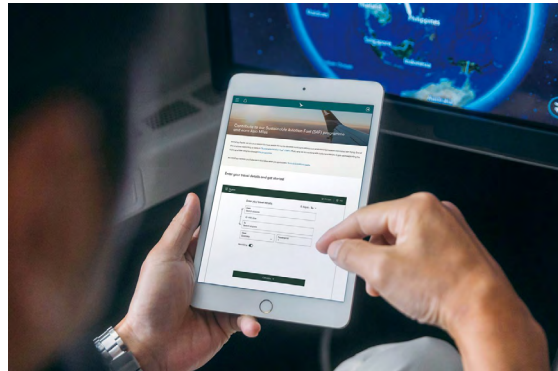


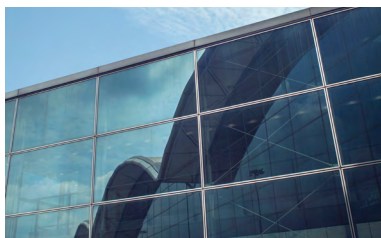




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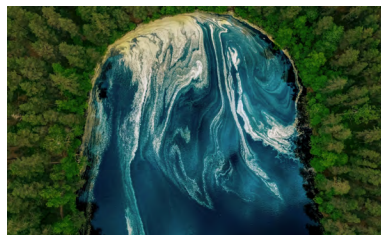


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OVERVIEW





OVERVIEW

About Cathay

Cathay Pacific Airways Limited (the “Company”) was founded in Hong Kong in 1946. The Company and its subsidiaries (“Cathay”, the “Cathay Group” or the “Group”) offer products and services across four principal lines of business – Cathay Pacific, Cathay Cargo, Cathay Lifestyle and Hong Kong Express Airways Limited (“HK Express”).

The Group also comprises the express all-cargo carrier AHK Air Hong Kong Limited (“Air Hong Kong”) and various other businesses, including catering, laundry, ground-handling and cargo terminal companies.

Shares of the Company are listed on The Stock Exchange of Hong Kong Limited, as are the shares of our substantial shareholders Swire Pacific Limited (“Swire Pacific”) and Air China. More information is available from www.cathaypacific.com.



Message from the CEO

2025 marked the culmination of three years of unprecedented growth for Cathay. Throughout the year, we continued to expand our global network and strengthen connectivity at the Hong Kong international aviation hub. These achievements reflect the “can-do” spirit of our teams who navigate uncertainties and changes in the operating environment with agility, turning challenges into opportunities for long-term success.

At the heart of this journey is our drive for sustainability leadership. Through deep collaboration across the value chain and investments in our priority areas – from Sustainable Aviation Fuel (“SAF”) and Single-use Plastics (“SUP”) to our community and workforce, we are committed to moving people forward in life in a more sustainable and responsible manner.

Building the SAF value chain through partnerships and investments

Decarbonising aviation is a critical yet complex mission. While SAF remains the most important lever for Cathay and our industry to achieve our long-term sustainability goals, the current limited availability and high cost of SAF present major challenges.

As a pioneer and early adopter of SAF, Cathay welcomes the Hong Kong SAR Government’s announcement of a 1-2% SAF usage target at Hong Kong International Airport by 2030, along with plans for local blending facilities and production plants in the Greater Bay Area. These represent an important first step in the right direction in protecting Hong Kong as an international aviation hub. Given that around half of our fuel is uplifted in Hong Kong, stronger partnerships and additional policy support will be essential to close this gap and make SAF more accessible and affordable in this part of the world.



Ronald Lam
Chief Executive Officer

Despite the challenges, we continue to make strides in building a robust SAF value chain through strategic investments and collaborations. In 2025, Cathay proudly joined as a launch investor in the US\$150 million **oneworld** Breakthrough Energy Ventures (“BEV”) Fund dedicated to advancing and commercialising next-generation SAF technologies. Together with like-minded organisations, we are channelling the necessary capital to scale SAF innovation for the long run. Complementing this, we committed to a landmark partnership of up to US\$70 million with Airbus to invest in more mature SAF opportunities to accelerate near- to medium-term availability.

Our Cathay Corporate SAF Programme also achieved notable progress in 2025. Participating partners have together committed to using about 17,400 tonnes of SAF, representing an increase of nearly 180% compared to 2024. This is equivalent to a reduction of approximately 54,600 tonnes of carbon dioxide equivalent emissions on a lifecycle basis, equal to the emissions of about 61,800 Economy class round trips between Hong Kong and London. These achievements stand as testament to our belief that only through collective action – across geographies and industries – can we build a resilient and scalable SAF ecosystem.

Leading the efforts in SUP circularity

From the design and use phase to post-consumption, our focus on circularity is centred on closing the loop in product lifecycles so as to minimise waste generation and reliance on virgin resources. This approach extends across our flight and ground operations, embedding more responsible material use throughout the value chain. Advancing circularity requires challenging the status quo and navigating operational and infrastructural constraints. By working closely with upstream and downstream partners, we are addressing these complexities in support of industry-wide circular transformation.

In 2025, we made continuous progress against our primary SUP target, reducing the average number of passenger-facing SUP items to 1.7 pieces per passenger. With the scheduled replacement of existing inventory, we expect to reach the target of 1.5 pieces per passenger by mid-2026, having addressed implementation challenges such as the limited availability of viable alternatives and the long lead time required to scale replacements.

For the secondary SUP targets, we have achieved our goal of ensuring 50% of remaining passenger-facing SUP items are made from recycled plastics. We have also increased the inflight water bottle recycling rate to 21% across the network, supported by recycling processes introduced in Hong Kong and eight other airports. We will continue to seek opportunities to improve the recycling rate further.

Creating a resilient community and an inclusive workforce

Amid the progress of 2025, unexpected events reminded us of the importance of standing together. Our thoughts remain with those affected by the Tai Po tragedy in Hong Kong and we are committed to offering help where we can. I am deeply grateful to our colleagues and partners who have come together to provide generous contributions and support during this challenging time. This care and solidarity reinforce our responsibility to our people and community.

Internally, to create a work environment where our people can thrive and make meaningful impacts, we advanced our diversity and inclusion strategy by introducing Belonging@Cathay – a holistic approach that brings together diversity, equity, inclusion and belonging to foster a culture where everyone feels respected, valued and empowered to contribute their best. We also refreshed our signature employee recognition programme, The Betsy Awards, honouring teams for exemplifying Cathay's culture, values and leadership in strategic areas.

Our efforts extend beyond the workplace. Staying true to our three community pillars of sports, arts and culture, and youth development, we are dedicated to being a force of positivity in the communities we serve. In 2025, we engaged over 1,550 aviation enthusiasts through our refreshed I Can Fly programme as part of our longstanding commitment to youth development. We have also been named the exclusive Founding Travel Partner of Kai Tak Sports Park. Through this and our ongoing partnership with the West Kowloon Cultural District Authority, Cathay contributes by creating immersive experiences that support the development of sports, arts and culture in our home city, Hong Kong.

Outlook

This year marks a meaningful milestone for Cathay as we celebrate "80 Years Together" with Hong Kong. I would like to express a heartfelt thank you to all our people for their passion and dedication in bringing our core values to life, as well as to our customers, shareholders and partners for their ongoing support. Looking ahead, I am excited about the opportunities that our strategic partnerships, targeted investments and relentless focus on continuous improvement will bring as we move Cathay to new heights in sustainability and beyond.

Ronald Lam

Chief Executive Officer

About this report

Reporting period

This Sustainability Report describes the approach and performance of the Group for the period from 1 January to 31 December 2025. Our previous Sustainability Reports can be accessed on https://www.cathaypacific.com/cx/en_HK/about-us/sustainability/sustainability-reports.html

Reporting standards and principles

The report is prepared with reference to the Global Reporting Initiative ("GRI") Standards and complies with the provisions of the Appendix C2 Environmental, Social and Governance ("ESG") Reporting Code issued by Hong Kong Exchanges and Clearing Limited ("HKEX"). We also take reference from the International Financial Reporting Standards ("IFRS") S2 for our climate-related disclosures.

Report content is shaped around the issues identified as important through a process of materiality assessment as well as internal and external engagement. Information provided on our management and performance of these issues is verified by data owners, then approved by the management, the Board Risk Committee ("BRC") and ultimately the Board.

To define the content of this report and to ensure the quality of the information presented therein, we have followed the HKEX ESG Reporting Code and made reference to the GRI's Reporting Principles.

We obtain external independent assurance for selected sustainability data of our report. The scope of work carried out is set out in their assurance report.

This Sustainability Report should be read in conjunction with our Annual Report 2025 which deals with our financial and operational performance, and with our corporate governance. In case of any discrepancy between the English version and the Chinese version, the English version shall prevail.



Materiality

Conducting regular stakeholder engagement and materiality assessment exercises to identify priority issues related to sustainability. Please refer to the [Materiality](#) section.



Quantitative

Including notes accompanying [Our Performance](#) chapter to provide information about the standards, methodologies and assumptions used to calculate data, where appropriate.



Balance

Reporting both the positive and negative impacts of our performance in a transparent manner to provide an unbiased picture of our overall performance.



Consistency

Maintaining consistency in the use of methodologies to allow for meaningful comparisons of data over time. We will provide explanations to facilitate information interpretation when key changes occur.



Reporting scope

Cathay follows the operational control consolidation approach to define our reporting boundary. Unless otherwise specified, the ESG data in this report covers the Company as well as our material subsidiaries that aligns with the Annual Report 2025.

Contact us

We welcome comments and feedback on this report and its contents. Please send your feedback to our team at: sustainability@cathaypacific.com.

Our address:

Group Sustainability Department,
Cathay City, 8 Scenic Road,
Hong Kong International Airport, Hong Kong

The economic data in this report are based on the consolidated financial statement of the Annual Report 2025 which incorporates the financial statements of the Company and our subsidiaries together with the Group's interests in joint ventures and associates.

MATERIAL SUBSIDIARIES

AHK Air Hong Kong Limited

Airline Property Limited

Airline Stores Property Limited

Airline Training Property Limited

Asia Miles Limited

Cathay Holidays Limited

Cathay Pacific Aircraft Leasing (H.K.) Limited

Cathay Pacific Aircraft Services Limited

Cathay Pacific Catering Services (H.K.) Limited
("Cathay Dining")

Cathay Pacific Finance Limited

MATERIAL SUBSIDIARIES

Cathay Pacific Finance III Limited

Cathay Pacific MTN Financing (HK) Limited

Cathay Pacific Services Limited ("Cathay Cargo Terminal")

Connaught Network Services Private Limited

Guangzhou Guo Tai Information Processing
Company Limited

Hong Kong Airport Services Limited ("HAS by Cathay")

Hong Kong Aviation and Airport Services Limited

Hong Kong Express Airways Limited

Vogue Laundry Service Limited

2025 Spotlights

We endeavour to operate in a more sustainable and responsible manner, embedding sustainability principles and practices into our principal lines of business. We map our sustainability progress against six strategic areas of focus that guide our journey and shape our priorities. A 2025 snapshot is provided below. Follow the links at the top of the page to deep dive into our approach and our progress on these areas in 2025.

CLIMATE CHANGE

We aspire to be a leading contributor to global efforts to reduce aviation's impact on climate change, and to prepare our business to be more climate resilient.

Spotlight

Cathay Pacific has actively invested in accelerating the SAF development in Asia and globally. Flagship partnerships included the US\$150 million **oneworld** BEV SAF Fund and the co-investment agreement of up to US\$70 million with Airbus. Read more in the [Climate Change](#) chapter.



HK Express took delivery of four A321neo in 2025. The next-generation aircraft brings along aerodynamic advancement, offering an improvement in fuel efficiency of up to 15% compared with the previous generation. Read more in the [Climate Change](#) chapter.



CIRCULAR ECONOMY

We actively support the transition towards a circular economy by embedding circular principles across the lifecycle of our operations, from upstream design and sourcing decisions to downstream use, recovery and regeneration.

Spotlight

Cathay Pacific initiated a first-of-its-kind plastic bottle recycling programme for its flights landing at Hong Kong International Airport. Following its success, these recycling procedures have been extended to eight additional airports. Read more in the [Circular Economy](#) chapter.



Cathay Lifestyle has introduced a series of upcycled collections which turn used cabin materials from retired aircraft into premium lifestyle products. Read more about "From cabin to home" upcycled collection [here](#).



BIODIVERSITY

We aspire to protect species diversity and integrity through responsible cargo management and a transition toward sustainable sourcing.

Spotlight

Cathay Cargo engaged with decision makers and industry peers on animal welfare and illegal wildlife trade at IATA World Sustainability Symposium. Read more in the [Biodiversity](#) chapter.



Cathay Cargo is the first carrier in Asia to hold the IATA CEIV Live Animals accreditation. We remain vigilant in ensuring the highest animal welfare and transport standards within the industry. Read more in the [Biodiversity](#) chapter.

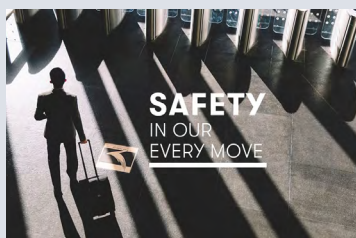


SAFETY

Safety is central to our success and our future. We provide a safe and healthy environment for our people, customers and other stakeholders with the aim of achieving zero accidents and zero 'high-risk' incidents.

Spotlight

We launched a year-long "Safety in our Every Move" campaign where different themes about safety and wellbeing were featured each month to incorporate Safety Excellence in our day-to-day. Read more in the [Safety](#) chapter.



Cathay Cargo has been holding the IATA CEIV Li-batt certification since 2023, addressing an important issue for the air-cargo industry. The safe carriage of lithium-ion batteries is a core focus of our cargo business. Read more in the [Safety](#) chapter.



COMMUNITY

We are committed to be a force of positivity for the communities we serve. At the heart of our mission is the advancement of youth development, sports as well as arts and culture.

Spotlight

Our Cathay Volunteer Team contributed around 4,650 hours to support different community initiatives, and they remain an important part in our longstanding collaboration with different NGO partners. Read more in the [Community](#) chapter.



As a group, we made charitable donations amounting to HK\$5 million in direct payments and a further HK\$3.9 million in the form of discounts on airline travel. Read more in the [Community](#) chapter.



PEOPLE

We strive to become a first-choice employer who fosters a positive work culture, values diversity and inclusion and invests in employee development and training, so our employees feel trusted, empowered and proud.

Spotlight

We refined our diversity and inclusion strategy as Belonging@Cathay to bring diversity equity, inclusion and belonging together for a workplace that our people feel safe, accepted and empowered. Read more in [Our People](#) chapter.



HK Express's AXIS Internship Programme and HORIZON Graduate Trainee Programme are designed to develop high-potential talents into future aviation leaders. Read more in [Our Subsidiaries](#) chapter.



Sustainability strategy

At Cathay, we fully recognise our responsibility to sustainable development through actively managing areas where we exert the most impacts, and where our stakeholders expect us to work on, which include climate change and circular economy.

The [Sustainable Development Policy](#) is designed to outline our approach and commitment to environmental sustainability on topics such as emissions and efficient use of resources (e.g. energy and other raw materials). Other related policies, including the [Climate Change Policy](#), are published on our [website](#).

It applies directly to all aspects of Cathay's operations, from passenger and cargo transportation, lifestyle experiences curation, ground services, and other subsidiary activities. We also extend this vision to the entire value chain, by proactively engaging and collaborating with our customers, suppliers and other key business partners. In this way we aim to go beyond compliance in the jurisdictions where we do business, to be a respectful employer, a value-adding community member, and a service provider that exceeds our customers' expectations.

We have also mapped our approach to managing priority issues to the [United Nations Sustainable Development Goals](#) ("SDGs") to better align with the international sustainability agenda.

As an associate in the Swire Pacific group, our sustainability strategy aligns with the core pillars of Swire Pacific's SD 2050 Strategy.

Stakeholder engagement

Ongoing engagement and open communication with key stakeholder groups is crucial to building collaborative relationships and creating long-term value. Their priorities, expectations and perceptions enable us to identify risks and opportunities, manage priority ESG issues and make informed decisions.

Since 2006, we have periodically engaged our stakeholders to ascertain their primary concerns. To systematically guide our approach, we have also put in place an internal Stakeholder Engagement Guideline for ESG Management. With reference to key principles outlined in the HKEX ESG Reporting Code, AA1000 Stakeholder Engagement Standard and the GRI Standard, this Guideline sets out the expected schedule, stakeholder groups, processes and methods for the Group's ESG stakeholder engagement. As per the Guideline, a formal stakeholder engagement is to take place no less than every three years.

Our stakeholders

Cathay's stakeholders include both internal and external interest groups that have a significant impact on our business, or who are significantly affected by our operations. We regularly engage with these stakeholders through various channels, including surveys, focus groups, interviews, publications, websites, social media and face to face meetings. All employees are engaged through an annual survey which is supplemented with quarterly surveys targeting key employee groups.

In 2024, we conducted a dedicated stakeholder engagement and materiality assessment exercise for ESG topics with the support of a third-party consultant. It involved extensive participation from Cathay employees and external stakeholders, including customers, Independent Non-Executive Directors, shareholders, business partners, suppliers, NGOs, academia, media, ESG rating agencies and other sustainability practitioners. Stakeholders rate their perceived importance and our performance on the list of ESG topics. Through the exercise, we identify issues which Cathay must prioritise and assess our performance on managing each. We received approximately 4,500 survey responses, along with qualitative insights from ten interviews and focus groups. For more details, please refer to the following section on [Materiality](#).



Apart from engaging our own people on sustainability, HK Express also empowers students on low-carbon travel through the **"Gotta GO! Sustainable Explorer Challenge"**. Read more in Our [Subsidiaries](#) chapter.





CASE STUDY

Engaging our people to champion sustainability progress and achievements



Central to our internal sustainability engagement, the annual Sustainability Week and the refreshed Betsy Award harness the strong interest our people have in sustainability and turn it into action. These flagship programmes engage employees across all functions from customer-facing to frontline operations by providing a platform to champion ideas, recognise impact beyond day-to-day responsibilities and celebrate teams who embed sustainability into their work.

The 2025 edition of our Sustainability Week featured an inspiring series of workshops, panels and interactive experiences that reinforced our commitment to sustainability leadership. This year's theme, "Sustainability Starts Within Us", highlighted that sustainability lives in our everyday actions. That spirit came to life at the Cathay Showcase where several Betsy Award nominees presented their sustainability initiatives, including the Lost and Found donation programme, the inflight recycling enhancements, as well as the dynamic potable water uplift project.

