainties with resilience, uphold our sustainability values, and invest in the long-term success of our people and our business.



*Eddy Tsang
Chief Executive Officer*

0.2 Overview of ESG Performance



GOVERNANCE

- Sustainability Committee



SOCIAL

- Turnover rate, 7.7% **+9%**
- Employees covered by ISO 45001, 100% **no change**
- Training hours per employee, 23 hours **+14.8%**
- Fatalities, 0 case **no change**

ENVIRONMENT



Emission Intensity:

- NO_x intensity **+19.3%**
0.00075 tonnes per '000 HKD turnover
- Scope 1 intensity **+21.5%**
1.51 tonnes of CO₂e per '000 HKD turnover
- Scope 2 intensity **+20.7%**
0.09 tonnes of CO₂e per '000 HKD turnover

Energy Usage :

- Fuel energy from waste derived fuel, 1.6% **+161%**
- Power from waste heat generation system, 21.3% **+6.7%**

Material Efficiency :

- Clinker in all product, 79.2% **-3%**
- Non-OPC cementitious products, 5.3% **+16.5%**
- Raw materials from eco-friendly sources, 30.2% **+16%**
- Water from recycling system, 47% **+2.8%**
- Packaging material intensity for finished product **+17.9%**
0.001326 tonnes per '000 HKD turnover

Note: Emissions intensity figures are calculated relative to revenue, expressed as units per HKD1,000 of turnover. The increase in most intensity values is mainly due to a significant decline in market prices for cementitious products, particularly in Mainland China. Emissions from production (Scope 1 and Scope 2) remained stable and at a low level compared with the previous reporting cycle.

0.3 Sustainability Related Awards and Recognition

Green Island Cement is proud to be recognised for its ongoing commitment to sustainability, environmental stewardship, workplace safety, and employee well-being. Our achievements in these areas are reflected in the following awards and recognitions:

Hong Kong Green Awards – Green Management Award (Corporate Category)



Awarded the Gold Award for six consecutive years since 2019 by the Hong Kong Green Council, in recognition of our excellence in environmental management.

BOCHK Corporate Low-Carbon Environmental Leadership Awards (Manufacturing Sector)

Received the Silver Award in 2023 and the EcoChallenger recognition in 2024 from the Federation of Hong Kong Industries, acknowledging our active participation in reducing environmental footprints within the manufacturing sector.

Hong Kong Awards for Environmental Excellence (Manufacturing and Industrial Services)

Awarded the Certificate of Merit in both 2023 and 2024 by the Environmental Campaign Committee of HKSAR, recognising our adoption of green management practices and benchmarking against industry best practices.



Hong Kong Occupational Safety and Health Award (22nd & 23rd)

Received the Outstanding Award from the Occupational Safety and Health Council, highlighting our achievements in workplace safety and health.

Smoking-free Leading Excellence 2023

Received Gold Award from the Hong Kong Council on Smoking and Health. To echo the World No Tobacco Day in May annually, the council promote smoke-free lifestyles, support tobacco control initiatives, and foster healthier, smoke-free environments for employees and the wider community.

Manpower Development Award 2024

This scheme is launched by the Employees Retraining Board to commend organizations that excel in manpower training and development.



Caring Company Logo Recognition

Awarded consecutively since 2006 by The Hong Kong Council of Social Service, acknowledging our dedication to responsible operations and fostering a caring corporate culture.



Good MPF Employer Awards

Recognised as a Good MPF Employer consecutively since 2015 by the Mandatory Provident Fund Schemes Authority, reflecting our commitment to providing robust retirement protection for our employees.



Joyful @ Healthy Workplace Best Practices Award (Occupational Health Award 2022-2023 & 2023-2024)

Honoured with the Grand Award by the Occupational Safety and Health Council for outstanding achievements in promoting healthy eating, physical activity, and mental well-being in the workplace.

1 ESG Governance

1.1 Governance Structure and Oversight

GIC continues to uphold a strong governance framework that integrates sustainability into every aspect of our operations. Our Sustainability Committee, chaired by the Chief Executive Officer and composed of Directors, General Managers, and representatives from CK Infrastructure Holdings Limited (CKI), remains the central body overseeing ESG strategy, performance, and compliance. The Committee meets regularly to review progress, assess risks, and ensure alignment with CKI's corporate direction and global sustainability standards.

In 2023–2024, our governance structure remained unchanged, reflecting the maturity and stability of our ESG oversight mechanisms. Our six core values - Quality Excellence, Operational Efficiency, Safety Oriented, Environment Focused, Continuous Innovation, and Community Caring - continue to guide our decision-making and performance across all business units. These values are embedded in our operations, which supports cross-functional collaboration and continuous improvement.

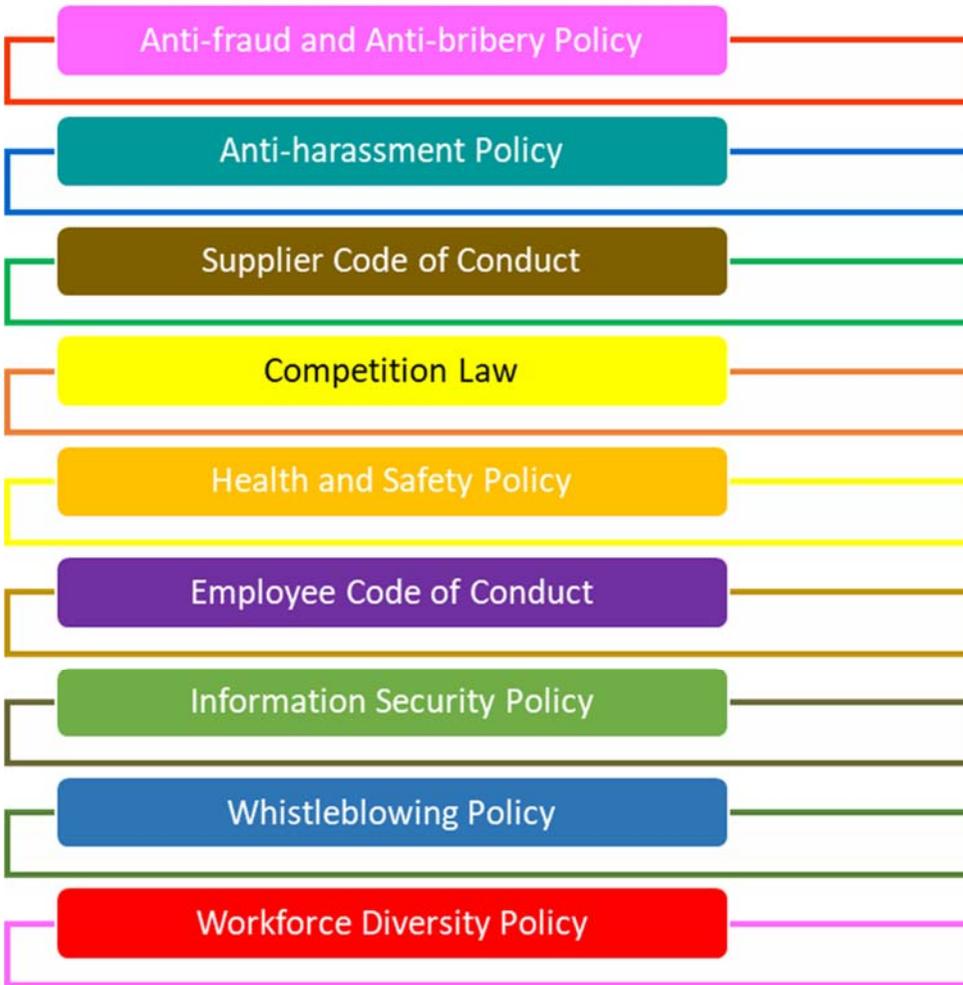
The Committee also ensures that ESG performance is transparently communicated to stakeholders and that our sustainability goals draw reference from international frameworks such as the Task Force on Climate-related Financial Disclosures (TCFD).