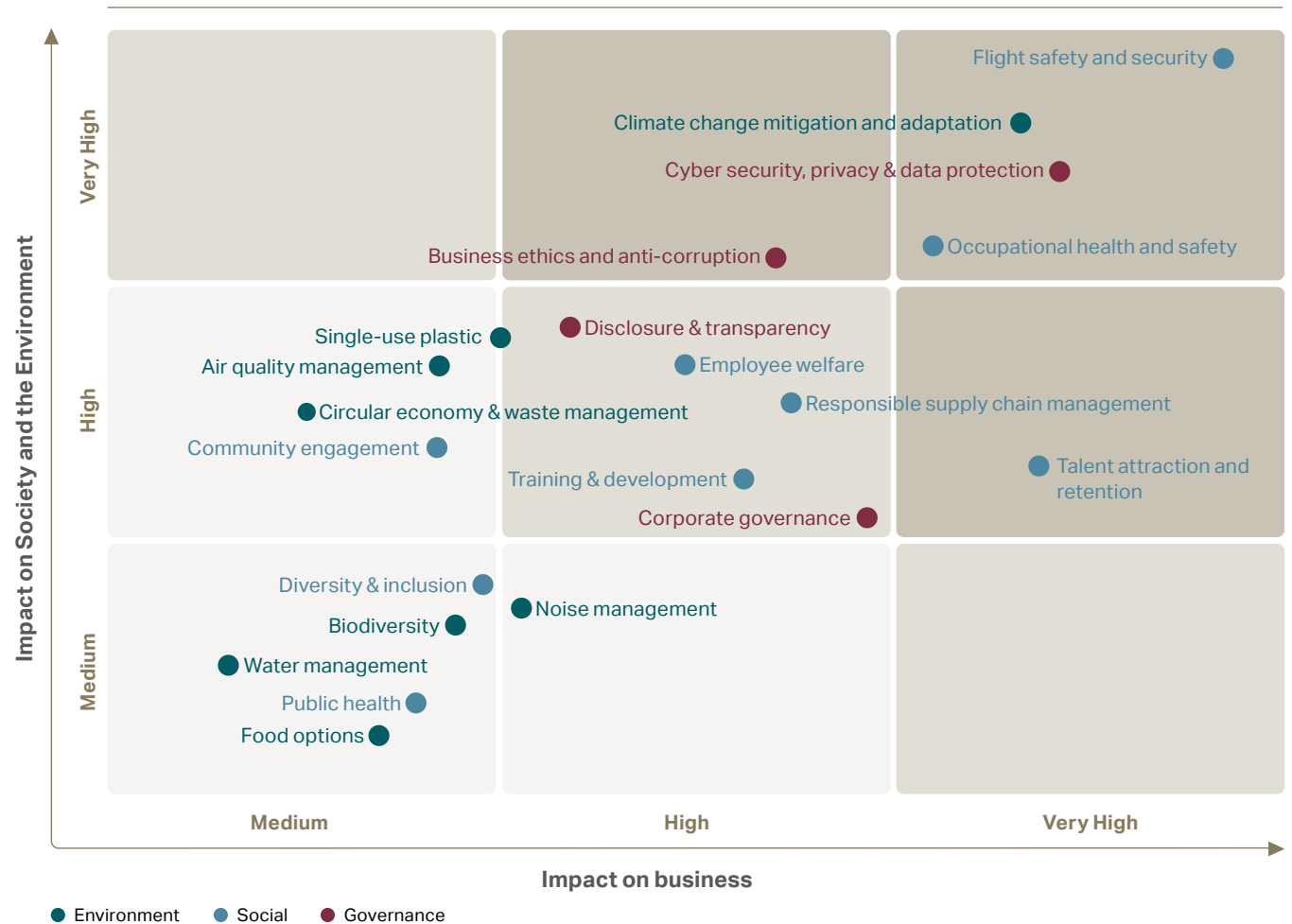
Stakeholders	Employees	Customers	Suppliers and business partners	Shareholders, investors and regulators	NGO partners
Why we engage	- Foster strong open communication across the business - Better understand the individual needs of our people - Drive a positive and supportive working environment which is responsive to our employees' changing needs	- Keep keen awareness of changing customer demands and expectations of our business - Enable customer participation in the climate and circular economy actions of Cathay - Demonstrate our commitment and dedication to ESG issues	- Create most robust industry relationships in managing ESG issues within the aviation industry - Ensure compliance with relevant laws and regulations along our entire value chain - Minimise exposure to supply chain ESG risks	- Better understand the requirements and expectations placed upon Cathay to ensure compliance - Develop action plans in alignment with commitments to transition to a low-carbon economy	- Garner expert opinions from specialist organisations on improving our approach to managing ESG issues - Create local synergies to amplify positive impacts for our communities - Keep attuned to emerging trends which could impact Cathay's business
Engagement processes and channels	- Surveys - Meetings or focus groups - Internal communication platforms - Employee town halls - Meetings with staff unions - Employees engagement activities - Mobile applications	- Surveys - Focus groups - Cathay website and social media - Hotline and online enquiries - Mobile applications	- Surveys - Periodic meetings with key suppliers and partners - Supplier screening and assessments - Partnership programmes - Meetings with industry bodies - Advisory panels	- Annual General Meetings - Annual and interim reporting - Announcements and circulars - Investor meetings - Press releases - Hotline and online enquiries - Meetings with government bodies	- Community events - Partnership programmes - Multi-stakeholder meetings
Key expectations and interests	- Flight safety and security - Cyber security, privacy and data protection - Climate change mitigation and adaptation - Employee welfare - Occupational health and safety	- Flight safety and security - Cyber security, privacy and data protection - Climate change mitigation and adaptation - Single-use plastics - Air quality management	- Flight safety and security - Climate change mitigation and adaptation - Responsible supply chain management - Single-use plastics - Air quality management	- Cyber security, privacy and data protection - Climate change mitigation and adaptation - Disclosure and transparency - Talent attraction and retention - Biodiversity	- Community engagement - Business ethics and anti-corruption - Public health - Disclosure and transparency - Food options

Materiality

In 2024, we refreshed our priority sustainability topics based on the findings from the extensive stakeholder engagement exercise mentioned in the previous section on [Stakeholder Engagement](#). In this exercise, we considered both internal impact on business (impact inwards) as well as external impact on society and the environment (impact outwards).

From an impact perspective, the top ranked issues are largely consistent with the previous exercise and align with our strategic focuses. Among the issues, Flight Safety and Security as well as Climate Change Mitigation and Adaptation are the top two in terms of impact across both dimensions. We also noted the increase of perceived importance in supply chain and talent-related issues. Despite indicating a relatively lower priority on the matrix, both Circular Economy and Single-use Plastics (“SUP”) are expected to become increasingly important over the next five to ten years. Key intersections between various issues have been identified to highlight the need to address those in tandem. For instance, Responsible Supply Chain Management cuts across key environmental issues, particularly Climate Change Mitigation and Adaptation. Corporate Governance is also seen as a crucial enabler of increased positive impact on several environmental and social issues, as executive buy-in is required for any systemic changes to business practices.

We have leveraged our established risk management process to assess both the financial and non-financial dimensions of identified ESG-related risks. ESG-related risks are evaluated against pre-defined criteria and assessed for their importance to the primary users of general purpose financial reports.



Climate change has been identified as the only financially material risk to the Group in the medium to long term, prior to the implementation of planned mitigation measures. Further information on our climate-related disclosures is set out in the [Climate Change](#) chapter of this report.

The assessment results are signed off by the [Sustainability Leadership Group](#) (“SLG”), integrated into the risk management process and reviewed no less than every three years. Insights from the exercise will also be used to inform Cathay’s sustainability strategy for 2026 to 2030.

Performance in Sustainability Indices and Ratings

Our sustainability performance continued to receive external recognition in 2025. We have been a constituent in various major international and local sustainability indices and benchmarks.

S&P Global Sustainability Yearbook

Cathay was included in the S&P Global Sustainability Yearbook 2026, which recognises top performers in corporate sustainability based on assessments of over 9,200 companies. Companies must be within the top 15% of their industry to be included. We have also been included in the S&P Global Sustainability Yearbook (China) since 2023.

S&P Global



CDP

Cathay has once again received a B score in the Climate Change questionnaire in 2025, on a scale of A to D-.



FTSE4GOOD Index Series

Cathay has been a constituent of this index since 2009.



Transition Pathway Initiative ("TPI")

Cathay attained the highest Level 5 in TPI's latest assessment on our management of greenhouse gas emissions and of risks and opportunities related to the low-carbon transition



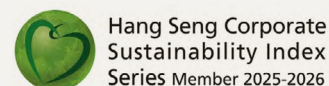
EcoVadis Sustainability Rating

Cathay was awarded the Bronze Medal, ranking within the top 35% of companies assessed worldwide across all industry sectors



Hang Seng Corporate Sustainability Index

Cathay has been selected as a constituent company under the Hang Seng Corporate Sustainability Index with an "AA" rating, on a scale of AAA to D.



Greater Bay Area Business Sustainability Index ("GBABSI")

Cathay ranked #11 and achieved the highest performance tier of Exemplar in the 6th GBABSI. The index covers Hong Kong listed companies included in the Hang Seng Stock Connect Hong Kong Greater Bay Area Index.



Selected ESG awards and certifications



Air Transport World ("ATW") Airline Industry Achievement Awards

Cathay Pacific was named Eco-Airline of the Year, the first airline in Asia to receive this recognition.



Hong Kong Sustainability Award and Best Annual Reports Awards 2025

At the Hong Kong Management Association ("HKMA") Sustainability Award 2025, Cathay won the Distinction Award for our efforts in the economic, social and environmental aspects of sustainability. At the Best Annual Reports Awards 2025, our Sustainability Report 2024 received the Excellence Award in Environmental, Social and Governance Reporting.

2025 Sustainability Awards by Airline Ratings

Cathay Pacific was named a winner in the "Full Service Carriers" category for our broad range of sustainability initiatives across inflight and cargo operations.



TVB ESG Awards 2025

Cathay won the ESG Special Recognition Award – with Merit for our efforts in incorporating ESG in our daily operations. Cathay Dining also took home the ESG Environmental Innovative Technology Award for its newly designed warewash system.

Selected ESG awards and certifications

EY Sustainability Excellence Awards

Our Corporate SAF Programme was selected as an “EY Sustainable Development Annual Best Award 2025 Outstanding Case”, the only winner from the aviation industry.



Freightweek Sustainability Awards 2025

Cathay Cargo was named Sustainable Cargo Airline of the Year 2025 by Freightweek. This global award is a testament to its consistent efforts to make air cargo more sustainable every day.

Hong Kong Commercial Times Business Awards 2025

HAS by Cathay was awarded the "Best Ground Handler in Hong Kong" by the Hong Kong Commercial Times in recognition of our relentless effort and commitment to operational excellence.



Randstad Employer Brand Awards 2025

Cathay Pacific was crowned the winner of the "Strategic Employer Brand Excellence Award" by Randstad Hong Kong. This award recognises our commitment to building a workplace that inspires excellence, promotes innovation and embraces inclusivity.





GOVERNANCE

Our Policies and Guidelines

[Anti-Bribery Policy for Business Partners](#)

[Board Diversity Policy](#)

[Code of Conduct](#)

[Human Rights Policy](#)

[Modern Slavery and Human Trafficking Policy Statement](#)

[Supplier Code of Conduct](#)

[Speak Up and Whistleblowing Policy](#)



GRI : 2-6, 2-9, 2-12, 2-13, 2-14, 2-16, 2-22, 2-23, 2-24, 2-25, 2-26, 2-29, 205-2, 206-1, 207-1, 207-2, 207-3, 408-1, 409-1

HKEX: MDR-GOVERNANCE STRUCTURE, GD-B4, GD-B5, GD-B6, GD-B7, KPI B4.1, KPI B4.2, KPI B5.2, KPI B5.3, KPI B5.4, KPI B6.2, KPI B6.3, KPI B6.5, KPI B7.1, KPI B7.2, KPI B7.3, PART D - 19, 35, 38

GOVERNANCE

Our governance culture

Cathay is committed to ensuring that our affairs are conducted in accordance with our culture, values and high ethical standards. This reflects our belief that, in the achievement of our long-term objectives, it is imperative to act with probity, transparency and accountability. Doing so we will not only maximise long-term value for our shareholders, but also benefit employees, those with whom we do business and the communities in which we operate.

Sustainability governance



Figure 1: Sustainability Governance Structure

Further governance practices are described in detail in the Corporate Governance Report section of our [2025 Annual Report](#).

Oversight by the Board of Directors

Sustainability is one of the three areas of leadership under the Cathay's strategy. Our Board of Directors (the "Board") is ultimately accountable for sustainability strategy and performance at Cathay. The Board's responsibilities include overseeing the Group's sustainability matters, including climate-related risks and opportunities, ensuring the adequacy of resources, employee qualifications and experience, training and budget relating to sustainability, and signing off the Sustainability Report. Biannual sustainability updates are provided to the Board in support of its oversight and responsibilities.

The Board ensures appropriate skills and competencies are available to provide oversight of sustainability and climate-related risks and opportunities through:

- **Training:** From time to time, the Board receives direct training or training materials from external subject experts.
- **Diversity-based Board appointments:** Balanced and complementary skills and experience is a key consideration when appointing Board members. Having the right blend of expertise and diversity of perspectives ensures the Board can effectively deal with current and emerging risks and opportunities.
- **Management delegations:** The Board is supported in its duties by an executive-level governance body, the Sustainability Leadership Group ("SLG"). This delegation covers responsibilities for delivering the Group's sustainability strategy, taking into account sustainability risks and opportunities in decisions on major transactions and keeping the Board updated.

In addition, through different board-level committees, the Board maintains oversight of our risk management framework and ESG risks, including climate-related risks.

Role of Management

Chaired by the Chief Executive Officer, the SLG consists of the Chair and four Executive Directors of Cathay as core members. SLG is established by and receives its authority from the Board to evaluate and approve sustainability-related strategies, policies, target setting, investment and resources required in major initiatives related to sustainability at the group level.

Meeting at least four times a year, its duties include reporting to the Board on the overall strategic direction of sustainable development, management of priority ESG topics as well as associated risks and opportunities and progress made towards goals and targets. SLG is also tasked with evaluating and prioritising the Group's sustainability topics and assisting the Board in fulfilling ESG disclosure requirements imposed by applicable rules and regulations. In this way, sustainability is integrated into business planning, budgeting and risk management, and forms an integral part of the Group's business strategy.

Climate change and circular economy are two standing discussion items, along with other priority ESG topics. As outlined in our [Climate Change Policy](#), the SLG is responsible for reporting to the Board on climate change strategy, risks and opportunities, and progress against our targets on a regular basis for the Board's oversight. For climate-related discussions, extended membership will take place to invite other members of the Executive Team. This setup ensures climate considerations and trade-offs associated with those risks and opportunities can be factored into strategic decisions. SLG is supported by the Group Sustainability Department which provides expertise and advice about climate-related matters.

Progress against a climate-related goal, aligned with Cathay's 2030 carbon intensity ambitions, forms one component of the Chief Executive Officer's overall performance assessment and represents a proportion of the total objectives considered in determining variable remuneration outcomes from 2026 onwards. This helps to reinforce accountability for the delivery of the Group's climate strategy and emissions-reduction initiatives.



Code of Conduct

The Group strives to achieve high standards of corporate governance and best practices in accordance with our [Code of Conduct](#) (the “Code”). The Code sets out our principles for acting responsibly in the course of achieving our commercial success. The Code applies to all employees of Cathay and its subsidiaries, and includes issues related to business ethics, conflicts of interest, procurement, lobbying, bribery, intellectual property rights, environment, health and safety, and respect in the workplace that may link to employee performance, appraisal and remuneration. We review the Code on an annual basis and make any necessary updates in response to changes in our operating environment or stakeholder expectations.

The Code is communicated to all new joiners as part of the Brushwinger orientation programme and is available on our intranet. In the event of non-compliance, appropriate disciplinary measures will be implemented. The severity and specific circumstances will determine the range of actions, including the possibility of dismissal. We diligently monitor and review all disciplinary cases, including those related to Code violation, to ensure employees’ adherence to our Code. Further information on how the standards outlined in the Code play out in our operations is captured in the Our People chapter of this report.

NUMBER OF BREACHES TO THE CODE OF CONDUCT 2025

Corruption or bribery	0
Discrimination or harassment	6
Conflicts of interest	0
Money laundering or insider trading	0

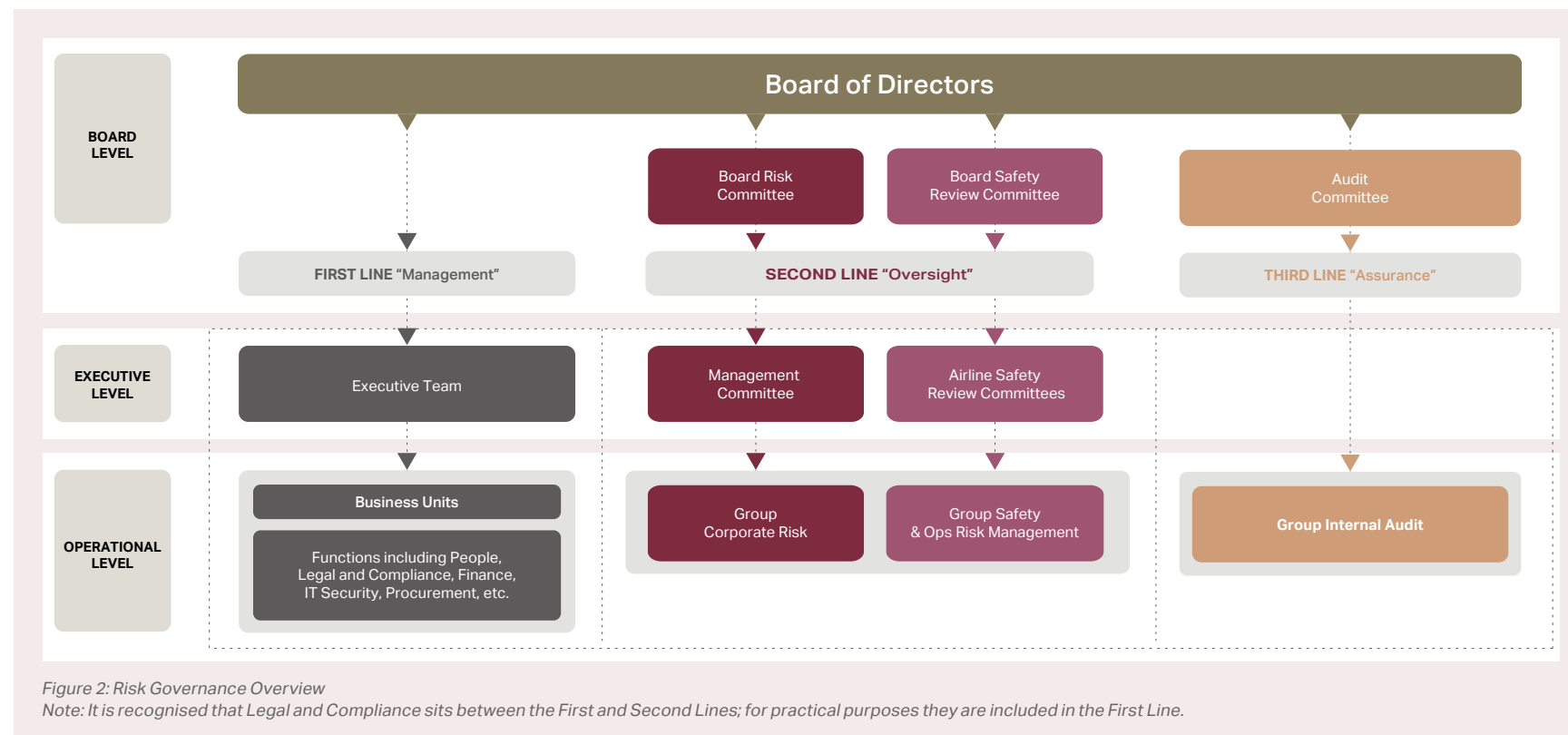


Risk management

Identifying and responding to material risks and opportunities that could impact our business is a key focus of the Board. From broader ESG risks such as flight safety and supply chain management, to specific climate-related risks, we have in place the governance structure, processes and individuals that allow us to move forward with informed confidence towards our goals. The governance of risks comprises two parallel pillars focusing on safety and security risks in operations, and broader business risks which include ESG risks as well as legal and regulatory compliance risks.

Our risk governance has been implemented through a systematic and thorough process supported by a focused risk management governance infrastructure as indicated in Figure 2. The Group's risk management framework is founded on the principle of the "three lines" and makes reference to the ISO 31000 and COSO Enterprise Risk Management framework. The Management Committee holds monthly discussions to review the risk profile and mitigation of the Group's top risks.

The Company has established a risk assessment matrix taking into account our risk appetite to ensure the Company is able to achieve its strategic objectives without being exposed to excessive risk of financial loss, business disruption, negative reputation, regulatory non-compliance and people health and safety. Detailed assessments on the Group's top risks are performed at least once a year, with the impacts of these risks being assessed across both financial and non-financial dimensions, and our vulnerability to them being reviewed to ensure adequate internal controls and mitigations are in place. A Top Corporate Risk Register is maintained to prioritise and highlight the top risks that have the biggest impact to the Group, and is reviewed by the Board Risk Committee on a quarterly basis.



The identification of ESG risks and their related impact, using top-down and bottom-up approaches, is performed at least once a year based on a risk taxonomy specifically developed to manage ESG risks across the business. Climate change risk covering physical and transition risks in our operations is integrated into the Top Corporate Risk Register.

A series of cross-functional workshops with middle and senior management facilitated by Group Opportunities and Risks periodically to identify risks that are emerging across the business and subsidiaries. These include risks relating to the three ESG pillars that are considered significant in the execution of the core business strategy and vision.

Top-Down
Approach

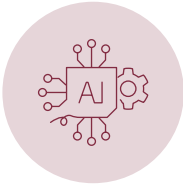
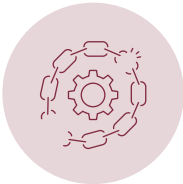


Bottom-Up
Approach

Each material Cathay department, outpost and subsidiary maintains a risk register that is refreshed annually and is independently reviewed by Group Opportunities and Risks. ESG risks from each of the registers are identified and aggregated at a Group level. To ensure completeness of the assessment, risks are assessed in each of the nine categories of the ESG risk taxonomy and mitigation plans are developed where appropriate.

Note: For new projects that exceed the pre-defined financial threshold, it is mandatory for project teams to conduct a project risk assessment. In this way, risk factors are considered when developing new products or services.

During 2025, we have identified inappropriate Artificial Intelligence (“AI”) governance and supply chain disruption as long-term emerging ESG-related risks that have significant impact on the business.

EMERGING RISKS	DESCRIPTION	MITIGATING ACTIONS
INAPPROPRIATE AI GOVERNANCE 	Inadequate governance over the deployment of AI technologies resulting in misuse and/or regulatory non-compliance, or failing to adequately leverage innovation.	Development of appropriate governance structure, policies and tools to provide oversight and guidance of AI development and adoption in Cathay. Also attracting and retaining subject experts, and hosting innovation suite of AI and machine learning idea generating platforms.
SUPPLY CHAIN DISRUPTION 	Significant disruptions to supply chain resulting in interruptions to Cathay’s operations, increasing cost and/or deterioration of Cathay’s service.	Prudent selection and due diligence of supply chain partners supplemented with ongoing monitoring and close collaboration to ensure early detection of potential supply chain risks.

In 2025, an internal audit was conducted in order to review the governance, actions and controls implemented to selected top corporate risks in accordance with the International Professional Practices Framework. Audit results were presented to the Audit Committee.

Please refer to page 71-77 of our Annual Report 2025 for further information about our approach to risk management, internal control systems and areas of focus in 2025.

Corporate compliance

An overview of the most relevant laws and regulations that have a significant impact on the Group is provided in the Compliance with laws and regulations section of this report.

Privacy and Data Protection

The Group is committed to ensuring the privacy of all individuals (including our customers and employees) as well as to protecting their personal data. Privacy-related systems and procedures are embedded as part of the group-wide risk management system.

The Group has a robust Privacy and Data Protection Framework with policies, procedures and controls to meet the constantly evolving privacy and data protection laws applicable to the Group's operations including but not limited to the Hong Kong Personal Data (Privacy) Ordinance, the China Personal Information Protection Law and the EU/UK General Data Protection Regulation.

All Business Units are required to implement the controls defined in the Framework, which is overseen and monitored by the Group's Data Protection Officer and a dedicated team of privacy professionals. Additionally, the Group Internal Audit carries out assurance work to assess the effectiveness of the Framework and its related key controls that are designed to mitigate key risks, including financial loss arising from regulatory breaches or reputational damage. Failure to comply with the obligations established under the Privacy and Data Protection Policy and other related policies under the Framework, may lead to disciplinary action, including termination of employment. During 2025, there were no convictions for non-compliance with privacy and data protection laws and regulations relating to privacy that would have a significant impact on the Group.

The Group adopts the following internationally recognised principles when handling personal data:

- **Lawfulness and Fairness of Processing**

The Group shall process personal data only under an appropriate legal basis. The Group endeavours to process personal data is fair in all circumstances.

- **Transparency of Processing**

The Group shall ensure that individuals are informed of what personal data is processed and for what purposes the personal data will be used for.

- **Purpose Limitation**

The Group shall process personal data only for the stated purpose for which personal data was collected, unless required by applicable law or individuals' consent is obtained.

- **Accuracy**

The Group takes reasonable steps to ensure that personal data processed is accurate and kept up to date.

- **Third Party Management**

Where personal data is processed by third parties (including our suppliers), the Group, in line with our Privacy and Data Protection Policy, ensures that appropriate contractual clauses are in place to ensure the protection of personal data, in compliance with applicable law.

- **Storage Limitation**

The Group shall keep personal data no longer than necessary to fulfil the purpose for which the personal data was collected.

- **Data Minimisation**

The Group shall process personal data that is adequate, relevant and limited to what is necessary in relation to the purpose for which it is originally collected.

- **Individual Rights**

The Group ensures that individuals can exercise their legal rights concerning their personal data in accordance with applicable law.

- **Security**

The Group ensures that appropriate technical and organisational measures are taken to protect personal data against unauthorised or accidental access, erasure, loss or use, taking into account the nature of the data and the potential harm to individuals.

- **Accountability**

All employees of the Group are responsible for ensuring compliance with the above principles.



IT security

Cathay's operations rely on sophisticated IT systems. We are committed to continuously strengthening our cybersecurity posture. We invest in people, systems and technologies to enhance security maturity and strengthens our ability for identification, protection, detection, response and recovery capabilities to threats from cyber criminals, third parties and hackers.

We have an Information Security Policy in place to maintain a robust cyber posture and mitigate information security risks. Available to all people via our intranet and subject to regular review in response to emerging threats and regulatory changes, the policy outlines our commitment to:

- continuously improving information security systems
- ensuring integrity and protection of data
- monitoring and responding to information security threats
- establishing individual responsibilities for information security for the entire workforce
- establishing information security requirements for third parties (including suppliers)

Our Board Risk Committee is responsible for overseeing information security matters while the Executive Team is responsible for promoting a cybersecurity-conscious culture internally, ensuring roles and responsibilities in support of the Information Security Management Programme. This overarching programme supports effective implementation of enterprise security architecture, vulnerability management and penetration testing, continuous monitoring, third-party management as well as employee training and awareness to ensure adherence to our stringent information security standards.

• **Incident Response**

Processes are in place to detect, escalate, respond and recover from an information security incident. Our security team is trained to handle various security incidents and collaborates with experts to manage incidents. We also maintain communication channels for internal and external stakeholders to report on such incidents.

• **Business Continuity and Disaster Recovery**

To ensure continuity of our operations, we have developed comprehensive business continuity and disaster recovery plans. These are tested and updated regularly to address new risks and ensure we can quickly recover from any disruptions to our information systems.

• **Awareness Training**

Regular security training and awareness building is conducted to educate employees on topics such as security best practices, phishing and social engineering. To ensure an organisational-wide security culture, employees are required to complete mandatory information security training on an annual basis.

• **Audits and Compliance**

We are committed to complying with relevant information security laws, regulations and standards. Regular internal and external audits are performed to ensure our practices meet the high standards of information security and compliance.

• **Third-Party Management**

We ensure third parties comply with our information security standards through assessments and audits. Contracts also include obligations on information security measures, ensuring their compliance with international standards and data handling protocols.



We are **ISO 27001:2022 certified**, a globally recognised standard for information security management systems and also in compliance with Payment Card Industry Data Security Standard ("PCI DSS").



Advertising and labelling practices

We strive to ensure that our advertising and labelling practices comply with relevant laws and regulations. This includes the Trade Descriptions Ordinance (Cap. 362 of the Laws of Hong Kong), which prohibits specified unfair trade practices such as false trade descriptions of services, misleading omissions, aggressive commercial practices, bait advertising, bait-and-switch and wrongful acceptance of payment. Going beyond regulatory compliance, we are committed to providing accurate and balanced information about our products and services while abstaining from disinforming customers on competitors' work and protecting vulnerable market segments.

To further enhance our sustainability disclosure and communications efforts, Cathay has issued an internal Climate and Sustainability Communications Guideline for relevant colleagues. The guidelines have been developed to ensure that our internal and external stakeholders are well informed of our sustainable development strategy, commitments, and progress in a truthful, science-based and timely manner. It is also our commitment to rejecting any exaggerated claims about the social and environmental impacts of our products and services.

During 2025, there were no convictions for non-compliance with laws and regulations relating to advertising and labelling practices that would have a significant impact on the Group.

Tax transparency

We are committed to responsible tax practices and to paying taxes where economic value is created. Our tax payments are aligned with our revenue-generating activities, and we comply with applicable tax laws and regulations, including the Inland Revenue Ordinance (Cap. 112 of the Laws of Hong Kong) and relevant tax legislation in the jurisdictions in which we operate. The reports we submit to the Hong Kong Inland Revenue Department in accordance with applicable requirements, include a Master File and Country-by-Country Report, which set out our corporate structure, business activities, financial information and corporate income taxes paid.

We regularly identify, review and monitor tax risks and potential exposures as part of our risk management processes, with the objective of maintaining sound tax governance and supporting best practices.

Oversight of the Group's tax matters, including tax risk and tax provisioning, is provided by the Board through the Audit Committee, ensuring that significant tax-related issues are appropriately managed and aligned with our governance framework.



Anti-Bribery, Corruption, Anti-Money Laundering and Terrorist Financing Policy ("ABC Policy")

The Group takes a zero-tolerance approach to bribery, corruption, money laundering and criminal or terrorist financing, extortion and fraud and is committed to acting professionally, fairly and with integrity in our business dealings and relationships wherever we operate, in compliance with the laws and regulations that govern our global business. Our people must comply with applicable anti-bribery, anti-corruption, anti-money laundering and anti-terrorist financing laws.

We have an established group-wide ABC Policy which is overseen by the Board and endorsed by the Audit Committee, and forms part of a comprehensive and robust anti-bribery and anti-corruption compliance programme. The ABC Policy provides guidelines for the offering and receipt of gifts, as well as the provision of charitable and political contributions. Relevant procedures are in place to address potential instances of non-compliance with the ABC Policy. Concerns about non-compliance with the ABC Policy can be reported through the Group's Speak Up channels and are managed in accordance with the Speak Up and Whistleblowing Policy. Failure to comply with the ABC Policy may lead to disciplinary action, including dismissal. In 2026, we will review and update the ABC Policy and its associated guidelines, and revamp the training for employees in the Cathay Group, as appropriate. We also have an [Anti-Bribery Policy for Business Partners](#) in place, setting out the minimum standards to be followed by all business partners and their associated persons, such as intermediaries.

To ensure the effectiveness of our compliance efforts, Cathay has implemented a suite of ongoing monitoring and evaluation mechanisms across business units, including for anti-bribery and corruption compliance. For instance, a gift and hospitality registration review is conducted on a quarterly basis as part of a compliance check against the Group's Gift and Hospitality and Other Advantages Guidelines. In 2025, we also implemented a compliance health check programme identifying key compliance areas and controls applicable across all business units. Each business unit is required to assess its level of compliance against these areas and controls annually, and implement remedial actions where gaps are identified.

As part of our commitment to ensuring our people understand the anti-bribery rules and have anti-bribery compliance awareness, we provide two types of online training to our people: certification training with an assessment and a simplified awareness training. Our people are required to take each type of online training according to an established learning matrix, considering the risks faced by various employee groups and training effectiveness.

Anti-bribery online training in Cathay is covered by our Corporate Regulatory Compliance Learning Programme administered by Cathay Academy. New joiners and any of our existing people whose job function or role is changing at the relevant time are enrolled for the appropriate type of online training. Built-in follow up mechanisms ensure that any instances where training has not been completed are escalated to management. New joiners in our subsidiaries receive anti-bribery training arranged by the relevant subsidiary's People Department.

Refresher training is also provided to employees in the form of assessment-based learning modules covering several key topics, including anti-bribery. These trainings are integrated into our Corporate Regulatory Compliance Learning Programme, into which relevant employees are automatically enrolled on an annual basis. Similar refresher training programmes are offered across our subsidiaries. The above training is supplemented with regular reminders about the importance of compliance.

In 2025, we continued to provide anti-bribery training for new joiners and refresher training for existing employees. Over 28,000 employees of Cathay and our subsidiaries have undertaken anti-bribery training during 2025, with a completion rate over 99%.

As part of the strengthening of our compliance efforts, anti-money laundering and counter-terrorist financing compliance has been incorporated into our Corporate Regulatory Compliance Learning Programme for relevant employees, to enhance their awareness of anti-money laundering and anti-terrorist financing laws. The training is also provided to employees of our subsidiaries.

During 2025, there were no convictions for non-compliance with laws and regulations relating to bribery, extortion, fraud or money laundering that would have a significant impact on the Group.

Know Your Partner Policy

We have a Know Your Partner Policy in place, a group-wide due diligence policy designed for all new and existing third parties, including customers, business partners, intermediaries, suppliers and corporate investment counterparties. Any association with inappropriate third parties may expose the Group to legal, financial or reputational risks. To ensure we will only engage with third parties of known integrity, we will conduct appropriate due diligence checks before we establish any new business relationships and continue to monitor during the lifetime of those relationships.

Since December 2024, we have been piloting the use of a centralised, digital platform for performing due diligence with selected business units in the Group. We are actively monitoring and evaluating the performance of the platform with a view to rolling it out across the Group over the next one or two years.

Speak Up and Whistleblowing ("WB") Policy

We have a [WB Policy](#) in place to promote and maintain ethical conduct, and to mitigate legal, financial, operational and reputational risks. This policy aims to encourage our people and third parties to come forward and report suspected wrongdoing and to provide necessary guidance and assurance to anyone who reports suspected wrongdoing. In 2025, the WB Policy was updated and new WB Process Guidelines were introduced to reinforce the Group's commitment to corporate accountability and ensure consistent and transparent handling of reports across the Group. All complaints received are evaluated to determine whether they fall within the scope of the policy, and if so, whether an investigation is required to properly resolve the matter. Investigations are conducted following principles of fairness, independence and confidentiality, and where appropriate, remedial action is taken to address the issues. Any reporting under the WB Policy can be done confidentially through multiple channels that allow for anonymous reporting.



The [Speak Up](#) channel, consisting of an online reporting website and telephone hotline, is available for all our employees and external parties, including suppliers and customers, to raise concerns. Accessible 24/7, Speak Up is administered by an independent service provider and available in multiple languages. Cases reported through Speak Up are routed to the Group Legal and Compliance department for review.

The Group Legal and Compliance department oversees all WB case investigations and keeps centralised records of all WB reports. Summaries of all WB cases are provided to the Audit Committee.

Competition Law Compliance Policy

The Group is committed to conducting itself with integrity and in compliance with the laws and regulations that govern its global business.

In order to provide guidance on compliance with the applicable global competition laws, we have a comprehensive and robust Competition Law Compliance Programme for the Group, including a Competition Law Compliance Policy, further guidance such as associated guidelines and quick guides on key topics, and online and face-to-face tailored training.

We continued to provide competition law training for new joiners and refresher training for existing employees this year. Refresher training is provided to employees in the form of assessment-based learning modules covering several key topics, including competition law. These trainings are integrated into our Corporate Regulatory Compliance Learning Programme, which relevant employees are automatically enrolled annually. Similar refresher training is also provided to relevant employees in our subsidiaries.

In 2025, Cathay remained the subject of antitrust proceedings in various jurisdictions. The proceedings were focused on issues relating to pricing and competition. For details, please refer to our [Annual Report 2025](#), page 123.

Modern slavery and human rights

We adopt business practices that respect international human rights and strive to keep our global operations free from human rights abuse in any form. Our commitment to operating with respect for human rights applies to all aspects of our business operations globally, both new and existing, and is integrated across all of our company policies and processes. Through continuous assessment and monitoring, we manage the human rights impacts of our business activities to strengthen our oversight of these complex issues.

The Group's [Human Rights Policy](#) is aligned with the laws of Hong Kong and applies to our global operations. It outlines our commitments to our employees on issues such as diversity, equal opportunity and workplace security. It also defines our position on protecting human rights in our supply chains. Our Human Rights Policy is also aligned with the commitments highlighted in the ILO Declaration on Fundamental Principles and Rights at Work around freedom of association, collective bargaining, child and forced labour, non-discrimination as well as safe and healthy workplace.

Our Procurement and Aircraft Trading department manages the airline's supply chain by conducting supplier due diligence and requiring suppliers to adhere to Cathay's Supplier Code of Conduct, which amongst other things prohibits the use of child or forced labour and safeguards the Group against such practices in both our supply chain and our own operations.

Our Modern Slavery and Human Trafficking Policy Statement sets out the Group's commitment to fight against human trafficking. It is accompanied by a second internal document which outlines procedures and practices including employee training, collaborating with third parties and conducting supplier due diligence. Formal training is provided to cabin crew and airport ground employees.

Training for our cabin crew and airport teams informed our people how to recognise and respond to potential human trafficking cases. All trained employees learn what signs and behaviours to look for, as well as specific questions they can ask to further assess the situation and how to safely report suspected cases. The training reinforces the importance of all our frontline teams working together as well as with the authorities. We also updated our operating manuals for the flight crew, cabin crew and airport employees for the handling and reporting of suspected cases.

Previously, Cathay conducted a supply chain modern slavery risks mapping exercise based on risk information from external sources such the Global Slavery Index. Since 2024, the launch of a group-wide due diligence programme, which includes new onboarding and monitoring processes based on external screening using a proprietary database and third-party responses to questionnaires, has enhanced the mapping and mitigation of modern slavery risks in our supply chain. More details can be found in the Sustainable Procurement section of this report.



In 2025, **100%** of our operating cabin crew and flight crew undertook the **anti-human trafficking training**. In this year, no suspected human trafficking incidents were reported.



Customer support and complaint handling

We pride ourselves on delivering an exceptional customer experience. A key part of our continuous improvement is listening to our passengers. Whether it is general feedback, a compliment or a need to flag an area where we fell short, our online form at www.cathay.com is designed to capture customer's input and direct it to the relevant department for prompt review.

We believe in providing a people-centric service. At Cathay Pacific and Cathay Lifestyle, upon confirmation of receipt to customers, every entry to the web form is assigned a case number handled by a Customer Support team member in line with regulatory and legal requirements. Our goal is to respond to submissions within seven calendar days for all customers. We also proactively collect customer feedback through post-flight surveys and other communication channels to improve our performance. Once feedback is collected, we use data analysis to identify the most impactful issues on a monthly basis. Subsequent action and follow-up with the relevant teams is initiated for the enhancement of our processes, products and services.

Our Customer Social Media team operates on a 24-7 service. Supported by a new monitoring platform, they focus on proactively reaching out to our customers on social media inquiries and monitoring trending topics. Through expanding our customer care capabilities and coverage into social media, we ensure that we remain accessible and responsive whenever our customers engage with us.