As part of our governance efforts, we also maintain regular engagement with internal and external stakeholders, including employees, suppliers, regulators, and community partners. This ensures that our sustainability strategy remains responsive to evolving expectations and emerging risks.



1.2 Ethical Business Practice and Compliance

Ethical conduct and regulatory compliance are foundational to our operations. In 2023–2024, GIC continued to adhere to CKI’s group-wide policies, which include:



These policies are actively communicated to employees through training, internal communications, and onboarding programmes. During the reporting period, no cases of non-compliance or ethical breaches were reported, reflecting our strong culture of integrity and accountability.

We maintain a confidential whistleblowing mechanism that allows employees and stakeholders to report concerns without fear of retaliation. All reports are investigated promptly and thoroughly, with corrective actions taken where necessary.

Our procurement practices are also guided by ethical and sustainability principles. We conduct regular assessments of suppliers to ensure compliance with our requirements. Preference is given to suppliers with ISO certifications and demonstrated commitment to responsible practices.

In addition, we continue to monitor cybersecurity risks and data privacy compliance. Our IT systems are protected by multi-layered security protocols, and staff are trained on responsible data handling practices. These measures ensure that our operations remain secure, transparent, and compliant with all applicable laws and regulations.

1.3 ESG Risk Management

Effective risk management is essential to maintaining operational resilience and long-term sustainability. In 2023–2024, GIC continued to monitor and assess ESG - related risks through our established framework. While no new significant risks were identified, existing concerns — such as climate change, skilled labour shortages, and extreme weather events — remain under active review.

One of the most pressing challenges of having an integrated cement plant in Hong Kong is the supply of skilled and trained workforce. During the reporting period, internship program and import labour scheme were trial with satisfactory result.

As the Hong Kong, Tap Shek Kok plant located at a coastal location, the impact of severe weather, particularly heavy rainfall and typhoons, pose threats on staff attendance and operational continuity. To mitigate these risks, we have implemented flexible work arrangements, enhanced communication protocols, and contingency plans to ensure the safety of our staff and business continuity.

Rainwater Harvesting Pond for Flood Resilience – Sponge Concept

Although our plant is elevated, we equip a 6,000m³ stormpond, strategically integrated with a network of internal catching ditches that collect and channel storm-water runoff from surrounding surfaces. This infrastructure not only safeguards our production facilities and equipment but also minimizes the consumption of domestic water for production process cooling purpose and road spray.

We also continue to monitor risks related to energy supply volatility, regulatory changes, and market demand fluctuations. The economic downturn that began in 2019 has had a lasting impact on the construction sector, leading to reduced demand for cement products. Despite these challenges, we have maintained stable operations and prioritised employee



welfare, avoiding major workforce reductions and continuing to invest in training and development.

Our risk management approach includes scenario planning, internal and external audits, and regular reviews of our operations. These processes help us anticipate and respond to emerging risks, ensuring that our sustainability strategy remains robust and adaptive.

1.4 Commitment to Sustainability Development Goals (SDGs)

GIC remains committed to supporting the United Nations Sustainable Development Goals (SDGs), with a focus on those most relevant to our industry and operations:

Goals	Progress in 2023 – 2024	
	<p>Increase the use of renewable energy sources.</p> <p>Improve energy efficiency.</p>	<p>Expand our alternative fuel list to include plastic-derived fuel from plastic recycling tailings. Alternative fuels amount up to 1.6% of fuel energy usage.</p> <p>Waste heat power generation systems (“WHPG”) were installed at our two cement plants in PRC.</p> <p>During the reporting period, 21.3% of the power requirement was supplied by these WHPG system.</p>
	<p>Enhance economic productivity through diversification, technological upgrades and innovation, with a focus on high-value-added and labour-intensive sectors.</p>	<p>Provide more training, the training hours per employee was increased by 14.8%.</p>
	<p>Advance resource recycling and innovative technologies to enhance industrial sustainability.</p>	<p>Expand the Oyster shell collection scheme.</p> <p>Participated in the development of glass powder as a new generation of Substitute Cementitious Materials (SCM).</p> <p>Increased industrial collaboration to include used alumina and oyster shell as alternative raw material for clinker production.</p>
	<p>Optimise resource usage.</p> <p>Align with Targets 12.2 (sustainable resource management) and 12.5 (waste reduction through prevention, recycling and reuse).</p>	<p>Continued the promotion of using GGBS in local market.</p> <p>Reused or recycled raw material account for 30% of total raw material used.</p> <p>A total of 21,646 tonnes of alternative fuel were used, equivalent to 10,693 tonnes of standard coal.</p>
	<p>Strengthen organisational capacity for awareness, strategy development and mitigation planning.</p> <p>Build adaptive capacity and resilience to climate change impacts.</p>	<p>Reduce our CO₂ impact by increase the share of Substitute Cementitious Materials (SCM) in product sold and reduce the clinker usage in all products. During the reporting period, the SCM percentage increased to 5.3% of all product sold and the clinker ratio in product dropped to 79.2%.</p>

Our continued efforts in emissions reduction, resource efficiency, and employee development reflect this alignment. In 2023–2024, we expanded the use of low-carbon materials such as GGBS, increased the use of waste-derived fuels, and improved water and energy efficiency across our facilities.

We also maintained our commitment to decent work by ensuring safe working conditions, offering competitive benefits, and supporting employee well-being. Our recognition as a Good MPF Employer for consecutive years highlights our dedication to long-term staff welfare, even during periods of economic uncertainty.

Through innovation, collaboration, and responsible practices, we aim to contribute meaningfully to the SDGs while building a more sustainable future for our industry and community.