To further enhance our proactive customer satisfaction approach, we deploy a monthly scorecard to measure performance of targeted groups of employees, based in part on customer satisfaction among other factors such as productivity. This method provides a well-rounded and transparent criterion for identifying and recognising exceptional performers within our company and following up with those who have room for improvement. These scorecards

are continuously monitored to ensure our standards and expectations are met. Dedicated teams are also established specialising in the areas of quality assurance, training and policy management in order to raise customer satisfaction and scorecard performance.

Our Customer Recovery and Support team ensures proactive service recovery ("PSR") by reaching out to disrupted customers, offering explanations, apologies and service recovery before customers feel the need to file a complaint. To streamline this manpower intensive process across our flight operations, we have successfully developed an automated flow of PSR apology letters and fulfilment for Cathay members. We are in the process of extending this flow to non-members and other disruption types, and look to build a disruption detection system which can trigger the PSR process automatically. With our concerted effort, we reached out to 219,666 affected passengers from 994 disrupted flights, a 521% increased compared to last year.

At HK Express, we have a similar complaint handling mechanism in place. Each case is assigned to a dedicated agent who oversees the investigation and resolution end to end in collaboration with relevant business units as required. More complex cases or those escalated by external authorities are managed by the Customer Care team with a designated member responsible for investigations, liaison with authorities and direct follow-up with complainants where appropriate. All cases are systematically categorised, documented and consolidated into internal reporting and master log systems. Generative AI is deployed to derive insights from customer feedback, thereby strengthening service quality and improving internal workflows, supporting a customer-centric experience.

During the year, Cathay Pacific handled feedback from 321,840 customers, which included 176,423 complaints and 10,660 compliments. HK Express also handled a total of 2,446 complaints.



At HK Express, Generative AI is deployed to derive insights from customer feedback as its commitment to strengthening service quality and customer-centric experience.



Sustainable procurement

The Company is committed to ensure that sustainability considerations are incorporated into our procurement process and that we follow the highest standards of ethical procurement.

Globally, we worked with approximately 6,364 suppliers in 2025 dealing with a vast range of purchases across the destinations we serve. All these suppliers are expected to adhere to Cathay's [Supplier Code of Conduct](#), which outlines our business ethics standards. Approximately 69% of our third-party spend is spent with our 72 top strategic and significant supplier groups, with whom we collaborate more closely to deliver products and services more sustainably through our Supplier Relationship Management ("SRM") process.

We require the procurement of all products and services to be conducted in full compliance with relevant laws, tax regimes and regulations that govern the respective transactions. We ensure full accountability through our anti-bribery, antitrust and data protection policies. Our process involves comprehensive supplier vetting and ongoing evaluation through our supplier scorecard, which we refer to as CISQAS. This measures suppliers' performance across six key areas: Cost, Innovation, Satisfaction, Quality, Assurance of Supply, and Safety & Sustainability.

We have a strong preference to work with suppliers who seek to integrate sustainability into all areas of their business, and this is reflected in our CISQAS methodology. When selecting suppliers during the CISQAS evaluation, we take into consideration sustainability certifications, environmentally preferable products and services such as increasing the use of sustainable materials, utilising regenerated waste materials and procuring recycled plastic products. Suppliers who do not meet our minimum ESG requirements are not considered, while those with better ESG performance are scored higher under Sustainability and therefore preferred in supplier selection and contract awarding, if applicable. We are committed to expanding the integration of environmental and other sustainability factors into our wider supplier assessments going forward to encourage improved ESG practices within our supply chain.



Third-party due diligence

The Company has been using a third-party digital service for sanction checks and regulatory compliance due diligence for new suppliers onboarded by the central procurement team since 2021. To further enhance our due diligence capability around supply chain-related risks, the Company commenced a pilot programme in December 2024 to provide additional new supplier onboarding and monitoring processes based on external database screening and third-party responses to due diligence questionnaires.

This programme assesses key risk areas – including ESG integrity, occupational health and safety, data privacy, cyber security, use of Artificial Intelligence, financial stability, and political exposure – tailored to business significance, country, sector, and commodity-specific factors.

If a material risk is flagged during the third-party onboarding process, business units will work with internal Risk Domain Owners (“RDOs”) to provide expert advice and guidance on risk appetite and mitigation strategies. Third parties will be excluded from contracting if they cannot achieve the minimum requirements. Difficult cases will be escalated to an Escalation Body for final decision making, ensuring management oversight of material third-party risks.

As for ongoing monitoring of existing suppliers, due diligence is refreshed at least once every three years. Relevant training materials on the overall due diligence processes and responsibilities of individual business units, RDOs and management are available internally on our intranet for all Cathay people to ensure they understand their respective roles in the programme.

Alongside desk-based assessments as part of the due diligence programme, we conduct on-site assessments of operational suppliers to evaluate safety and quality practices.

Furthermore, risk analysis is integrated into our procurement process at the category strategy planning stage. Business units managing suppliers with high-risk ratings develop effective mitigation plans. Where suppliers do not meet our mitigation requirements, individual case evaluations are carried out, and appropriate corrective measures are implemented.

Supplier Code of Conduct

Our [Supplier Code of Conduct](#) describes the minimum requirements for becoming and remaining a supplier to the Cathay Group, including:

- Legal and regulatory compliance
- Environmental protection and combating climate change
- Health and safety in the workplace
- Not employing child labour
- Not employing forced labour
- Provision of proper compensation and appropriate working hours for employees
- Diversity and non-discrimination
- Freedom of association and rights to collective bargaining
- Sharing the Supplier Code of Conduct with sub-contractors and other service providers
- Upholding business integrity

The Supplier Code of Conduct is publicly available, and all suppliers invited to participate in Requests for Proposals (“RFPs”) are required to declare compliance before entering into a contract with Cathay. We regularly review our Supplier Code of Conduct with a view to ensuring our code stays up-to-date and we work closely with suppliers to ensure ongoing compliance.



The Supplier Code of Conduct clearly directs suppliers to a confidential online reporting mechanism, **“Speak Up”**, to raise concerns about suspected or actual improprieties relating to Cathay, including potential misconduct, malpractice or unethical behaviour.



Working with our suppliers

Our category teams maintain close communication with our strategic suppliers through our SRM process. Through regular Business Review Meetings (“BRMs”) with our strategic suppliers, we have initiated discussions with targeted suppliers to collaborate on new initiatives that support our sustainability agenda.

Purchasing practices towards suppliers are regularly reviewed to ensure alignment of the Company's practices with our own Supplier Code of Conduct to avoid potential conflicts with ESG requirements. In addition, we review our procurement and supplier management-related practices to ensure we continue to meet applicable ESG requirements and drive continuous improvement in our internal processes and across our entire supply chain.



CASE STUDY

Inaugural Cathay Supplier Awards



We encourage suppliers to share sustainability best practices to deepen collaboration not only with Cathay, but across their relevant supply market. In 2025, we held our first annual Cathay Supplier Awards to recognise our top performing suppliers across a range of categories, including Sustainability. As well as rewarding and celebrating success with the winning suppliers, this enables us to share success stories across our key supplier base, providing encouragement to other suppliers and raising awareness of ESG matters.



ENVIRONMENTAL ASPECT:

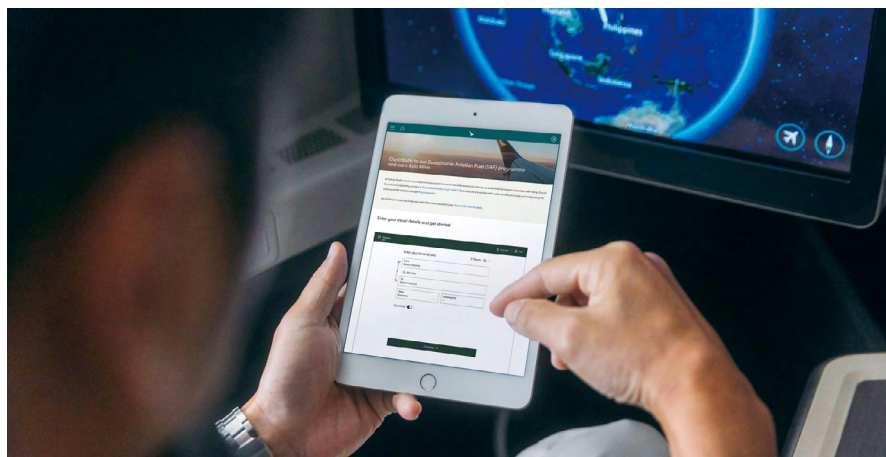
CLIMATE CHANGE

Our Policies and Guidelines

[Sustainable Development Policy](#)

[Climate Change Policy](#)

[Supplier Code of Conduct](#)



GRI : 201-2, 302-4, 302-5, 305-1, 305-2, 305-3, 305-4, 305-5

HKEX: GD-A1, GD-A2, KPI A1.5, KPI A2.1, KPI A2.3, PART D - 20, 21, 22, 23, 24, 25, 26, 27, 28, 33, 34, 37, 38, 39, 40



CLIMATE CHANGE

Why climate change matters to us

We recognise that the aviation industry must decarbonise to contribute to global efforts to avert the worst impacts of climate change. Our stakeholders expect us to take decisive action as climate change could lead to increasingly challenging operating conditions for the Group. To ensure our business continuity as we transition towards a low-carbon future, we must be proactive in managing the risks posed by climate change and position ourselves strategically for future opportunities.

2025 performance highlights



Joined forces as a launch investor of the **US\$150 million oneworld BEV Fund** accelerating next-generation Sustainable Aviation Fuel ("SAF") technologies



Committed to a **landmark SAF partnership of up to US\$70 million** with Airbus to invest in more mature SAF opportunities for the near- to medium-term



Achieved another year of substantial growth in **the Corporate SAF Programme with 17 global partners**, recording a 180% increase in the committed SAF usage compared to last year



Signed new SAF agreements with leading SAF suppliers to access **SAF competitively across global networks**



Launched a new programme allowing individual travellers to make **voluntary contributions towards SAF usage**, with participants rewarded with Asia Miles



Took delivery of four next-generation aircraft, with another **103** in the pipeline

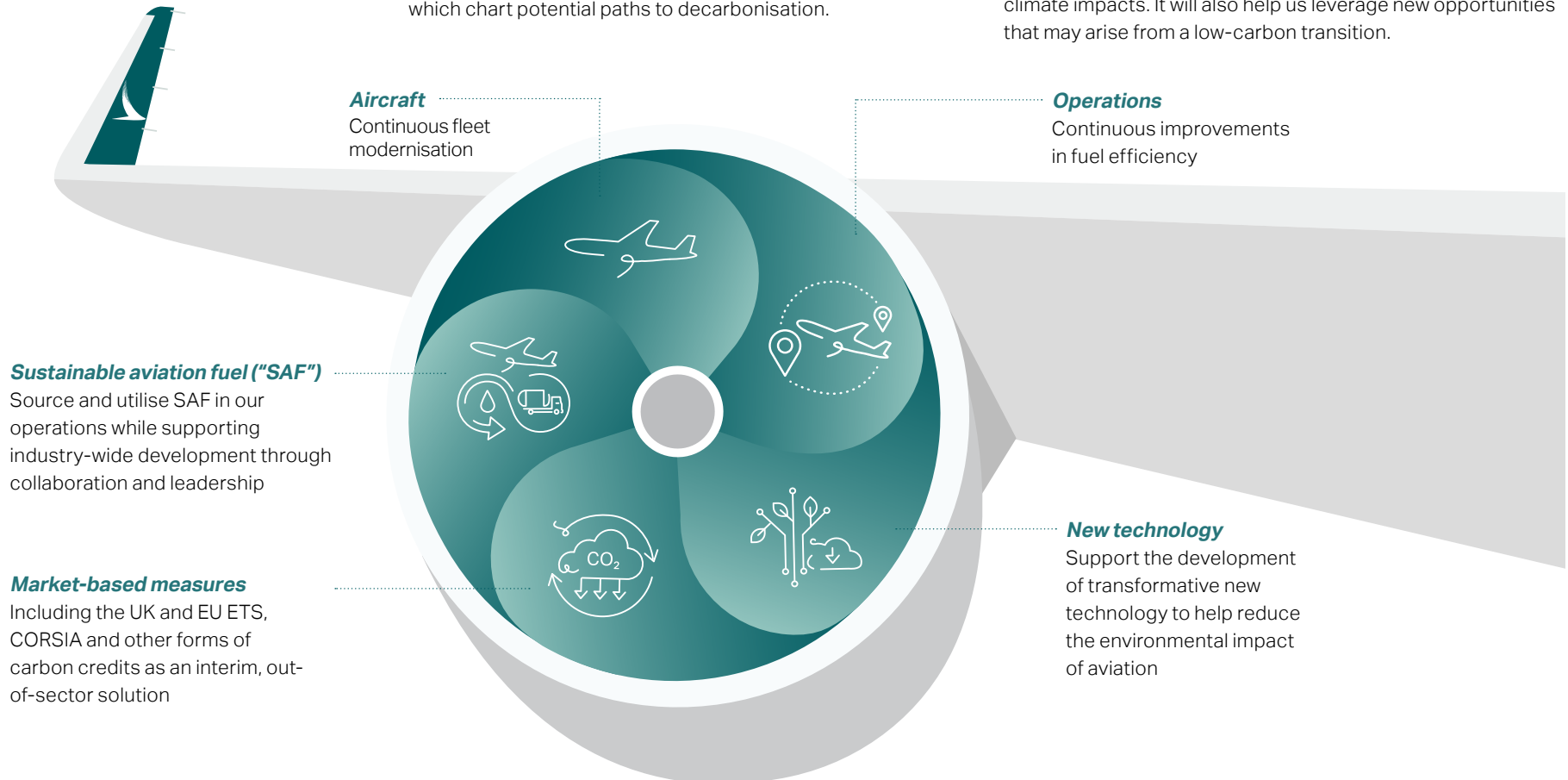
Our approach

At Cathay, our [Climate Change Policy](#) guides our approach to developing strategies in line with industry best practices to climate mitigation and adaptation, and to building resilience in support of the transition to low-carbon economy through innovation, collaboration and continuous improvement.

Climate Transition Plan

Cathay is targeting net zero carbon emissions across Scope 1 and 2 in our operations by 2050. Aviation is a hard-to-abate sector and our current business model relies on fossil-based jet fuel to operate our principal activities. To deliver on this long-term aspirational goal, substantial industry changes and deep collaboration across the value chain are essential. Our Climate Transition Plan¹ is organised around five key levers which chart potential paths to decarbonisation.

This Climate Transition Plan is designed to enhance our climate resilience – our ability to adapt to and manage climate-related risks and seize opportunities in the transition to a low-carbon economy. Despite uncertainties and factors outside of Cathay's direct control, understanding these risks and opportunities could strengthen both our strategic and operational resilience, enabling us to respond to transition risks, such as regulatory shifts and market changes, as well as physical risks related to climate impacts. It will also help us leverage new opportunities that may arise from a low-carbon transition.



¹ Our Climate Transition Plan is informed by a set of forward-looking assumptions that are regularly reviewed and updated to reflect the evolving decarbonisation pathway for aviation. These assumptions are developed and validated with reference to recognised industry frameworks and studies, including the Air Transport Action Group's Waypoint 2050, IATA's Net-Zero Roadmap and ICAO's Long Term Aspirational Goal. Together, these sources provide a foundation for assessing the expected contributions of key decarbonisation levers over time and for ensuring our transition planning remains aligned with industry best practice and emerging policy signals.

Scenario analysis

What is climate scenario analysis?

Scenario analysis is a strategic tool used to explore potential risks, opportunities and dynamics that may play out in multiple plausible futures. They are not forecasts and involve uncertainties. While scenario analysis is helpful for identifying climate-related risks and opportunities and testing our climate resilience, it does not provide an indication of probable or desired outcomes.

In 2024, we conducted our second climate scenario workshop to review business resilience against climate risks and opportunities over different timeframes, covering our airline and ground operations as well as upstream and downstream value chain, through a structured, qualitative four-step process:



Considering the distinct nature of physical and transition risks, we used four different scenarios building upon key insights and evidence on global, local and sector-specific drivers and trends. Within each scenario, key drivers of change and significant areas of uncertainty were identified, ranging from climate impacts on flight operations and political will, to the emergence of transformative technologies.

The time horizon of 2035 to 2040 was chosen, taking into account the long-term nature of Cathay's business such as asset leasing and long lead-in times for bringing new technologies to market. Such horizon is considered far enough to innovate, yet soon enough to leave capacity to adjust or adapt our strategy and business model for further action up to 2050.

The insights from this scenario workshop have informed our strategic responses to climate change and enabled us to better integrate climate risks and opportunities into our risk management, business strategy and financial planning processes. To address significant uncertainties around future policy, technology and market trends, we will conduct scenario analysis at least every three years.

Scenario 1: Climate Extremes RCP² 6.0 & RCP 8.5		Scenario characteristics			Key implications for Cathay
		Operational disruptions	Policy environment	Technology development	
High Physical risk	N/A Transition risk	Frequent and regular	Increasing commitment to nature recovery	Necessary to take transformative action and embrace innovation	Changing physical dynamics significantly increase costs and disrupt Cathay's core operations, making us impossible to continue with business as usual in a profitable manner.
Scenario 2: Decisive Stakeholder Action RCP 4.5 Bespoke transition scenario³		Scenario characteristics			Key implications for Cathay
		Operational disruptions	Policy environment	Technology development	
Moderate Physical risk	High Transition risk	Intermittent	Strict climate regulations paired with tax incentives, R&D investments and infrastructure development	Collaborative industry actions driving adoption of transformative solutions	Constrained growth under high transition costs. Yet it also creates opportunities for new business models to demonstrate leadership in a low-carbon future.
Scenario 3: Shifting Global Markets RCP 4.5 Bespoke transition scenario³		Scenario characteristics			Key implications for Cathay
		Operational disruptions	Policy environment	Technology development	
Moderate Physical risk	High Transition risk	Intermittent	Divergent climate policy priorities	Regional disparities with strong Global South	Disparities in climate regulations and investments influence which regions have the potential to lead the transition to next-generation aviation. New SAF production hubs may emerge.
Scenario 4: Transformative Technology RCP 4.5 Bespoke transition scenario³		Scenario characteristics			Key implications for Cathay
		Operational disruptions	Policy environment	Technology development	
Moderate Physical risk	High Transition risk	Intermittent	Favourable for advanced technologies enabled by accelerated R&D and targeted investments	Breakthroughs in advanced SAF production and next-generation technologies (e.g. electric aircraft)	Early adopters could be recognised as global leaders, enhancing competitiveness and strengthening their social license to operate. Yet, the varied available for new energy sources may lead to operational inconsistencies. Airlines also need to navigate risks of new technologies with limited track records in safety, reliability and scalability.

² RCP refers to the Representative Concentration Pathways adopted by the Intergovernmental Panel on Climate Change ("IPCC"), which indicate associated GHG emissions and resultant warming trajectories through to 2100.

³ Bespoke transition scenarios look into a range of credible sources highlighting trends and issues at the global, local and industry levels, such as the World Economic Forum ("WEF")'s Global Risks Report 2024, insights from industry bodies such as ICAO, the International Transport Forum and other relevant reports, data and media.

Carbon price

Cathay has implemented an internal carbon pricing mechanism to quantify carbon impact across investments, strategic decisions and financial planning as well as identifying low-carbon opportunities and driving decarbonisation initiatives for continuous improvements. Currently, a shadow price is set at US\$100 per tonne CO₂, with reference to international carbon regulation standards such as the European Union Emissions Trading System ("EU ETS") and the United Kingdom Emissions Trading System ("UK ETS"). The price level will be reviewed annually and revised as necessary. This mechanism focuses on carbon emissions from aircraft operations in the first phase, covering all business cases and activities involving jet fuel consumption, which account for approximately 99% of Scope 1 and Scope 2 carbon emissions. Ground operations will be considered in the second phase.

Climate-related engagement

Aviation sustainability is a collective endeavour. Cathay remains committed to a collaborative approach to deliver net zero emissions by 2050, consistent with the ambition of the Paris Agreement. If the climate-related positions of the associations are deemed to be substantially weaker or inconsistent with our stances on climate change, our representatives will respond to consultations to communicate our stances and work constructively for alignment.

Actions across key industry associations are outlined.

Member of Organisation	Scope of Organisation	Cathay contributions and leadership
International Air Transport Association ("IATA")	Global	IATA has committed to net zero carbon emissions by 2050. Cathay is a member and currently also the Vice Chair of IATA's Sustainability and Environment Advisory Council, which advises the IATA Board and Director General on matters related to the sustainable development of aviation and its interface with the environment.
International Civil Aviation Organisation ("ICAO")	Global	ICAO has committed to a Long-Term Aspirational Goal of net zero carbon emissions by 2050. Cathay is a member of ICAO's Committee on Aviation Environmental Protection ("CAEP") Working Group 5 on aviation fuels, whose focus is on the work required on SAF, including assessment of new SAF technologies, evaluation of availability, and development of guidance on potential policies for the deployment of SAF.
oneworld	Global	oneworld has committed to net zero carbon emissions by 2050. Since 2023, Cathay has chaired the oneworld 's Environmental and Sustainability Board. Together with our oneworld Alliance peers, we have committed to the joint purchase of more than 350 million gallons of blended SAF from Aemetis.
The Roundtable on Sustainable Biomaterials ("RSB")	Global	Cathay is a member of the RSB, which offers trusted, credible tools and solutions for sustainability and biomaterials certification that mitigate business risk, fuel the bioeconomy and contribute to the UNSDGs.
Association of Asia Pacific Airlines ("AAPA")	Asia Pacific	AAPA has committed to net zero carbon emissions by 2050. Cathay is a member of AAPA's Environment Working Group, which represents the interests of the Asia Pacific aviation industry when it comes to addressing environmental issues.
Global Sustainable Transport Innovation Alliance ("GSTIA")	Chinese Mainland	Cathay is a founding member of the GSTIA, a joint initiative dedicated to collaborating on sustainable transport worldwide through policy dialogues, knowledge-sharing and innovations.
The Hong Kong Sustainable Aviation Fuel Coalition ("HKS AFC")	Hong Kong	HKS AFC is a multi-stakeholder coalition which aims to accelerate SAF policy development and drive SAF development and usage in Hong Kong. Cathay is a co-initiator and participates in all working groups.

Climate-related risks and opportunities

Climate change is identified as a financially material risk to the Group, before any planned mitigations, in the medium to long term. It is therefore imperative that we assess its potential impacts on our business and value chain, explore strategic responses to manage this risk and make sure Cathay continues to thrive despite the uncertain impacts of climate change on our industry.

Cathay has identified six climate-related risks that could, to varying degrees and time horizons, negatively affect our airline and ground operations as well as upstream and downstream value chain across geographies. These climate-related risks are aggregated to one overarching “climate change” risk under our risk management process. Further information about our risk management processes to assess, prioritise and monitor top risks is described in detail in the Risk Management section of our Annual Report 2025.

Currently, we have not identified any material climate-related opportunities based on all reasonable and supportive information that is available at the reporting date without undue cost or effort. The absence of material opportunities also relates to the significant uncertainties of future technological, market, policy and other developments.

Time horizons ⁴	Short-term	Medium-term	Long-term
	0-3 years	3-10 years	10+ years

Risks	Description	Current financial effect (2025)	Anticipated financial effect (Currently and through to 2030)
Transition Risks			
Lack of supporting SAF policy and infrastructure	Inability to uplift adequate volume of SAF at affordable prices due to global market dynamics, lack of SAF policy support and access to supporting infrastructure.	No material financial effects were incurred by this individual risk, given SAF usage is currently limited and the Group has an effective SAF sourcing strategy. With 0.68% of Cathay’s jet fuel consumption in 2025 comprising SAF, the estimated additional cost could have been HK\$746 million. This proxy is based on the midpoint market rate of SAF premiums of between two and five times that of conventional jet fuel, according to IATA. However, through the implementation of an effective SAF sourcing strategy, leveraging our global network and supplier engagement, the actual financial impact on Cathay was significantly lower than this estimate.	Given the evolving nature of climate-related risks around timing, scale and broader market conditions, which are inherently uncertain and subject to factors outside Cathay’s control, the level of measurement uncertainty associated with estimating the anticipated financial effects remains high. As a result, any quantitative estimates would not be sufficiently reliable to be considered decision-useful at this stage.
Exposure and resilience to changes in carbon costs	Exposure to current and potential emissions compliance obligations, and inability to secure cost-competitive carbon credits.	No material financial effects were incurred by this individual risk, given our limited intra-European services and therefore the minimal in-scope emissions under the UK and EU Emissions Trading Scheme. Compliance costs for 2025 scheme year are estimated to be around HK\$5 million.	Despite the uncertainty, climate-related risks may, to varying degrees, negatively impact our financial position, financial performance and cash flows by 2030, for example, through increased operating costs associated with climate adaptation or mitigation.

⁴ The time horizons align with those used for strategic and financial planning.

Risks	Description	Current financial effect (2025)	Anticipated financial effect (Currently and through to 2030)
Changing customer expectations on climate performance	Loss of revenue to other airlines, travel modes or experiences due to negative customer perceptions of Cathay's or the aviation sector's progress on climate action.	No material financial effects were incurred by this individual risk. As strategic responses to secure our social license for operation and growth, we stay aligned with our Climate Transition Plan and consistently communicate our decarbonisation progress and achievements in a transparent manner.	Given the evolving nature of climate-related risks around timing, scale and broader market conditions, which are inherently uncertain and subject to factors outside Cathay's control, the level of measurement uncertainty associated with estimating the anticipated financial effects remains high. As a result, any quantitative estimates would not be sufficiently reliable to be considered decision-useful at this stage. Despite the uncertainty, climate-related risks may, to varying degrees, negatively impact our financial position, financial performance and cash flows by 2030, for example, through increased operating costs associated with climate adaptation or mitigation.
Exposure to climate-related greenwashing risks	Exposure to potential climate-related greenwashing litigation, fines or reputational damage due to perceived mis-statements regarding climate-related actions or progress.	No material financial effects were incurred by this individual risk. As strategic responses, we hold to clear sustainability communication guidelines, ensuring claims are credible and substantiated. We also keep track of the latest greenwashing development with input from the local team, experience sharing by local carriers, other industry bodies (e.g. IATA), as well as legal advisors.	
Business-wide readiness for climate transition	Misalignment between business decisions and transition plan, or insufficient readiness for low-carbon technology, may result in higher costs to meet internal targets or render those targets cost-prohibitive.	No material financial effects were incurred by this individual risk. As strategic responses, we continue to improve internal sustainability awareness through engaging leaders and key business units. We have also implemented an internal carbon pricing mechanism to embed carbon impacts into investments, strategic decisions and financial planning.	
Physical Risks			
Resilience to acute weather events	Insufficient resilience of assets, operations and supply chain to acute weather could lead to higher operating costs, risks to flight safety (e.g. from turbulence), reduced payloads and/or lost revenue.	No material financial effects were incurred by this individual risk. As we operate nearly all our flights to or from Hong Kong International Airport, we have been working closely with our key partner, the Airport Authority Hong Kong, in assessing and strengthening climate resilience and adaptive capacity at our home hub.	

Current and anticipated changes to our business model, including resource allocation, as well as adaptation and mitigation efforts to address the climate-related risks identified are presented under the lever headings in this chapter.

Climate targets

Addressing climate challenges requires ambitious, rapid and collaborative action. As one of the first airlines in Asia to target net zero carbon emissions, this underscores our ambition to drive systemic changes within the aviation industry and align with the goals of the Paris Agreement and the International Civil Aviation Organisation ("ICAO")'s Long-Term Aspirational Goal. We have established near-to medium-term targets to maintain the decarbonisation momentum. However, achieving these will depend on a number of external factors on the policy and technological front, and internal commercial constraints.

- Improve our net carbon intensity⁵ by 12% from the 2019 level by 2030, bringing the number from 761 gCO₂/RTK to 670 gCO₂/ RTK
- Reduce ground emissions^{6,7} by 32% by 2030 and 55% by 2035, from 2018 baseline
- Use 10% SAF for Cathay Pacific operating flights by 2030
- Use SAF to address 10% of the carbon emissions from employee duty travel on Cathay Pacific flights

Detailed initiatives around each pillar and how we engage different value chain partners can be found in this chapter.



⁵ This intensity target covers our CO₂ emissions generated from jet fuel use (i.e. Scope 1 emissions) of the airline operations, which accounts for about 99% of the Group's total emissions. Carbon credits currently do not form part of this intensity target. It is not derived using a sectoral decarbonisation approach nor validated by any external third party.

⁶ This absolute target covers our CO₂, N₂O and CH₄ emissions generated from non-jet fuel, electricity and Towngas use (i.e. Scope 1 and 2 emissions) of the ground operations in Hong Kong, which accounts for less than 1% of the Group's total emissions. It is not derived using a sectoral decarbonisation approach. While the target is not validated directly by any external third party, we work with the Airport Authority Hong Kong for the annual carbon audit and regular performance updates as part of the HKIA 2050 Net Zero Carbon Pledge.

⁷ A net emissions target where carbon credits or other energy attributes may be used to mitigate residual emissions due to technological, cost or feasibility constraints. We do not have an associated gross emissions target at present.

Climate performance

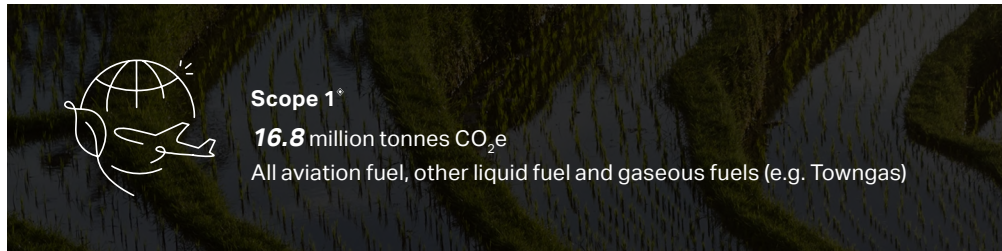
Scope 1 and 2 emissions from direct operations

The Group emitted around 16.8 million tonnes of CO₂e in 2025, an increase of 19% from 2024, as the Group continued to expand our operations and networks. The increase is still 9% below 2019 level, the last year of normal operation before the pandemic.

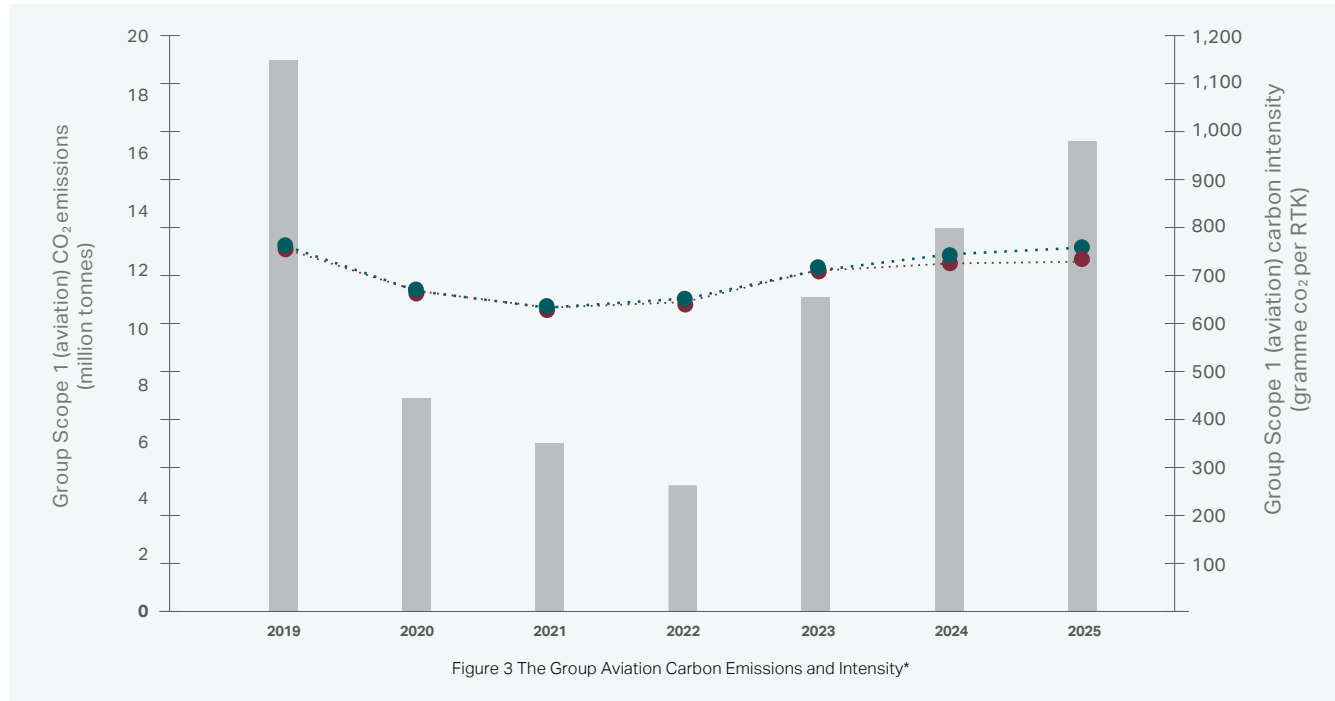
Net carbon intensity of the airline operations, which is measured on a per revenue tonne kilometre ("RTK") basis, saw a slight year-on-year increase by 1%, primarily associated with

a shift in the freighter-passenger aircraft mix, with a higher proportion of flights by passenger aircraft. Freighters typically exhibit lower carbon intensity compared to passenger aircraft due to its ability to carry higher tonnage. Reduction in net carbon intensity is expected to be observed with continuous fleet modernisation and increased SAF usage towards 2030.

Further data breakdowns and relevant methodologies can be found in Our Performance.



* 2025 data assured by PwC



* Emissions figures reported are in aggregate for all airlines flown by the Group during the reporting period. For more detailed emissions numbers, please refer to the [2025 Key performance indicators section](#) on p.147 of the report.

Global warming potential ("GWP") of CO₂ is 1; assumes that all other greenhouse gases ("GHG") are negligible as these impacts still uncertain. Effect of contrails is not yet included as further study is required.

- Carbon emissions#
- Carbon intensity (gCO₂/RTK)
- Net carbon intensity (gCO₂/RTK)

INDICATOR	DESCRIPTION	REMARKS
	Carbon intensity per RTK Carbon intensity measure of CO₂ emissions from jet fuel use, excluding SAF abatement, in grammes per RTK. Net carbon intensity measure CO₂ emissions from jet fuel use, including mandatory and voluntary SAF abatement, in grammes per RTK.	The airline started tracking its carbon emissions back in the 1990s. Compared to 1998, carbon intensity, measured by CO₂ per RTK has improved by over 26%. We target to improve our net carbon intensity by 12% from the 2019 level by 2030, bringing the number from 761 gCO₂/RTK to 670 gCO₂/RTK.
	Net carbon intensity per RTK RTK measures the revenue-generating payload transported. It is calculated by multiplying the revenue payload carried (in tonnes) by the distance flown (in kilometres).	As we carry on our implementing of fuel saving initiatives and replacing older aircraft models with newer, more efficient next-generation aircraft with increased SAF usage towards 2030, we expect net carbon intensity to steadily improve.
	Scope 1 emissions Direct greenhouse gas ("GHG") emissions represented as CO₂ equivalent ("CO₂e"). These occur from direct emitting sources that are owned or controlled by Cathay, for example, emissions from combustion of aviation fuel, other liquid fuels and gaseous fuels (e.g. Towngas) at stationary sources.	Total emissions have increased by 19% compared to 2024 due to the increased flight capacity as the airlines continued to expand our operations and networks.
	Scope 2 emissions Scope 2 accounts for in-direct sources of GHG emissions also represented as CO₂e. These occur from the generation or processing of purchased electricity and gaseous fuels (e.g. Towngas) bought and consumed by Cathay. Scope 2 emissions physically occur at the point of generation (e.g. the facility where electricity is generated).	The total emissions, however, are still below the pre-pandemic levels in 2019.

Scope 3 emissions from value chain

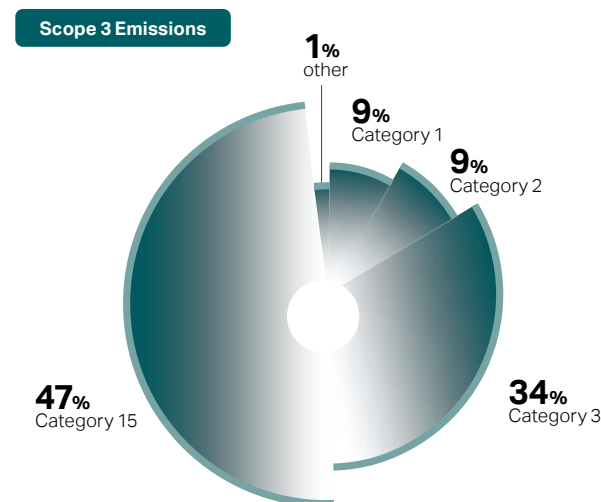
Our Scope 3 carbon inventory, which covers both airlines and ground operations, has been developed in alignment with globally recognised carbon reporting standards, including the GHG Protocol Corporate Value Chain (Scope 3) Standard and the Aerospace Industry GHG Reporting Guidance. We have assessed all 15 categories of emissions and identified nine that are relevant⁸.

Emissions from our value chain account for about 39% our total carbon footprint. Among them, the following three categories account for the biggest emissions share: Investments, Fuel-and energy-related activities, and Purchased goods and services. We continue to review our emissions inventory to improve data accuracy and ensure completeness of coverage of our Scope 3 emissions. This sets the foundation and enables us to focus our engagement efforts more effectively.

Sustainability has now become a standard agenda item in our annual meeting with key suppliers. By learning about our business partners' emissions reductions strategies, we get a clearer view on the reductions we can expect to achieve and refine our strategy accordingly. Where possible, we collaborate with our suppliers to help drive the innovation in new technologies our industry needs to achieve our carbon reduction objectives.

Recognising that Categories 3 and 15 are the most significant categories and represent around 81% of our Scope 3 emissions, we have prioritised engagement activities targeting these value chain partners. Since 2023, we have conducted one-on-one engagement with our major jet fuel suppliers. Starting from this year, we have incorporated a dedicated questionnaire, which collects emissions data and decarbonisation targets and initiatives of jet fuel suppliers, as part of the tendering process. They will be scored based on their performance. This year, we engaged about 30% of our jet fuel supplier groups.

Building on our understanding of the emissions across our suppliers' value chain and production activities, we can obtain more specific emission data to accurately track our scope 3 emissions. Further, we reviewed suppliers' decarbonisation strategies and encouraged them to set emissions reduction goals to accelerate decarbonisation in their production activities. This year, we also continued the discussions with our associate companies, Air China and Air China Cargo, on the Scope 3 topic. Besides discussing their decarbonisation plans, we also worked on best practices sharing on emissions reduction initiatives and on identifying additional emissions reduction opportunities together.