Sustainable Development Goals (SDGs)



2. Environmental Performance

2.1 Overview of Environmental Performance

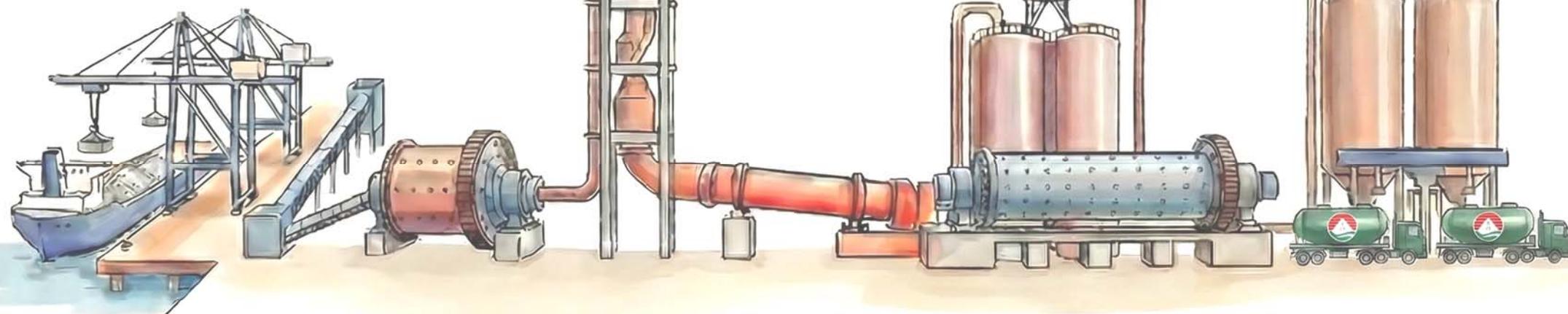
Ecological footprint of our input resources

- Recycled materials used, 30.2% **+16.2%**
- Clinker in all cementitious products, 79.2% **-2.8%**
- Substitute cementitious materials in all products sold, 5.3% **+16.5%**
- Power from waste heat power generation, 21% **+6.7%**
- Waste-derived alternative fuel used, 1.6% **+161%**
- Water from recycled sources, 47% **+2.8%**

Emissions per tonne of products produced

- NO_x, 0.43 kg/ tonne of clinker produced **-1.6%**
- SO₂, 0.041 kg/ tonne of clinker produced **-10.7%**
- Particulates, 0.018 kg/ tonne of clinker produced **-10.9%**
- Scope 1 intensity, 0.869 tonnes CO_{2e}/ clinker produced **+0.2%**
- Scope 2 intensity, 0.039 tonnes CO_{2e}/ finished products **+0.3%**

- Hazardous waste intensity **-11.5%**
0.00003 tonnes/'000 HKD turnover
- Non-hazardous waste intensity **-3.6%**
0.00128 tonnes/'000 HKD turnover



Energy & Water consumption

- Coal intensity, 6.01 GJ / '000 HKD turnover **+23.7%**
- Diesel intensity, 0.05 GJ / '000 HKD turnover **+9.5%**
- Electricity intensity, 164 kWh / '000 HKD turnover **+12.8%**
- Water consumption. 0.81 m³ /'000 HKD turnover **+80.6%**

Emissions per '000 HKD turnover

- NO_x, 0.00075 tonnes / '000 HKD turnover **+19.3%**
- Particulates, 0.00003 tonnes / '000 HKD turnover **+8.1%**
- Scope 1 intensity, 1.50630 tonnes CO_{2e}/ '000 HKD turnover **+21.5%**
- Scope 2 intensity, 0.09044 tonnes CO_{2e}/ '000 HKD turnover **+20.7%**

- Packaging materials intensity for the finished product, 0.001326 tonnes / '000 HKD turnover **+17.9%**

Note: Emissions intensity figures are calculated relative to revenue, expressed as units per HKD 1,000 of turnover. The increase in most intensity values is mainly due to a significant decline in market prices for cementitious products, particularly in Mainland China. Emissions from production (Scope 1 and Scope 2) remained stable and at a low level compared with the previous reporting cycle.

2. Environmental Performance

GIC continues to prioritise environmental stewardship as a core pillar of our sustainability strategy. In 2023–2024, we maintained all major environmental initiatives from the previous reporting cycle, focusing on emissions reduction, resource efficiency, and circularity. Despite economic pressures and reduced market demand, our environmental performance showed measurable improvements across key indicators.

Our operations are guided by an Integrated Management System (IMS) certified under ISO 14001, ensuring that environmental objectives are systematically reviewed and aligned with evolving sustainability goals. We also comply with all applicable regulations from the Environmental Protection Department (EPD) in Hong Kong and the Ministry of Ecology and Environment in Mainland China.

These results reflect the continued effectiveness of our low-NOx burner systems, waste heat recovery, and material substitution strategies. We also expanded our use of Alternative Fuel and Ground Granulated Blast Furnace Slag (GGBS) in product sold, that significantly reduced the embodied carbon of our cementitious products.

Our environmental performance is not only measured in emissions but also in how we manage resources. We increased the share of eco-friendly raw materials to 30.2%, improved water recycling to 46.7%, and reduced packaging material consumption by 14.9%. Through industrial collaborations, used alumina and oyster shell were added to our list of alternative material in the Hong Kong operation.

These achievements demonstrate our commitment to continuous improvement, even in a challenging economic climate. We remain focused

on reducing our ecological footprint while supporting Hong Kong's transition to low-carbon construction.

2.2 Emissions and Climate Impact

GIC remains committed to reducing emissions and mitigating climate impact across all operations. In 2023–2024, we continued to implement the same emissions control strategies introduced in previous years, with measurable improvements in performance. These efforts are part of our broader commitment to supporting Hong Kong's Climate Action Plan 2050 and aligning with global climate goals.

During the reporting period, we maintained the emission in Scope 1 and Scope 2 at stable levels relative to production, compared to the previous reporting cycle. However, there was a reduction (-2.8%) of clinker content in all cementitious material produced. This reduction was primarily driven by an increase adoption of Ground Granulated Blast Furnace Slag (GGBS) by the market. GGBS, a by-product of the steel industry, has a significantly lower embodied carbon footprint than Ordinary Portland Cement (OPC), making it a key contributor to our decarbonisation strategy. GIC is the key player in the introduction of GGBS to HK construction sector, through industry engagement, technical support, and awareness campaigns. These efforts have helped familiarise the market with its practical applications and environmental advantages. The SCM (Pulverized Fly Ash "PFA"+GGBS) amounts up to 16.2% of product sold in Hong Kong market, as compared to 12.6% in previous report period. These SCMs help reduce clinker content, lower embodied carbon, and improve the durability of concrete.

How GGBS Helps Reduce Emissions

GGBS is an industrial by-product with a chemical makeup similar to cement. While it cannot be used alone, it works effectively when combined with cement in concrete. This combination enhances strength through two reactions: cement hydration and GGBS's pozzolanic activity results in a strength performance comparable to Ordinary Portland Cement (OPC) with a much better durable especially towards the resistance to chloride ion penetration and low heat of hydration. It is therefore an ideal cementitious material for mass concrete, substructure element and marine environment

The production of GGBS involves drying (scope 1 emission) and electricity used in grinding (scope 2 emission). The nominal scope 1 and scope 2 emission is typical in the order of 60kg CO₂/tonne which is substantially lower than that of OPC, typical in the order of 850kg CO₂/tonne. With a typical GGBS replacement ratio of 60% in concrete, a reduction of 52% on the embodied carbon from cementitious material can be achieved.

During the design stage of GIC's GGBS grinding plant located inside GIC's Tap Shek Kok cement plant, the mill is strategical positioned near the clinker cooler of the cement line, such that exhaust gas containing waste heat from the clinker cooler can be easily transported to the GGBS grinding mill for its drying process, further reduces its embodied carbon footprint. The calculated scope 1 + scope 2 CO₂ emission of GGBS produced during the reporting period was 30.8kg CO₂/tonne, just 51% of the nominal figure.