SCOPE 3 CATEGORY	APPLICABILITY	METHOD	TONNES OF CO ₂ e
Category 1: Purchased goods and services	Yes	Spend-based data	952,753
Category 2: Capital goods	Yes	Spend-based data	919,078
Category 3: Fuel- and energy-related activities[*]	Yes	Fuel-based and supplier-specific data	3,647,480
Category 4: Upstream transportation and distribution	Yes	Spend-based data	103,714
Category 5: Waste generated in operations	Yes	Waste-type-specific data	8,082
Category 6: Business travel	Yes	Fuel-based and distance-based data	2,491
Category 7: Employee commuting	Yes	Average data	28,105
Category 12: End-of-life treatment of sold products	Yes	Waste-type-specific data	33
Category 15: Investments	Yes	Investment-specific and average data	4,930,805
Total Scope 3 emissions			10,592,541

^{*} 2025 data assured by PwC.

⁸ Categories 8, 9, 10, 11, 13 and 14 are excluded due to the insignificant contribution to total scope 3 emissions of these activities. Assumptions and conversion factors are applied where primary data are not available to calculate scope 3 indirect emissions.

Sustainable Aviation Fuel

Sustainable Aviation Fuel?

Sustainable Aviation Fuel ("SAF") remains the most important lever for achieving the aviation industry's net-zero emissions target by 2050. SAF can be used directly in existing aircraft engines and airport infrastructure, making it an immediate solution for decarbonising aviation. SAF is produced from renewable sources such as waste oils, agricultural residues or municipal solid waste. When burned, SAF produces carbon dioxide at levels similar to conventional aviation fuels, but the carbon dioxide released is already part of the natural carbon cycle, rather than being extracted from the earth specifically for creating aviation fuel. Therefore, SAF can **reduce lifecycle carbon emissions by up to 80%** compared to conventional jet fuel. As the only viable sustainable aviation technology for large commercial aircraft and long-haul flights, SAF is especially important for airlines like Cathay Pacific, where long-range operations form a significant part of our business.

A major challenge is that SAF availability remains low globally, and account for just 0.6% of global jet fuel in 2025. To this end, we are pursuing a strategic sourcing approach that leverages our global network, supports comprehensive policy development and fosters partnerships with key stakeholders across geographies and industries. Meanwhile, Cathay actively advocates for a favourable policy environment for SAF industry development and supports more investments from the public and private sector into alternative fuel technologies. This helps build a robust SAF ecosystem that will enable us to achieve our targets and transition the broader aviation sector towards a low-carbon future.

Expanding global SAF sourcing

In 2025, we steadily expanded our use of SAF both at our Hong Kong home base and at key international locations. The 2025 total volume of SAF used was 36,242 tonnes, marking an increase of about 430% compared to last year.

To achieve this, we have strengthened partnerships with leading SAF suppliers globally. For example, we entered into an agreement with Sinopec to uplift SAF produced in the Chinese Mainland at Hong Kong International Airport, marking the first such export by Sinopec to Hong Kong. Additionally, we partnered with SK Energy to secure 20,000 tonnes of SAF supply in South Korea from 2025 to 2027. Such collaborations complement our efforts to leverage Cathay's global network to access SAF competitively across Asia-Pacific, Europe and North America. This global approach provides valuable experience in working with diverse SAF suppliers, organising complex supply logistics and navigating evolving certification schemes in support of a more resilient SAF supply chain.

Cathay has set ambitious sustainability goals, but like every airline, we cannot achieve them on our own. Through strategic investments and partnerships, including two joint investment initiatives that focus on accelerating SAF production capacity and development of next-generation SAF technologies in Asia and beyond, we continue to make strides in building a more resilient and scalable SAF ecosystem. While growth in 2025 is encouraging, supportive policies and well-designed market incentives will be essential to scale SAF at the pace required to stay on track for the long-term decarbonisation goal.

RONALD LAM

Chief Executive Officer, Cathay



Investing and partnering in the SAF value chain

Strategic investment is a cornerstone of Cathay's SAF strategy, enabling us to secure competitive future supply and catalyse the development of a robust SAF ecosystem in Asia and globally.

In 2025, we achieved two significant milestones under this strategy. In September, Cathay proudly joined forces with our peers at **oneworld** Alliance and Bill Gates-founded Breakthrough Energy to launch the US\$150 million **oneworld** Breakthrough Energy Ventures ("BEV") Fund. The fund aims to accelerate the development of next-generation

SAF technologies to make SAF more accessible and cost-competitive in support of the industry's long-term decarbonisation needs. Complementing this, in October Cathay committed to a co-investment partnership of up to US\$70 million with Airbus in support of more mature SAF opportunities to scale up near to medium-term availability in Asia and globally. While the **oneworld** BEV Fund focuses on future technologies, the Airbus partnership aims to channel the necessary capital to accelerate SAF production capability towards 2030 and beyond.



CASE STUDY

Scaling near-term SAF adoption through co-investment partnership with Airbus



Cathay committed to a landmark joint investment agreement with Airbus of up to US\$70 million to accelerate the development and scaling of SAF production in Asia and globally. Both parties will identify and invest in projects that support more mature SAF opportunities to accelerate near- to medium-term availability, targeting 2030 and beyond. Each project will be assessed for commercial viability, technological maturity, and long-term offtake potential.

The partnership also featured advocacy for supportive SAF policies on both the supply and demand side across Asia. With the region's strong potential in feedstock supply and production capacity, we aim to leverage our global experience to help shape policies that make SAF more accessible and affordable among Asia.



CASE STUDY

Investing in next-generation SAF technologies through the oneworld BEV Fund



Together with our peers at the **oneworld** Alliance and Bill Gates-founded climate investment firm Breakthrough Energy Ventures ("BEV"), we have co-launched the US\$150 million **oneworld** BEV Fund. This new investment fund, backed by founding investors of Cathay Pacific, Alaska Airlines, American

Airlines, as well as IAG, Japan Airlines and Singapore Airlines, aims at advancing and commercialising next-generation SAF technologies so as to scale SAF at cost-effective way in support of the long-term aviation development with lower-emission fuel solutions.

For airlines like Cathay Pacific with significant long-haul operations, scaling innovation to make SAF more accessible and affordable is critical. Our investment and active participation in the fund also closely align with the Hong Kong SAR Government's commitment to accelerating SAF supply chain development. This initiative also reflects our belief that only through collective action – across geographies and industries – we can build a more resilient and scalable SAF ecosystem.

As a co-initiator of the Hong Kong Sustainable Aviation Fuel Coalition ("HKSAFC"), a multi-stakeholder platform bringing together key players across the aviation industry, we continued to actively support HKSAFC's SAF advocacy works echoing the Hong Kong SAR Government's latest policy initiative of accelerating SAF supply chain development. Key 2025 activities included in-depth research on the economic impacts of SAF use in Hong Kong and a public awareness campaign to improve SAF knowledge.

Scaling SAF development and adoption requires deep collaboration across the entire value chain. These partnerships with leading airlines, climate technology investors and manufacturers exemplify Cathay's commitment to driving industry-wide progress. By working together, we aim to accelerate innovation, expand supply and deliver greater impact.



We welcomed findings and recommendations in Peking University's research on **advancing SAF adoption in the Chinese Mainland**. As a vital player in global aviation and the SAF ecosystem, the Chinese Mainland's development of its domestic SAF industry is key to promoting availability and affordability of SAF needed by the global aviation industry.



Enabling SAF in different customer touchpoints

Cathay Corporate SAF Programme

Launched in 2022, the Cathay Corporate SAF Programme has entered its fourth year in 2025 with another period of significant growth. As one of the first initiatives of its kind in Asia, the programme enables Cathay's corporate and cargo customers to reduce their Scope 3 indirect emissions from air travel and transport, while accelerating the global transition to SAF.

Through the programme, corporate partners contribute to Cathay Pacific's purchase and use of SAF certified by internationally recognised sustainability standards. Every unit of SAF sold through the programme is additional to Cathay's mandatory requirements and other voluntary use, such as for duty travel commitment. In return, we issue verified emissions reduction certificates and a third-party assurance letter, enabling customers to credibly claim reductions in their Scope 3 emissions from business travel or cargo transportation.

This programme demonstrates how like-minded partners can come together to scale SAF adoption and create meaningful impact. Cathay highly values the corporate partnerships established to date and is actively expanding the programme to build a stronger platform for collaboration and accelerating SAF usage.

This year, the programme achieved substantial growth following the success in 2024, cementing its position as one of the leading initiatives of its kind globally. This milestone was marked by global partnerships with the likes of DHL, Microsoft and Kuehne+Nagel, and a record commitment to SAF usage. Together, the corporate partners have committed to using around 17,400 tonnes of SAF, representing an increase of nearly 180% compared with 2024. This is equivalent to a reduction of approximately 54,600 tonnes of carbon dioxide equivalent emissions on a lifecycle basis.

SCALING SAF

Customer's contributions help to scale Cathay SAF usage, certified by internationally recognised sustainability standards⁹. The scaling of SAF supports the broader transition to lower-carbon aviation.

PARTNER

Customers partner with Cathay through the Corporate SAF Programme to reduce their air transport emissions in alignment with their sustainability goals and budgets.

CLAIM

Customers received verified emissions reduction certificates and third-party assurance, enabling them to claim credible Scope 3 reductions in line with SBTi guidance.



Individual customer SAF option

This year, we have introduced a new SAF programme for individual customers, which aims to enable them to join us in scaling up SAF adoption. Through a [dedicated website](#), customers can estimate carbon emissions from their flights and make a voluntary contribution by purchasing SAF attributes. Same as the Corporate SAF Programme, every contribution goes toward purchasing SAF beyond Cathay's mandated requirements and other voluntary usage, ensuring additional

impact. Eligible Cathay members can also earn Asia Miles for their contributions, recognising and rewarding customers who choose to support the transition to lower-carbon aviation. In 2025, around 1.6* tonnes of SAF were used under this new programme, equivalent to a reduction of 5* tonnes of carbon emissions. Options for individual customers to contribute to SAF will shortly be made available within the booking flow on the Cathay Pacific website as well as other channels in the future.

⁹ Such as the International Sustainability & Carbon Certification ("ISCC") system and the Roundtable on Sustainable Biomaterials ("RSB").

* 2025 data assured by PwC.

Aircraft

During aircraft procurement, one of the most important evaluation criteria is fuel efficiency. It is therefore our approach to add modern, more fuel-efficient aircraft to our fleet for decarbonisation. The next-generation aircraft¹⁰ brings advanced technologies in aerodynamics and design. The technological advancement enables these aircraft to be up to 15% more fuel efficient compared with previous generation aircraft.

In 2025, the group took delivery of four next generation aircraft and have scheduled the delivery of another 103 from 2026 onwards.

AIRCRAFT TYPE	2025	2026 AND BEYOND
A320neo	4	32
A321neo		
A330-900	0	30
A350F	0	6
777-9	0	35
Total	4	103

¹⁰ Next-generation aircraft includes but not limited to A320neo, A321neo, A330neo, A350, B777X, in each case, any variant thereof, including freighter variants.



We ordered an **additional 14 Boeing 777-9 aircraft**, bringing the total order to 35. These next-generation aircraft will reduce fuel use and emissions compared to the version it replaces.



Cathay has embarked on an all-compassing fleet renewal and expansion plan as part of our wider investments totalling well over HK\$100 billion. This includes over 100 next-generation passenger and freighter aircraft in the delivery pipeline from 2026 onwards. The enhanced fuel efficiency these new aircraft provide will be a critical lever in progressing our decarbonisation goals.

REBECCA SHARPE

Chief Financial Officer, Cathay



Operations

Improving fuel efficiency is a key lever in lowering our GHG emissions. The better the fuel efficiency, the less carbon emitted with the same unit of passenger or freight we carry. While we are reliant on the work of governments and regulators to ensure that we are allowed to fly the most efficient routes and operate in the most efficient manner during all flight phases, we constantly work on initiatives that are within our own control to further improve on our operational efficient manner and lower our carbon emissions.

Flight Planning System

To assist us in planning our flight routings, Cathay Pacific has been adopting a digital flight planning system that uses state of-the-art technology and automation to optimise our routes according to environmental and air traffic conditions on the day. When integrated with our Electronic Flight Folder ("EFF"), an industry-leading tool which has been developed in-house, we are able to realise significant benefits, including minimum flight-time routings, reducing flight preparation time while enabling more dynamic, payload-optimised flight planning and using the most up-to-date weather information, both of which reduce fuel consumption and emissions. Cathay Pacific and Air Hong Kong have been using these integrated systems since late 2021, with further deployment in HK Express from mid-2022.



As part of our performance improvement packages ("PIP"), we have adopted airframe modifications for six aircraft. This successfully reduced carbon emissions by **around 1,690 tonnes** in 2025.

Optimising aircraft operations and performance

In the air, our three airlines all sought fuel savings by managing their flight profiles, through flying optimal altitudes and reducing air miles by direct routing to save fuel and time. Air Hong Kong is also working closely with DHL and their Flight Optimisation Management System ("FOMS") which aims to promote efficiency and emissions reduction within the DHL partner airlines network.

Back on the ground, we continued to use the process of Reduced Engine Taxi-In ("RETI") which has reduced our fuel-burn as well as our GHG emission. We practise RETI at all airports where it is possible and have increased the effort spent on improving the take up rate and duration of this procedure on all fleets. Given the success of RETI within our fleet, Air Hong Kong and HK Express have also been adopting RETI, achieving significant fuel consumption reductions. HK Express has also implemented Reduced Engine Taxi-Out ("RETO") at Hong Kong International Airport. Cathay Pacific will conduct trials on our narrow-body fleet in 2026 in collaboration with the Hong Kong Civil Aviation Department and the Airport Authority Hong Kong, where successful introduction will allow for significant fuel savings.

We also conduct frequent engine core washing across our airlines. This enables our aircraft to achieve higher fuel efficiency. Cathay Pacific and Air Hong Kong have also monitored the impact of drag on the exterior of its aircraft, which can hamper fuel efficiency. Meanwhile, we track the performance degradation of our fleet, adjusting our flight plans for better predictions of fuel burn and triggering maintenance actions to improve the drag of our aircraft, thus saving fuel. We are also in the process of reviewing various fuel efficiency projects, including advanced skin coatings, aerodynamic devices and drag reduction modifications.

Jet fuel remains our most material source of emissions, and managing it effectively is a core operational priority. We are advancing a coordinated set of efficiency measures across flight planning, AI enabled digital operations and predictive maintenance to deliver meaningful fuel savings. In 2026, we will also trial Reduced Engine Taxi Out ("RETO") at Hong Kong International Airport, reinforcing our focus on optimising performance both in the air and on the ground.

ALEX MCGOWAN
Chief Operations and Service
Delivery Officer, Cathay



Aircraft equipment - digitisation and weight reduction

Our eEnabled Aircraft Programme facilitates seamless global aircraft connectivity and data sharing across our airlines. We have switched to electronic documents on all Cathay Pacific aircraft and used lighter materials for inflight equipment which incurs less fuel burn and results in less carbon emission. The weight reduction can result in a decrease of more than 4,000 tonnes CO₂ emissions per year based on our 2019 flight level - emissions equivalent to more than 5,000 flights from Hong Kong to London.

We also optimise water uplift across our flights through dynamically calculating the precise amount of water required to serve passengers based on factors such as loading, flight duration and historical water usage data. To ensure that flights will not run out of water, we also took into account reasonable contingency. These efforts led to a reduction of unnecessary weight, and therefore approximately 4,120 tonnes of carbon emissions during 2025.

Flight efficiency

Our fuel monitoring system is supported through a partnership with General Electric Aviation Event Measurement System ("EMS"). The EMS enhances our capability to process and analyse flight data including weather, navigation, flight plans and schedules to improve our ability to find data driven solutions for improving flight efficiency. Through our partnership with General Electric, we have also rolled out FlightPulse to all our flight crew, allowing them to track their fuel efficiency practices and savings for continuous improvement.



New technology

Aviation is a hard-to-abate sector where dramatically reducing emissions is challenging, and breakthrough science and technology innovations are required to help the sector reach net zero. Cathay well recognises this fact and supports research and development of advanced sustainable aviation technologies.

Global Sustainable Transport Innovation Alliance

As a founding member of the Global Sustainable Transport Innovation Alliance, we continue to dedicate our efforts to developing this alliance into an influential platform for integrating and sharing knowledge, policy dialogue, consensus-building, and disseminating ideas for global sustainable transport innovation. In 2025, we took part in the discussions regarding a SAF subcommittee under the alliance and shared knowledge about the local and international options of SAF.

Collaboration with the Civil Aviation University of China

Building on the basis of the existing Memorandum of Understanding ("MoU"), we not only work more closely with the Civil Aviation University of China ("CAUC") by conducting research and developing an internship programme for their students, but also join forces with the Environment and Sustainability Institute of CAUC to analyse SAF adoption for airlines, explore new SAF technologies and study the feasibility of commercialising new SAF feedstocks.



Market-based measures

Market-based measures, including carbon credits, are expected to mitigate all residual emissions from our operations, including those that cannot be addressed through other levers under our Climate Transition Plan due to technological, cost or feasibility constraints. Towards our 2050 net zero carbon emissions goal, achieving it may require the use of carbon credits after improvements from SAF uptake, fleet modernisation and operational efficiency measures. However, the exact extent is highly dependent on the scale and pace of the above levers. We will continue to monitor and align with industry best-practices, including alignment on an appropriate balance of nature-based offsets and technological carbon removals.

CORSIA and other mandatory carbon emissions trading schemes

The Carbon Offsetting and Reduction Scheme for International Aviation ("CORSIA") is a global scheme, developed by the ICAO, aimed at capping the net CO₂ emissions from international aviation flat while the industry continues to grow. It is the first global market-based measure to address carbon emissions that applies to an industrial sector. In 2022, the 41st ICAO Assembly ("A41") adopted the use of 85% of 2019 CO₂ emissions as the CORSIA baseline for 2024 onwards. We continue to monitor and prepare for developments in CORSIA. Cathay Pacific is also subjected to the European Union Emissions Trading System ("EU ETS"), and the United Kingdom Emissions Trading System ("UK ETS"). We have been fulfilling the reporting requirement for all these schemes and the offsetting requirement for EU ETS and UK ETS.



Ground operations

Ground emissions stem from all non-aircraft operations. While they contribute considerably less than aircraft emissions, we work to reduce our carbon footprint from these operations by concentrating on electricity consumption, equipment efficiency, and vehicular emissions.

Our goal is to reduce ground emissions by 32% by 2030 and 55% by 2035, from a 2018 baseline. Our 2035 target formed part of our pledge signed in 2021 with the Hong Kong International Airport which underscored our commitment to net zero operations by 2050. It is in line with science-based target to limit global warming to 1.5 degrees compared to preindustrial level.

To better understand where the most impactful opportunities for energy savings occur, we conducted company-wide energy audits previously to inform our initiatives and retro-commissioning implementation processes. Results of this exercise, which include more than 100 energy saving opportunities, provided important context which will help us more effectively align our carbon reduction efforts with a trajectory required to achieve our target.

Additional information could be found on Our Subsidiaries section as our subsidiaries account for majority of the Company's ground emissions.

Our buildings

Located near Hong Kong International Airport, our 134,000 m2 headquarters encompasses Cathay City, Cathay House, the Airline Store Building, a hotel, and the flight training centre. The premises are certified to the ISO 14001:2015 standard for environmental management systems. As of the end of 2025, the Group has achieved ISO 14001:2015 or equivalent standard coverage at 100% of its Hong Kong sites, including Cathay City, Cathay House, Cathay Cargo Terminal, the Cathay Dining Building, and the VLS Yuen Long Plant.

To reduce our environmental footprint, we continued to invest in our buildings to upgrade our facilities systems and improve efficiencies. Highlighted initiatives included:

- Ongoing replacement of traditional T8 fluorescent tube lights to LED lighting premise-wide
- Phased replacement of fixed-speed compressors with the variable speed drives ("VSD") models in our chiller plant, estimating up to 10% of electricity reduction
- Installation of a solar-power generation system with a capacity of 100kW at the Airline Store Building, estimating up to 8% annual electricity reduction
- Installation of additional charging stations for electric vehicles

Our vehicles

Our full-service ground handling subsidiary, HAS by Cathay, provides professional passenger services as well as ramp and cargo services to 27 airlines at Hong Kong International Airport. Traditionally, our vehicles used diesel fuel, however, as with other areas of our business, where we can invest to reduce emissions, we do so. Our Ground Services Equipment ("GSE") and Vehicle Replacement Programme prioritise fleet modernisation and the gradual transition to electric options. We have successfully transitioned 100% of our private cars operating on the ramp side to electric vehicles. Meanwhile, we will continue to explore alternative fuel and innovative solutions to decarbonise our fleet.





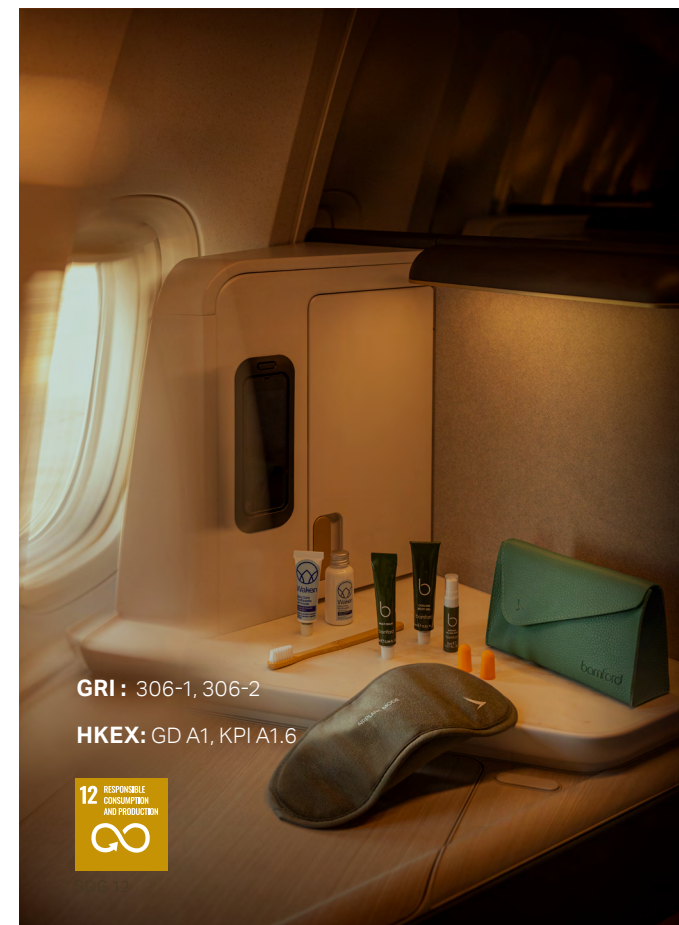
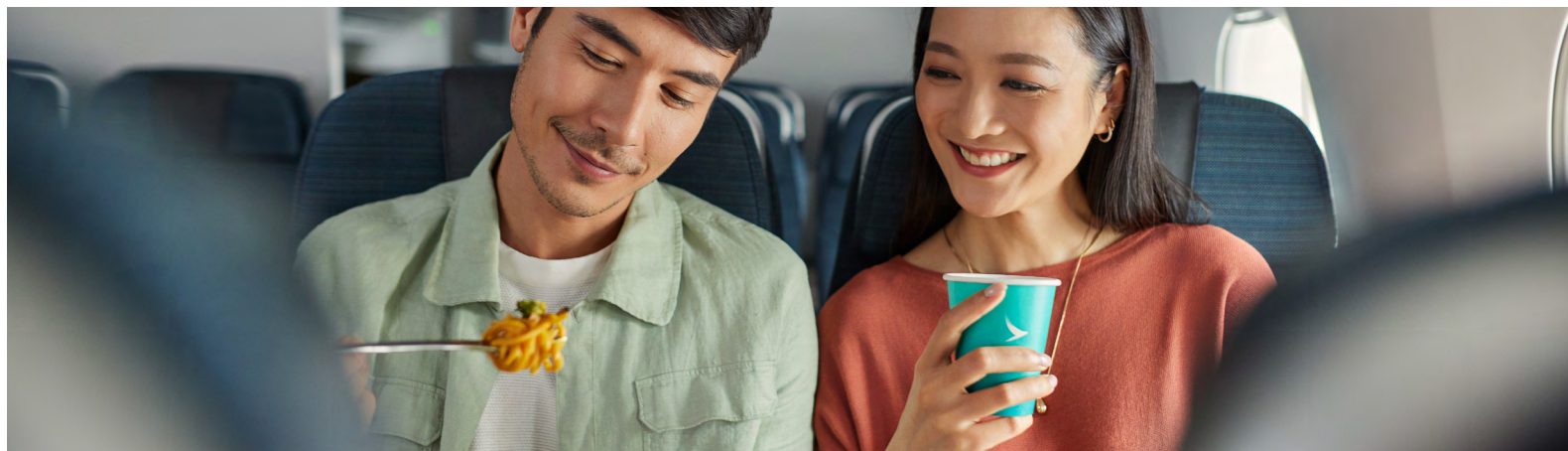
ENVIRONMENTAL ASPECT

CIRCULAR ECONOMY

Our Policies and Guidelines

[Sustainable Development Policy](#)

[Supplier Code of Conduct](#)



GRI : 306-1, 306-2

HKEX: GD A1, KPI A1.6



CIRCULAR ECONOMY

Why circular economy matters to us

As a leading global airline that employs thousands and carries millions of customers each year, managing our environmental impacts is imperative. In response to environmental challenges and pollution, the world is increasingly embracing circular economy that is based on the principles of designing out waste and pollution, circulating products and material at their highest value, and regenerating natural systems¹¹. Unlike the traditional linear economy, which follows a “take, make, dispose” pattern, circular economy seeks to reduce the strain on finite natural resources and helps combat environmental challenges including climate change.

At Cathay, we share the same ambition and are dedicated to embedding circular principles in our operations to reduce our environmental footprint, improve operational efficiency and resilience. The transition not only supports regulatory compliance but also meets the growing expectations of consumers who increasingly prioritise environmentally responsible practices.

2025 performance highlights



Expanded our **first-of-its-kind** inflight recycling programme for water bottles to cover selected outbound flights in **eight** airports



Advanced the transition to alternative materials, reducing customer-facing single-use plastics (“SUP”) items by **25 million** pieces in 2025



Conducted a comprehensive **waste audit** to inform the next phase of cabin waste reduction and benchmark reduction progress



Launched the **Inflight Sustainability Ambassador** Programme to empower our cabin crew to identify and champion new waste reduction and recycling initiatives

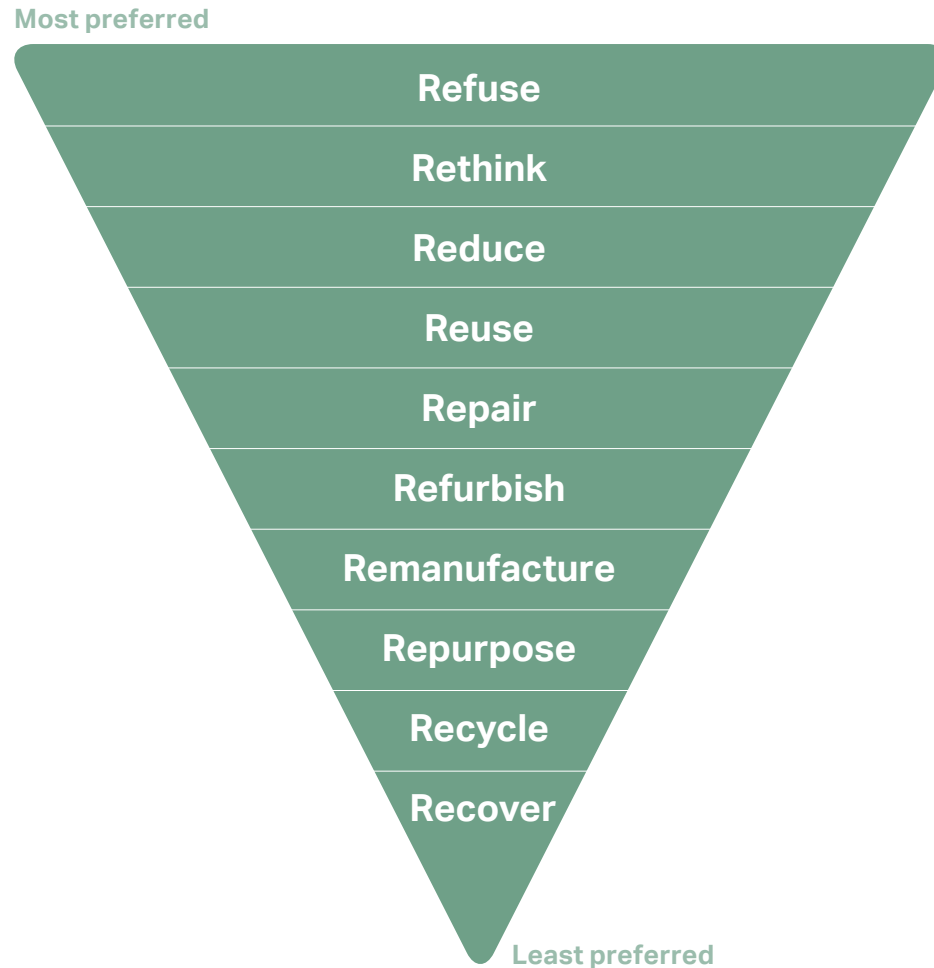


Cathay Dining introduced a **first-in-town** inbound food waste segregation facility which could increase its food waste recycling capacity by **200%**

¹¹ According to the Ellen MacArthur Foundation, a global charity that champions circular economy.

Our approach

Our Circular Economy Policy guides our approach to closing the loop in product lifecycles so as to minimise waste generation and reliance on virgin and finite resources. We aim to keep resources in use as long as possible, extracting their highest value before recovering and regenerating as components or raw materials for their next lifecycle. We referenced the R-Ladder framework, illustrated in Figure 4, to translate circular economy principles into practice by prioritising options that preserve the highest value—first avoiding unnecessary consumption, then extending product life through reuse and repurposing, and choosing recycling and recovery only when higher-value options are not feasible.



Striving to become our customers' most loved service brand, we pair service excellence with sustainability considerations. Our focus on circularity unites environmental responsibility, evolving customer expectations and strategic business priorities. Through collaborations and innovations across inflight and ground operations, we will continue to make travel experience more sustainable and responsible.

LAVINIA LAU

Chief Customer and Commercial
Officer, Cathay



Figure 4: The R-ladder framework for Circular Economy

Single-use Plastics

The use of plastics in the aviation industry has been widespread due to its strength, lightness and hygienic properties. However, the long-life span of plastic in the natural environment is an issue, with damaging effects to wildlife and ecosystems' resilience to climate change. Ambitious reduction efforts are essential and our recent stakeholder engagement findings again highlighted the urgency to address this issue.

Reducing single-use plastics ("SUP") means weighing many different factors when we introduce new, more sustainable alternatives. Since 2001, we have been on a journey to reduce SUP through a collaborative partnership approach, internally with our people and externally with like-minded partners. In the air, our cabin crew community has been at the frontline as change-makers for years; while on the ground, our SUP captains from each of the business units spearhead circularity initiatives within their respective domains. We have also established the necessary synergies with external stakeholders, from conducting lifecycle analysis ("LCA") on selected SUP products to pioneering inflight recycling for plastic bottles with airport partners and supporting industry-wide plastic reduction advocacy and LCA guideline development.

We also keep abreast of new SUP import and consumption laws and regulations in jurisdictions we operate and actively take part in industry discussions through the IATA SUP Working Group. We work to ensure proper considerations and operational changes are made to comply with current and emerging regulations. Several jurisdictions, including the European Union, India and Chinese Mainland, have already introduced legislation to reduce SUP items, impacting airline operations. Hong Kong has also launched the first phase of its own SUP regulations from April 2024, covering our inflight dining and catering services.



CASE STUDY

Inflight Sustainability Ambassador Programme



Empowering our cabin crew as change-makers for circular economy practices, we have launched a dedicated Inflight Sustainability Ambassador Programme. Through this programme, our ambassadors share their first-hand observation in the sky while supporting us in identifying waste reduction and recycling opportunities as well as trialling innovative inflight ideas.

Performance Overview

We have SUP targets that consider not only the use phase but also sourcing and disposal, aiming to mitigate both upstream and downstream impacts, staying true to the circular economy principles.

Use Phase

Reduce passenger-facing SUP items¹² from an average of 7.7 pieces per passenger in 2019 to 1.5 pieces



Use Phase

Progress

By the end of 2025, we reduced the average number of passenger-facing SUP items to 1.7 pieces per passenger on average, reflecting continued progress toward our reduction target. Final transition is underway towards the 1.5 target.

Details on our efforts toward this target are available [here](#).

Status

Expect to reach target by mid-2026

Downstream

Increase the recycling rate of water bottles¹³ served onboard to 33%

Downstream

Progress

By the end of 2025, we achieved an overall recycling rate of 21% across our network. This was driven by a 32% recycling rate on inbound Hong Kong flights and an 11% on the rest of our network with 8 airports supporting our recycling programme.

Details on our efforts toward this target are available [here](#).

Status

Continue to expand the recycling programme to other locations, subject to local conditions

Upstream

50% of the remaining passenger-facing SUP items are made from recycled plastics

Upstream

Progress

By the end of 2025, 63% of remaining passenger-facing SUP items are made from recycled plastics.

Details on our efforts toward this target are available [here](#).

Status

Exceeded target

¹² Onboard Cathay Pacific flights only. These items include passenger-facing SUP water bottles, utensils, amenity items and packaging, excluding SUP items for medical and sanitation purposes and prepackaged food and beverage items other than water bottles.

¹³ Onboard Cathay Pacific flights only

Use Phase Reduction

Target: Reduce passenger-facing SUP items from an average of 7.7 pieces per passenger in 2019 to 1.5 pieces.

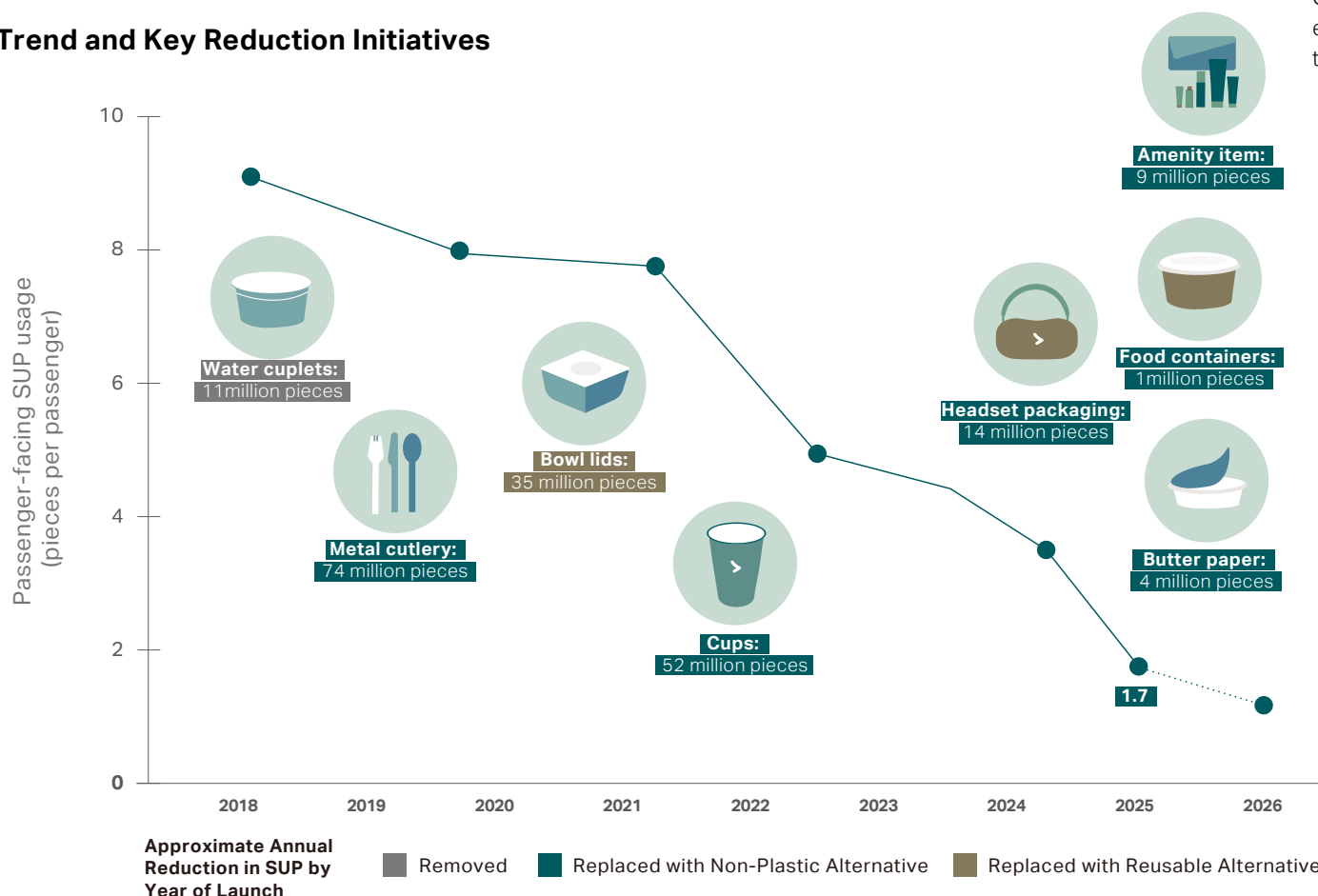
Performance: 1.7 pieces per passenger on average. Compared with 2024, a further 25 million plastic items were reduced in 2025.

Over the past two years, we have actively advanced the transition to alternative materials through trials and phased replacements for more than ten products. Notable changes including our amenity kit packaging, dental kits, headset packaging, and a range of inflight dining packaging. These initiatives represent important steps in embedding circular design principles while elevating our onboard customer experience.

The extended timeline to fully achieve the target primarily reflects systemic market and operational constraints in the transition, including the limited availability of viable non-plastic alternatives for inflight products, and the specialised machinery and infrastructure required to support the use of some of these new materials in our facilities. These factors have resulted in longer lead times to scale replacements for complex, high-volume items such as the blanket wrappings for our economy class.

Considering the responsible depletion of existing inventory, we expect a modest extension to the original timeline of reaching the target by mid-2026.

Trend and Key Reduction Initiatives



Upstream Reduction

Target: 50% of the remaining passenger-facing SUP items are made from recycled plastics.

Performance: 63% of remaining passenger-facing SUP items are made from recycled plastics.