Our climate strategy is guided by the TCFD framework. We regularly assess physical and transitional climate risks, including the impact of extreme weather events such as typhoons and heavy rainfall. These events can disrupt logistics, delay deliveries, and affect staff attendance. To address these risks, we have implemented contingency plans, diversified supply chains, and reinforced infrastructure resilience.

Looking ahead, we will continue to explore opportunities to further reduce emissions through innovation, process optimization, and the potential adoption of carbon capture and utilization technologies. Our long-term goal remains clear: to reduce the carbon intensity of our cementitious products while supporting the transition to a low-carbon economy.

Invest into Future SCM – Killing two birds with one stone

In 2024, GIC provided an industrial support to The Hong Kong Polytechnic University on a research on turning a local waste (glass) into a new generation of SCM (fine glass powder). The previous laboratory scale study identified that fine glass powder exhibited similar pozzolanic activity as GGBS, that it may hinder the alkali silica reactivity (ASR) of local volcanic rock. In September 2024, 30 tonne of fine glass powder was produced by GIC in an industrial setup. The product was used to verify its performance as well as concrete plant trial. The project aims to convert a local waste (glass) into a usable SCM, suitable for combating the ASR of volcanic rock, such that the rock is suitable for higher value application.

2. Environmental Performance

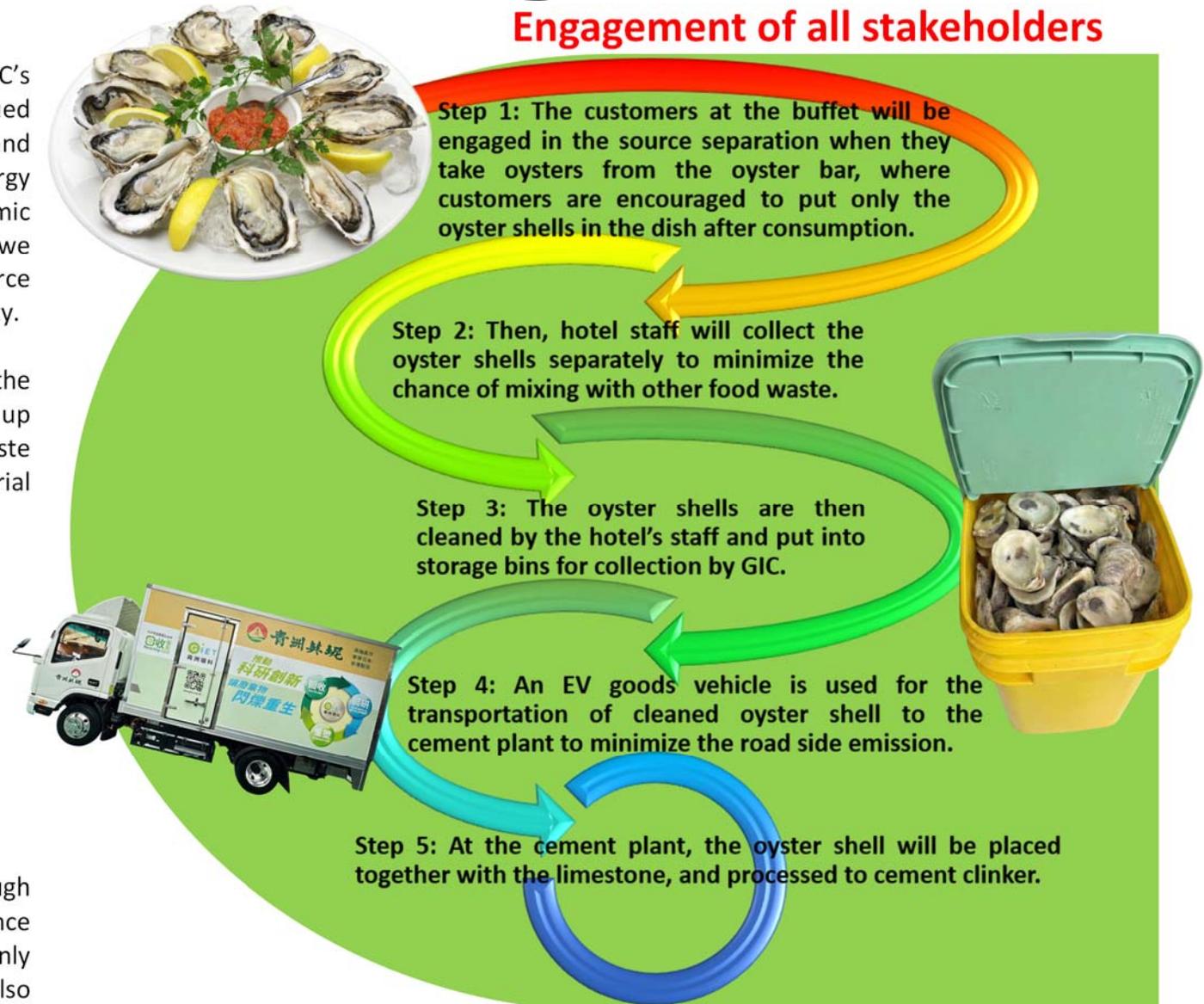
2.3 Resource Use, Circularity and Efficiency

Resource efficiency remains a cornerstone of GIC's environmental strategy. In 2023–2024, we continued to optimise the use of raw materials, energy, water and implement the waste-to-material and waste-to-energy initiatives across our operations. Despite the economic downturn and reduced production volumes, we maintained our commitment to minimising resource consumption and improving operational sustainability.

One of our key achievements was increasing the proportion of eco-friendly raw materials to 30.2%, up from 26.0% in the previous reporting period. Our waste-to-material strategy focuses on repurposing industrial by-products and locally sourced waste into valuable inputs for cement production. This includes waste glass cullet, limestone fines, flyash/bottom ash and Flue-gas-Desulphurization Gypsum from coal-fired power plant, bed-ash from T-park, and slag from industrial smelters. These alternative materials not only reduce our reliance on virgin resources but also reduces the need of landfilling. In 2024, we expanded our list of alternative material to include used alumina and oyster shell as alternative raw material for clinker production through industrial collaboration with repair & maintenance industry and hotel networks. Both projects, not only provide a showcase of circular economy, they also promote the concept of clean recycling.

Clean Recycling of Used Oyster Shell

Engagement of all stakeholders



2. Environmental Performance

Some improvements were achieved through process optimisation, waste heat recovery systems, and the expanded use of waste-derived alternative fuels contributed from the increase in GIC YunFu plant and diversified supply of RDF in Hong Kong under our waste-to-energy initiatives. These fuels are originated from tailings of plastics recycling, used rubber tyre, reclaimed thermal insulation materials from WEEE•Park, and waste oil/sludge. They are co-processed in our kilns where their residual calorific values are recovered, and under the high-temperature conditions, they are completely combusted and comply with environmental standards. The waste-to-energy initiatives not only reduce our reliance on fossil coal but also contributes to reducing landfill pressure.

Water conservation also remained a priority. We increased the share of recycled water to 46.7%, supporting production process cooling purposes. Rainwater harvesting and greywater reuse systems continue to operate effectively, reducing our dependence on municipal water supplies.

Together, these efforts reflect our ongoing commitment to resource circularity and operational efficiency, even in the face of economic and market challenges.

2.4 Waste

At GIC, waste management is integrated to our daily operation. In our Hong Kong operation, 83% of our products were delivered in bulk where no package was required.

In terms of waste intensity, we achieved a 11.5% reduction in hazardous waste and a 3.6% reduction in non-hazardous waste per thousand HKD turnover. These improvements were made possible through reduction by

means of process optimisation, better segregation, recycling, and partnerships with waste handlers. For example:

- We reviewed our brick management plan to reduce the brick consumption while at the same time, the used refractory materials will be recycled as raw material in clinker production;
- We communicated with our suppliers and encouraged them to review their package method, to minimize our need in disposal of package.

Looking ahead, we aim to expand our capacity in waste segregation and processing to further reduce the need of waste disposal.



3 Social Responsibility

3.1 Overview of Social Responsibility Performance

GIC continues to place strong emphasis on social responsibility, recognising that our people are central to our long-term sustainability. In 2023–2024, we maintained all major social initiatives from the previous reporting cycle, with a focus on employee well-being, safety, training, and community engagement. Despite the economic downturn and reduced market demand, we ensured that our workforce remained supported, engaged, and empowered.



Total employees

1028



Turnover rate

7.7%



Male to female ratio

7.2 : 1



Average hours of training

23 hours



Lost days due to work injuries

355 days



Fatalities

0 case



During the reporting period, our total number of employees was 1,028, a slight decrease from 1,058 in the previous cycle, reflecting natural attrition. We maintained a zero fatality record, and our ISO 45001 coverage remained at 100%, ensuring that all employees continued to benefit from internationally recognised occupational health and safety standards. Our employee turnover rate increased slightly to 7.7%, which remains within industry norms given the economic climate. We responded to this trend by reinforcing our commitment to staff welfare. Notably, we were once again recognised with the *Good MPF Employer Award*, reflecting our dedication to long-term employee benefits and retirement protection.

Staff development remained a priority. In order to attract more young talents joining the company, an internship programme was trialed. Skilled labour was recruited under the Importation of Labour Scheme to fill long-standing vacancies, thereby enabling the existing workforce to further develop their skill set. Our retirement policy was revised to enable experienced retired staff to pass on their expertise while gradually transitioning to full retirement. All these three programmes required substantial training as support. The average training hours per employee increased to 23 hours, up from 20 hours in the previous cycle. Training programmes covered a wide range of topics, including safety, environmental awareness, technical skills, and leadership development. These efforts support both individual growth and organisational resilience.

We also continued to promote workplace well-being through health checks, recreational activities, and mental wellness support. Enhancements to our internal mobile app have improved staff

communication, while festive gatherings have helped foster a stronger sense of teamwork and belonging, making our workplace feel more like a family. Overall, our social performance in 2023–2024 reflects continuity, care, and commitment. We remain focused on creating a safe, inclusive, and fulfilling work environment, even in the face of economic challenges.

3.2 Workforce safety and training

Workforce safety and training remain top priorities at GIC. Our approach is guided by the ALARP (As Low As Reasonably Practicable) principle and a Zero Harm aspiration. Our system is aligned with ISO-type controls, Hong Kong regulations, and Codes of Practice (CoPs), emphasising leadership accountability, competency, and worker participation. GIC maintains ISO 45001:2018 certification for occupational health and safety management, with regular audits and risk assessments.



In 2023–2024, we continued to implement mental and physical health initiatives at the plant, including the Heart Care Project, “Shall We Talk” (psychological well-being), Quit Smoking campaign, and International Family Day engagements. Additionally, we enhanced our Employee Assistance Programme (EAP), offering 24/7 confidential counselling for employees and their families, covering emotional, career, and relationship support. Building on our long-standing non-smoking policy since 1998, we continued to promote a tobacco-free lifestyle through health talks, incentives for quitting, and events like World No Tobacco Day activities, including fruit distribution and educational sessions.



To address the challenge of integrating imported workers from diverse cultural backgrounds and safety regimes into a high-hazard environment, GIC implemented targeted measures including pre-task safety language bridging with visuals and native-language micro-modules, competency check-outs before critical tasks, a buddy system with peer observation for safe behaviours, and leadership walk-arounds with translated feedback. To safeguard the health and safety of all individuals in the workplace - especially newly imported labour - we launched a two-year Safety Performance Monitoring Programme spanning 2024 to 2026. This

initiative is structured around the Plan–Do–Check–Act (PDCA) cycle to ensure continuous improvement and effective integration of imported workers into our safety culture.

In anticipation of the revised Code of Practice for Safety and Health at Work in Confined Spaces, which took effect on 30 November 2024, GIC proactively upgraded our training protocols. All operatives involved in confined space work have been trained as competent worker status through comprehensive practical and theoretical training. Additionally, lead personnel have undergone specialised theoretical training as competent persons, ensuring enhanced oversight and compliance with the updated requirements on risk assessment, emergency procedures, and technological monitoring. These efforts have strengthened our confined space safety framework, aligning with Hong Kong Labour Department guidelines and contributing to our Zero Harm goals.

As part of our commitment to climate resilience and employee wellness, GIC introduced the Climate Resilience & Wellness Initiative to promote heat stress awareness and provide physical relief during hot weather. This initiative includes the distribution of ice-cream cones to teammates during short breaks in cooler areas, offering not only comfort but also an opportunity to reinforce knowledge on heat stroke prevention. By blending wellness, education, and climate resilience, this initiative contributes to a safer and more caring workplace culture.



3.3 Skill Heritage and Workforce Development

GIC is committed to fostering an equitable work environment. In line with our parent company CK Infrastructure Holdings Limited's policies, we adhere to the Workforce Diversity Policy, promoting equal opportunities, gender balance, and career advancement for all employees. To address frontline workforce shortages, GIC has strategically deployed the importation of labour under the Importation of Labour Scheme. This initiative relieves immediate operational pressures on existing staff, providing a buffer that allows frontline operatives to dedicate more time to learning, skill enhancement, and professional growth. By integrating imported workers, we ensure continuity in production while fostering a supportive environment for long-term employee development and retention.

Our partnership with the Hong Kong Institute of Vocational Education (IVE) provides structured Student Industrial Attachment opportunities. These internships offer vocational students hands-on experience in plant operations, maintenance, quality control, and sustainability practices.

In recognition of our efforts, GIC received the Manpower Development Award from the Employees Retraining Board in 2024, highlighting our commitment to talent nurturing and employee retraining. To preserve and pass on specialised technical expertise, GIC has successfully transitioned retired frontline technicians into mentorship roles.

Nurturing In-house Electrical Talent

Since 2015, GIC has actively participated in attachment programs to nurture in-house Electrical Engineers. Apprenticeship participants since 2016 have grown into core members of our electrical team, demonstrating the long-term success of our talent development strategy. In 2024, a new graduate joined the team, marking the next chapter in our commitment to bridging academic learning with practical industry experience. His next career milestone is to gain experience and become a registered Grade A electrician. This evolving talent pool reflects our dedication to cultivating future-ready professionals through structured mentorship and hands-on training.



Enhancement of Skill Heritage

During the reporting period, three experienced staffs – a Process Operator, a Welder and a Mechanic returned post-retirement to mentor new generations of skilled workers, ensuring knowledge continuity and professionalism.



3.4 Community Engagement

As part of our commitment to community engagement and talent development, GIC regularly hosts community and student visits to our cement plant. These visits provide participants with firsthand insights into cement production processes, sustainability practices, and career opportunities within the industry. By fostering awareness and interest among younger generations, we aim to inspire future professionals to join our team after graduation. Key elements of these visits include guided tours of cement production facilities and sustainability systems, interactive sessions with plant engineers and technicians, and career talks highlighting pathways in engineering, safety, and operations.



We remain deeply committed to supporting the communities in which we operate. In 2023–2024, we sustained all community engagement initiatives from previous years, focusing on meaningful participation, volunteerism, and partnerships that promote social well-being and environmental awareness. Our employees play a central role in our community engagement strategy. Through organised volunteer programmes, staff are encouraged to contribute their time and skills to support local causes. Highlights include participation in charity trail hiking activities such as Oxfam Trailwalker and the Sowers Action 12 Hours. We further supported university research projects aimed at enhancing cement sustainability and quality. In early 2023, we launched a start-up project focused on oyster shell collection, which later received funding from the Recycling Fund in 2024.

This initiative promotes clean catering and recycles waste oyster shells as raw material for cement production—supporting the development of a greener city. Our approach to community engagement is guided by our core value of Community Caring. We believe that business success must go hand-in-hand with social responsibility. By maintaining strong ties with our community, we continue to build trust, foster goodwill, and contribute to a more inclusive and sustainable society.

4. Challenges and Opportunities

4.1 Economic downturn and its impact

The prolonged economic downturn following 2019 has had a significant impact on the construction and manufacturing sectors in Hong Kong and across the region. GIC has faced multiple challenges during this period, including reduced market demand, pricing pressures, and supply chain disruptions. Despite these headwinds, we have remained resilient, maintaining core operations and continuing our commitment to sustainability and employee welfare.

In 2023–2024, the slowdown in infrastructure investment and private development projects led to a noticeable decline in cement consumption. This affected our production volumes and revenue, requiring careful resource management and operational adjustments. However, we made a deliberate decision to avoid major workforce reductions, prioritising job stability and continuity for our employees.

We continued to improve our workforce productivity through succession planning, invest in training, safety, and well-being programmes, ensuring that our people remained supported and engaged. Our recognition as a Good MPF Employer for consecutive years reflects our unwavering commitment to long-term staff welfare, even in times of financial constraint.

Operationally, we focused on efficiency and optimisation. We expanded the use of eco-friendly raw materials, increased reliance on waste-derived

fuels, and improved energy and water efficiency. These measures helped offset cost pressures and reduce our environmental footprint, while maintaining product quality and compliance.

The downturn also highlighted the importance of agility and innovation. We strengthened our risk management processes, diversified our supply chains, and enhanced digital tools to improve internal communication and responsiveness. These actions have positioned us to adapt quickly to changing market conditions and regulatory requirements.

Looking ahead, we anticipate continued volatility but remain confident in our ability to navigate uncertainty. Our focus will remain on responsible growth, sustainability, and stakeholder engagement, ensuring that we emerge stronger and more resilient in the years to come.

4.2 Opportunities for future ESG investments

Despite the economic challenges faced in recent years, GIC continues to identify and pursue opportunities for future ESG investments that align with our long-term sustainability goals. In 2023–2024, we focused on strengthening existing initiatives while exploring new areas for innovation, efficiency, and impact.

Additionally, a partial substitution of cement by GGBS in concrete production and building construction supports compliance with the latest BEAM Plus New Buildings v2.0 (2023 Edition). Projects incorporating GGBS

can earn credits under the Materials and Waste aspect, recognising its role in reducing embodied carbon and promoting sustainable construction practices.

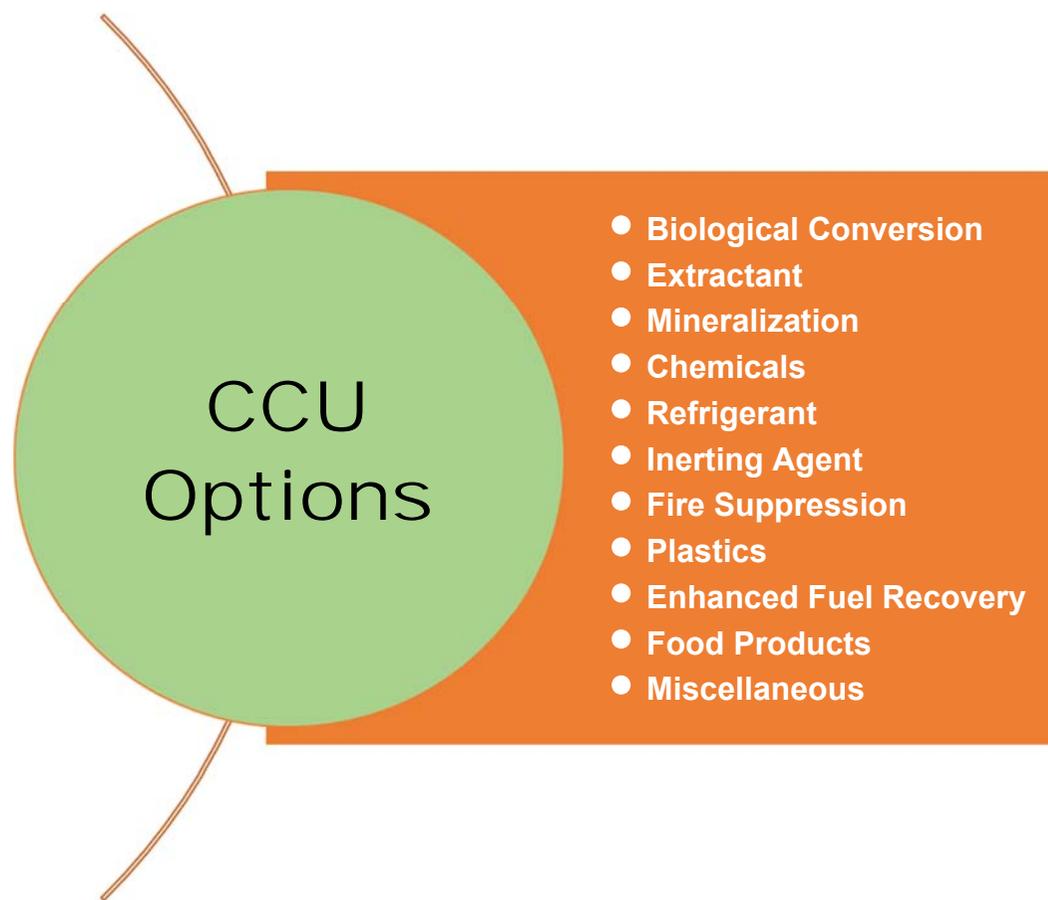
One of the most promising areas for future investment is the expansion of waste-derived fuels and substitute cementitious materials (SCMs). Building on the success of PFA in Hong Kong, we aim to increase the share of GGBS as cement substitute in fresh concrete production to further reduce the embodied carbon content in future buildings. This not only supports our emissions reduction targets but also enhances the durability and performance of concrete.

Our waste-to-energy program, including the co-processing of non-recyclable plastics, rubber, and biomass, were still in a startup phase. These fuels have already shown strong potential in reducing Scope 1 emissions and reliance on fossil coal. We aimed to increase their shares in our energy profile through investments focusing on securing stable supply chains, improving fuel preparation, and expanding kiln compatibility.

Carbon Capture and Utilisation (CCU) remains a long-term strategic goal. While land constraints in Hong Kong present challenges, we continue to monitor technological developments and assess feasibility for future deployment. Pilot studies and partnerships with research institutions may pave the way for scalable solutions.

On the social front, we aim to deepen our community engagement through more collaborations with schools, NGOs, and industry bodies will help us build a more diverse and future-ready workforce.

These opportunities reflect our proactive approach to sustainability, even in a constrained economic environment. By investing in innovation, partnerships, and responsible practices, we aim to create lasting value for our stakeholders and contribute meaningfully to Hong Kong's green transition.



5. About this report

This document is Green Island Cement's fifth Sustainability Report, covering the period from 1 January 2023 to 31 December 2024. It outlines our ESG performance and sustainability practices across operations in Hong Kong and Mainland China, with a primary focus on activities in Hong Kong.

For more detailed information on our Mainland China operations, readers may refer to the Sustainability Reports published by our affiliated companies at: <https://www.gggic.com/link/devrep.html>

5.1 Scope

This report presents ESG data and initiatives from our cement operations under the Green Island Cement (GIC) group, a wholly owned subsidiary of CK Infrastructure Holdings Limited (CKI) since its listing in July 1996. CKI invests in infrastructure projects globally, contributing to sustainable development and community well-being.

GIC operates four cement facilities:

Hong Kong Division:

- Green Island Cement Company Limited (GICL)

Mainland China Division:

- Guangdong GITIC Green Island Cement Company (GGGIC)
- Green Island Cement (Yun Fu) Company Limited (GICYF)
- Yunfu Xiangli Cement Company Limited (XiangLi)

5.2 Reporting standards

This report has been prepared in accordance with the Hong Kong Stock Exchange's ESG Reporting Guide (Appendix 27) and references the Task Force on Climate-related Financial Disclosures (TCFD) framework for climate-related risk and opportunity disclosures.

5.3 We value your feedback

We welcome feedback and questions to help us improve future reports. Please contact us at:

- ◆ Email : sustainability@gich.com.hk
- ◆ Telephone: (852) 2440 5111
- ◆ Customer Service: (852) 2773 6368
- ◆ Technical Support: (852) 2440 5266
- ◆ Address: No. 7, Lung Yiu Street, Tap Shek Kok,
Tuen Mun, New Territories, Hong Kong



Note: To reduce paper waste and promote environmental responsibility, this report is published online only. Hard copies will not be supplied.

Appendix

A.1 HKEx ESG Guide Content Index

This report has been prepared in accordance with the Environmental, Social and Governance Reporting Guide (Appendix 27) of the Hong Kong Stock Exchange (HKEx). The content index provides cross-references to the relevant sections of this report, ensuring transparency and ease of navigation for stakeholders and regulatory bodies.

Subject Areas, Aspects, General Disclosures and KPIs		Section	Explanation/Remarks	
A. Environmental				
Aspect A1: Emissions				
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste	ESG Governance	During the reporting period, we complied with all applicable environmental laws and regulations related to emissions, water discharge and waste management, such as: <ul style="list-style-type: none"> ◆ Air Pollution Control Ordinance (Cap.311) ◆ Waste Disposal Ordinance (Cap.354) ◆ Water Pollution Control Ordinance (Cap.358) ◆ Noise Control Ordinance (Cap.400) ◆ Ozone Layer Protection Ordinance (Cap.403) 	
KPI A1.1	The types of emissions and respective emissions data	Environmental Performance	2023	2024
			NOx (tonnes)	1,067
			SOx (tonnes)	78
			Scope 1 emissions (tonne CO2e)	2,421,486
			Scope 2 emissions (tonne CO2e)	143,587
KPI A1.2	Greenhouse gas emissions in total and Intensity	Environmental Performance	2,349,839	142,887
KPI A1.3	Total hazardous waste produced and intensity	Environmental Performance	2023	2024
			Total hazardous waste produced (tonnes)	62
KPI A1.4	Total non-hazardous waste produced and intensity		2,305	1,739
			Total non-hazardous waste produced (tonnes)	1,739

Subject Areas, Aspects, General Disclosures and KPIs		Section	Explanation/Remarks														
Aspect A1: Emissions																	
KPI A1.5	Description of emissions target(s) set and steps taken to achieve them	Environmental Performance															
KPI A1.6	How hazardous and non-hazardous waste is handled, reduction initiatives and results achieved	Environmental Performance	The main chemical waste generated in Hong Kong includes spent machine lubrication liquid (L73) and grease (S73). It was collected and disposed of via an EPD-registered company.														
Aspect A2: Use of Resources																	
General disclosure	Policies on efficient use of resources, including energy, water and other raw materials	Environmental Performance															
KPI A2.1	Direct and/or indirect energy consumption by type and intensity	Environmental Performance	<table border="1"> <thead> <tr> <th></th> <th>2023</th> <th>2024</th> </tr> </thead> <tbody> <tr> <td>Electricity purchased (MWh)</td> <td>276,919</td> <td>242,060</td> </tr> <tr> <td>Coal or Coal Products (GJ)</td> <td>9,461,741</td> <td>9,585,407</td> </tr> <tr> <td>Water consumption (cubic metres)</td> <td>1,236,493</td> <td>1,317,090</td> </tr> </tbody> </table>				2023	2024	Electricity purchased (MWh)	276,919	242,060	Coal or Coal Products (GJ)	9,461,741	9,585,407	Water consumption (cubic metres)	1,236,493	1,317,090
	2023	2024															
Electricity purchased (MWh)	276,919	242,060															
Coal or Coal Products (GJ)	9,461,741	9,585,407															
Water consumption (cubic metres)	1,236,493	1,317,090															
KPI A2.2	Total water consumption and intensity	Environmental Performance															
KPI A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them	Environmental Performance															
KPI A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them	Environmental Performance	We are not aware of any issues in sourcing water that is fit for purpose. We collect rainwater and treated domestic waste water to supplement the purchased domestic water; they account for up to 47% of total water consumption.														
KPI A2.5	Total packaging material used for finished products	Environmental Performance	<table border="1"> <thead> <tr> <th></th> <th>2023</th> <th>2024</th> </tr> </thead> <tbody> <tr> <td>Total packaging material used for finished products (tonnes)</td> <td>2,235</td> <td>1,965</td> </tr> </tbody> </table>				2023	2024	Total packaging material used for finished products (tonnes)	2,235	1,965						
	2023	2024															
Total packaging material used for finished products (tonnes)	2,235	1,965															
Aspect A3: The environment and Natural Resources																	
General disclosure	Policies on minimising the issuer's significant impact on the environment and natural resources	Environmental Performance															
KPI A3.1	The significant impacts of activities on the environment and natural resources, and the actions taken to manage them																

Subject Areas, Aspects, General Disclosures and KPIs		Section	Explanation/Remarks																																																	
Aspect A4: Climate Change																																																				
General disclosure	Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer	Environmental Performance Emissions and Climate Impact																																																		
KPI A4.1	Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them	Environmental Performance Emissions and Climate Impact																																																		
B. Social - Employment and Labour Practices																																																				
Aspect B1: Employment																																																				
General disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunities, diversity, anti-discrimination and other benefits and welfare	Social Responsibility																																																		
KPI B1.1	Total workforce by gender, employment type, age group and geographical region	Social Responsibility																																																		
KPI B1.2	Employee turnover rate by gender, age group and geographical region																																																			
			<table border="1"> <thead> <tr> <th></th> <th colspan="2">2023</th> <th colspan="2">2024</th> </tr> <tr> <th></th> <th>Male</th> <th>Female</th> <th>Male</th> <th>Female</th> </tr> </thead> <tbody> <tr> <td>Total workforce by gender</td> <td>905</td> <td>128</td> <td>899</td> <td>123</td> </tr> <tr> <td>Total workforce by geographical region</td> <td>Hong Kong</td> <td>Mainland</td> <td>Hong Kong</td> <td>Mainland</td> </tr> <tr> <td></td> <td>334</td> <td>699</td> <td>381</td> <td>641</td> </tr> <tr> <td>Employee turnover rate by gender</td> <td>Male</td> <td>Female</td> <td>Male</td> <td>Female</td> </tr> <tr> <td></td> <td>4.7%</td> <td>0.9%</td> <td>8.5%</td> <td>1.3%</td> </tr> <tr> <td>Employee turnover rate by geographical region</td> <td>Hong Kong</td> <td>Mainland</td> <td>Hong Kong</td> <td>Mainland</td> </tr> <tr> <td></td> <td>3.9%</td> <td>1.7%</td> <td>4.0%</td> <td>5.8%</td> </tr> </tbody> </table>						2023		2024			Male	Female	Male	Female	Total workforce by gender	905	128	899	123	Total workforce by geographical region	Hong Kong	Mainland	Hong Kong	Mainland		334	699	381	641	Employee turnover rate by gender	Male	Female	Male	Female		4.7%	0.9%	8.5%	1.3%	Employee turnover rate by geographical region	Hong Kong	Mainland	Hong Kong	Mainland		3.9%	1.7%	4.0%	5.8%
	2023		2024																																																	
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Subject Areas, Aspects, General Disclosures and KPIs		Section	Explanation/Remarks				
Aspect B2: Health and Safety							
General disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational Hazards	Social Responsibility		2023	2024		
			Number and rate of work-related fatalities	0	0		
			Lost days due to work injury	237	355		
KPI B2.1	Number and rate of work-related fatalities						
KPI B2.2	Lost days due to work injury						
KPI B2.3	Occupational health and safety measures adopted, how they are implemented and monitored						
Aspect B3: Development and Training							
General disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities	Social Responsibility					
KPI B3.1	The percentage of employees trained by gender and employee category	Social Responsibility		2023	2024		
			Percentage of employees trained by employment category	Non-manager 97%	Manager 3%	Non-manager 97%	Manager 3%
			Percentage of employees trained by gender	Male 88%	Female 12%	Male 88%	Female 12%
KPI B3.2	The average training hours completed per employee by gender and employee category	Social Responsibility		2023	2024		
			Average training hours by employment Category	Non-manager 22.5	Manager 36.8	Non-manager 23.4	Manager 40.8
			Average training hours by gender	Male 23.1	Female 21.5	Male 24.2	Female 22.2

Subject Areas, Aspects, General Disclosures and KPIs		Section	Explanation/Remarks																														
Aspect B4: Labour Standards																																	
General disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child or forced labour	Social Responsibility	We adhere to the guidance of and remain in compliance with the Employment of Children Regulations under the Hong Kong Employment Ordinance (Cap. 57) and Mainland China's the Law on the Protection of Minors, Regulations on the Prohibition of Child Labour and the Notice on the Prohibition of Child Labour.																														
KPI B4.1	Measures to review employment practices to avoid child and forced labour																																
KPI B4.2	Steps taken to eliminate such practices when discovered																																
B. Social - Operating Practices																																	
Aspect B5: Supply Chain Management																																	
General disclosure	Policies on managing environmental and social risks of supply chain	ESG Governance	<table border="0"> <thead> <tr> <th>Number of suppliers by geographical region</th> <th>2023</th> <th>2024</th> </tr> </thead> <tbody> <tr> <td>Hong Kong</td> <td>641</td> <td>660</td> </tr> <tr> <td>Mainland China</td> <td>449</td> <td>517</td> </tr> <tr> <td>Asia</td> <td>50</td> <td>47</td> </tr> <tr> <td>UK</td> <td>13</td> <td>11</td> </tr> <tr> <td>Continental Europe</td> <td>29</td> <td>32</td> </tr> <tr> <td>Australia</td> <td>17</td> <td>16</td> </tr> <tr> <td>Canada</td> <td>0</td> <td>0</td> </tr> <tr> <td>Others (USA, Bahamas)</td> <td>35</td> <td>36</td> </tr> <tr> <td>Total</td> <td>1,234</td> <td>1,319</td> </tr> </tbody> </table>	Number of suppliers by geographical region	2023	2024	Hong Kong	641	660	Mainland China	449	517	Asia	50	47	UK	13	11	Continental Europe	29	32	Australia	17	16	Canada	0	0	Others (USA, Bahamas)	35	36	Total	1,234	1,319
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Others (USA, Bahamas)	35	36																															
Total	1,234	1,319																															
KPI B5.1	Number of suppliers by geographical region																																
KPI B5.2	Practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored																																
KPI B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored	ESG Governance																															

Subject Areas, Aspects, General Disclosures and KPIs		Section	Explanation/Remarks
KPI B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored	ESG Governance	
Aspect B6: Product Responsibility			
General disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress	ESG Governance	No products sold or shipped were subject to recalls for safety and health reasons and no products and service-related complaints were received during the reporting period.
KPI B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons		
KPI B6.2	Number of products and service-related complaints received and how they are dealt with		
KPI B6.3	Practices relating to observing and protecting intellectual property rights		
KPI B6.4	Quality assurance process and recall procedures		
KPI B6.5	Consumer data protection and privacy policies, how they are implemented and monitored	ESG Governance	
Aspect B7: Anti-corruption			
General disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering	ESG Governance	
KPI B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases		

Subject Areas, Aspects, General Disclosures and KPIs		Section	Explanation/Remarks
KPI B7.2	Preventive measures and whistleblowing procedures, how they are implemented and monitored.		
KPI B7.3	Description of anti-corruption training provided to directors and staff.		
B. Social - Community			
Aspect B8: Community Investment			
General disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	Social Responsibility	
KPI B8.1	Focus areas of contribution		
KPI B8.2	Resources contributed to the focus area.		

End of the Report