We exceeded our target, achieving over 50% of remaining SUP items made with recycled plastics, compared with 25% in 2024. This performance was primarily driven by the full transition to 100% recycled plastic bottles across all brands and sizes of water bottles uplifted from Hong Kong, as well as significant adoption of recycled plastic bottles at our regional airports. In addition, several SUP packaging items were transitioned to recycled plastic alternatives where non-plastic options are currently not operationally viable.



All water bottles on outbound flights from Hong Kong – across brands and sizes – are made with 100% recycled plastics, alongside significant adoption of recycled plastic bottles at our regional airports.



CASE STUDY

Revamping our First Class and Business Class amenity kits



In 2025, Cathay revamped our First class and Business Class amenity kit items to reflect circular economy principles while elevating customer travel experience. The redesign focuses on premium sustainability – the toothbrush is now bamboo-made, with its set packaged in paper, toothpaste comes in aluminum tubes while mouthwash and pillow mist containers are made from recycled plastic. These thoughtful changes significantly reduce single-use plastics in demonstration of our commitment to circular solutions.

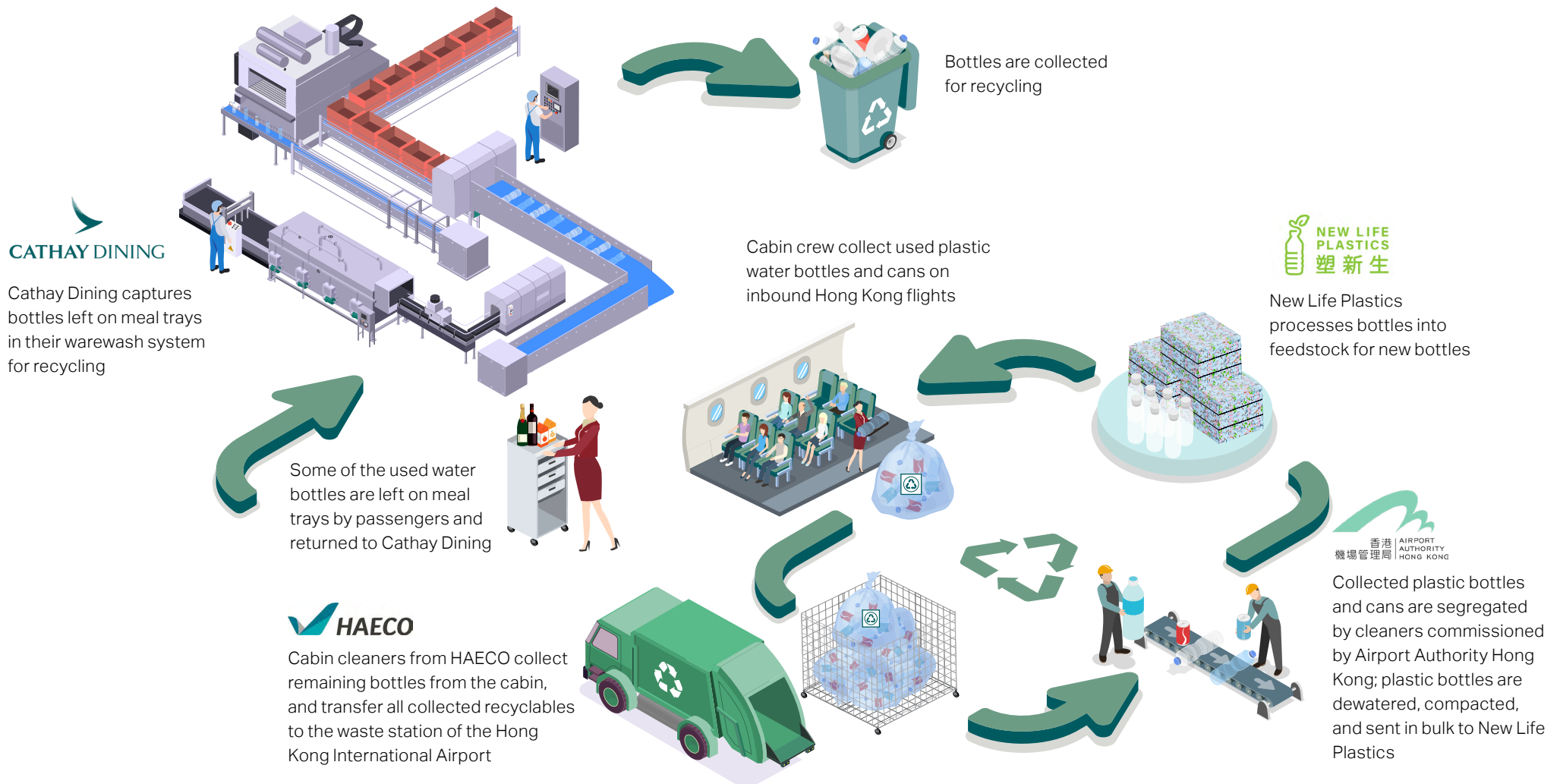
Downstream Reduction

Target: Increase the recycling rate of water bottles served onboard to 33%.

Performance: 21% recycling rate of water bottles served onboard across our network, driven by a 32% recycling rate on inbound Hong Kong flights and an 11% on the rest of our operations. Throughout the year, we recycled over 35,000 kg of plastic bottles in 2025 through this initiative.

Recycling performance on inbound flights to Hong Kong increased steadily from 0% in 2024 to 32% following the launch of a pilot inflight recycling programme at Hong Kong International Airport. With the support of Airport Authority Hong Kong, Hong Kong Aircraft Engineering Company Limited ("HAECO") and New Life Plastics Limited ("NLP") – a local recycler that processes used plastic bottles into feedstock for new bottles – a first-of-its-kind recycling workflow

was successfully integrated into our standard operating procedures. This programme is supported by our cabin crew and cabin cleaning teams. At Cathay Dining, a dedicated workflow was also introduced, supported by a new warewash system, to capture and separate used water bottles left on meal trays for recycling. This enhancement further improved overall recycling performance on inbound flights.



Across the rest of our network, we are progressively expanding inflight recycling while navigating systemic constraints, including regulatory requirements and varying levels of airport infrastructure for handling recyclables. By the end of 2025, inflight recycling procedures had been introduced on flights serving eight additional airports, contributing to an 11% recycling rate on non-inbound flights. Further details of this effort are featured in the case study that follows.

To build more awareness and a sense of ownership, we actively engage, empower and appreciate our cabin crew community. An Inflight Recycling Photo Challenge was introduced in celebration of their collaborations and teamwork in recycling efforts, following numerous engagement activities such as quizzes and game booths during the Sustainability Week. Going forward, we continue to work closely with operational partners to identify opportunities for further improvement.



CASE STUDY

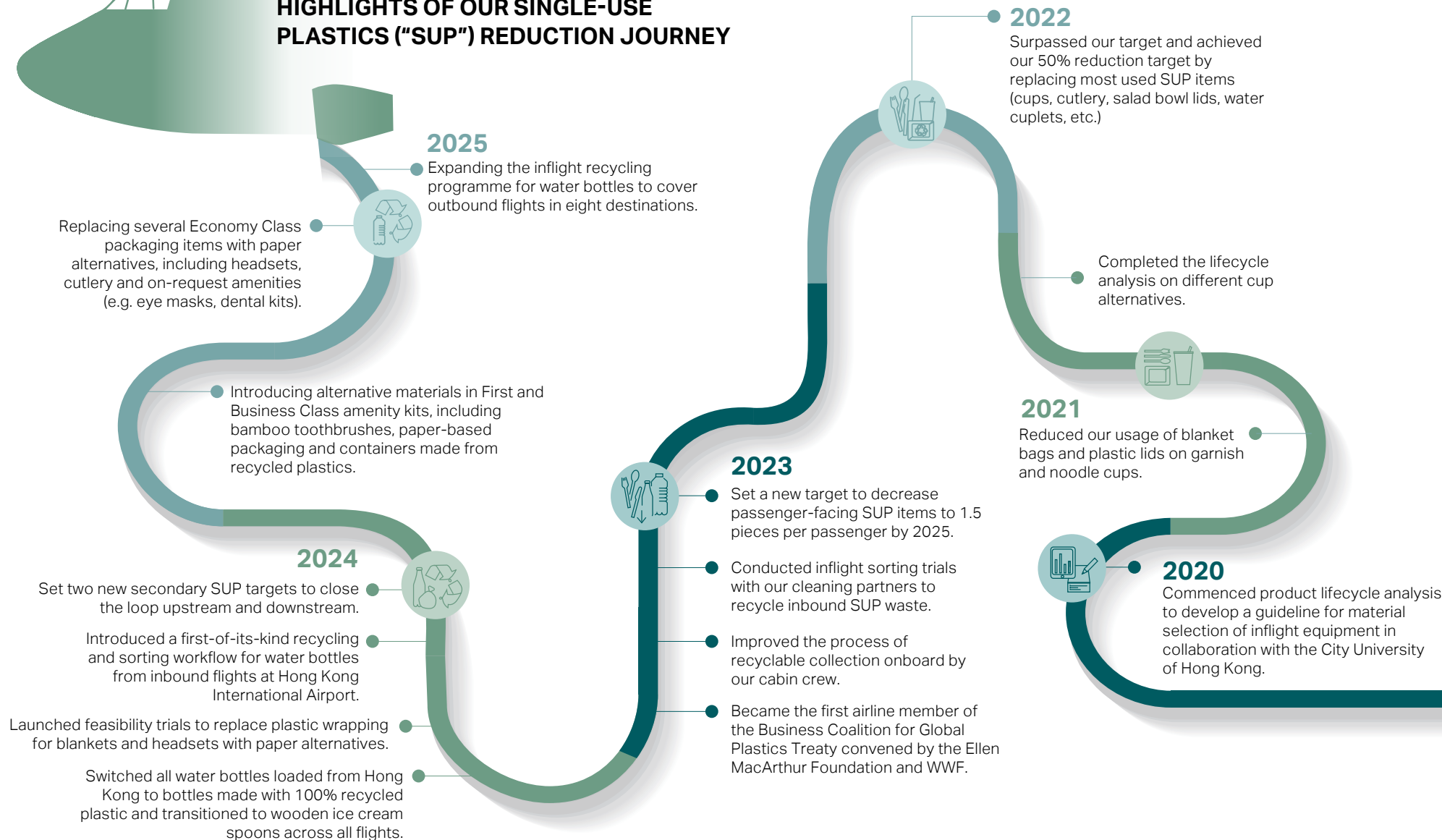
Scaling up our inflight recycling efforts in the regions



Following the success of our inflight recycling programme where we work with different partners at Hong Kong International Airport to collect and turn used plastic bottles to new bottles, this year we have expanded this programme to selected outbound flights into eight airports, including Mumbai, Delhi, Bangalore, Chennai, Dubai, Taipei, Manila and Brussels.

Through working closely with ground handling agents, local recyclers and airport authorities, we have overcome the complex challenges of managing inflight waste across diverse regulatory and infrastructural contexts. The regions involved now have standardised workflows in place to collect and transfer inflight recyclables. Apart from demonstrating the programme scalability, this experience lays the necessary groundwork for further expansion across our global network.

HIGHLIGHTS OF OUR SINGLE-USE PLASTICS ("SUP") REDUCTION JOURNEY



Cabin waste

Cabin waste is another closely tied topic that IATA recognises as crucial to aviation sustainability and also of high concern to our stakeholders. Similar to many full-service airlines, one of our largest sources of waste comes from our inflight service offering. This includes cleaning and catering or galley waste as well as other waste items onboard.

As part of our long-term waste management commitment, we aim to reduce cabin waste to 0.63 kg per passenger by 2030, representing a 30% reduction from 2019 baseline. To get there, we evaluate how we operate and the materials we use across everything we do. We strive to personalise our customers' experiences to create better journeys with less waste.

We have adopted a multi-pronged approach to better track and tackle cabin waste, working towards our 2030 target.

In 2025, we conducted an indicative cabin waste audit to better understand our waste profile onboard, benchmark progress against the last audit and support data-driven insights on targeted waste items so as to advance circularity opportunities. Referencing the Airline Waste Analysis Methodology published by IATA, we collected and analysed a selection of inbound flights from varying routes to derive a comprehensive snapshot of our waste profile.

Audit results showed a 16% reduction in cabin waste per passenger compared to that of 2022, contributed partly by the improved diversion procedures. We recognise that food and beverages remain a major waste category, hence we are working on measures to further optimise food loading, replace single-use items and enhance recycling practices in the day-to-day flight operations.



Indicative Waste Tracking

Collecting data on an ad-hoc basis to estimate total waste per passenger



Waste Profiling

Analysing specific waste items to identify patterns and reduce waste at its source



Comprehensive Waste Audit

Conducting detailed audits to assess waste distribution across various categories

Food

While Cathay and Cathay Dining see opportunities to reduce inbound cabin food waste by improving planning and logistics, how we handle outbound cabin food waste is subject to national waste management controls which may preclude the reuse and recycling of airline meals and cabin products from international flights. For our inbound flights, we have implemented a number of measures to reduce food waste and improve diversion from landfill. These range from redesigning operational workflows, investing in facility upgrades, donating quality unused product to charities and repurposing food and used cooking oil for secondary uses, all taking into account the concept of circular economy.



With the introduction of the first-in-town inbound **food waste segregation facility**, Cathay Dining has increased its food waste recycling capacity by **200%**.



Reducing wastage by uploading the right number of meals for each flight

The number of passengers booked on any particular flight changes frequently, due to last-minute additions or cancellations, or passengers missing their flights. Without sufficient procedures in place, the unneeded meals can lead to food waste and squandered energy and water from meal preparation. One way we manage this is to bring the meal delivery cut-off time as close to the flight departure time as possible. By shortening the cut-off time, we can more precisely gauge how many meals are required on board, thus reducing wastage.

Minimising beverage and dry store wastage on re-uptake

Cabin crew plays a crucial role in minimising cabin waste. We have implemented a route-wide practice of re-uptake unused and unopened beverages as much as practicable, including bottled water and juices in Tetra Pak packages as well as dry store items such as tea bags and condiments to their original stowage or designated carts. By re-uptake and reusing these items, we manage to replenish stocks based on actual usage, reducing the unnecessary wastage.

Digital insights to drive down food waste

Digital Choose My Meal service was first launched in 2020 for Business Class passengers and then extended to First Class passengers travelling on long-haul flights in 2023 after its resumption of First Class service. This service has been available for selected regional outbound flights from July 2025 onwards. Available through the Cathay App, online, passengers can conveniently select their inflight meal preferences 10 days before they board their flight with the flexibility to change their order up to 24 hours prior to departure. The enhanced user interface and service offer the benefit of gathering insights into passenger consumption patterns and preferential meal options. These insights can be used to adjust which meals are produced or loaded onto subsequent flights which can help to reduce food waste.

Donating to food banks

The Group has worked with two local charities, Feeding Hong Kong and Food Angel for years. Feeding Hong Kong recovers and redistributes packaged food collected from our inbound flights. In 2025, around 458 tonnes of snacks and beverages have been donated to Feeding Hong Kong. Food Angel collects fresh food and ingredients and prepares meals for senior citizens in Hong Kong. Since 2022, we started donating our surplus bakery products to Food Angel. In total, we donated approximately 461 tonnes of food to both charity partners for distribution to people with food assistance need in Hong Kong in 2025.

Converting waste food into resources

Some food waste from our operations cannot be consumed by humans for food safety reasons, for example, cooked meals or perishable food. The remaining lower value waste is then sent to O-PARK, Hong Kong's organic resources recovery centres. In 2025, Cathay Dining upgraded its on-site waste collection facilities to support recycling of food waste from both the production process and inbound flights. A total of 1,518 tonnes of food waste was sent to O-PARK's facilities for electricity generation.

Cathay Dining also generates food processing oil each day to support food production. Since 2004, we have gone beyond treating the used product in line with local regulations by collaborating with a biodiesel company to reprocess our used cooking oil into vehicle biodiesel. In 2025, we collected 16,110 litres of food processing oil for conversion into biodiesel.



CASE STUDY

Celebrating over 10 years of partnership with Feeding Hong Kong



For more than a decade, Cathay and Feeding Hong Kong have partnered to tackle both environmental and social challenges through our surplus food rescue programme. This initiative collects unused food items from inbound Cathay Pacific flights and redistributes them to support underprivileged communities across Hong Kong. Since 2014, over 2,250 tonnes of inflight food have been collected and redistributed, benefitting more than 260,000 individuals while reducing food waste.

Other inflight waste

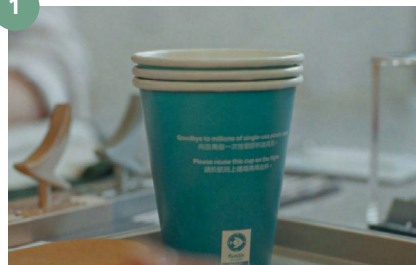
Other inflight waste comprises materials beyond food and beverage items, including inflight structures such as metals used for seats and textiles for covers. Since 2006, Cathay has been sorting and recycling inflight waste beyond plastics. However, as regulations in many destination countries prohibit recycling waste from international flights, currently we only carry out inflight recycling on inbound flights to Hong Kong and selected outbound flights. Some countries, such as Canada and Australia, have very strict health and safety regulations on waste from international flights that require deep burial in landfill or incineration.

While we continue to improve our recycling practices, increasingly our focus has been on source reduction to avoid waste. Over the years, we have worked closely with suppliers and non-profit organisations to offer products that are sustainably sourced to minimise our impact on the environment while maintaining overall product quality. Providing passengers with quality, sustainably designed inflight items reduces the environmental impact of our operations and helps to meet the growing expectation from our passengers regarding waste and resource use.



Introducing circular and more sustainable alternatives in the cabin

1



Cups

Certified Flustix paper cups that are compliant to EU SUP legislation.

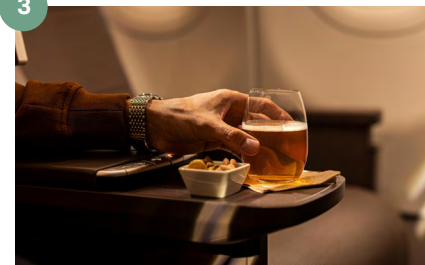
2



Water bottles

Switched all water bottles loaded from Hong Kong to bottles made with 100% recycled plastic.

3



Napkins, stirrers and straws

Our napkins are made from 70% sugarcane and 30% wood pulp. We also use birchwood stirrers and paper straws as SUP alternatives.

4



Meal utensils

Lightweight metal cutlery used on all flights. Cutlery packaging in Economy Class also switched from plastic to paper alternatives.

5



Snack bag

A newly designed paper snack bag making recycling easy.

6



Multipurpose bag

Switched from virgin plastic bags to bags made of recycled plastics.

7



Blankets

Have been using blankets made entirely from recycled plastic bottles for our Economy Class passengers since 2016. Each year over 450,000 pieces are used. Unopened blankets are reused on subsequent flights.

8



Bedding

Pillowcases and duvet covers for First and Business Class cabins are made by 100% sustainably sourced cotton and are delivered in reusable bags.

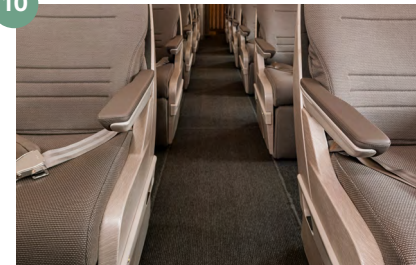
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Reusable bags

Adopted reusable bags for the packaging of duvets and blankets in our First and Business Class cabins, which can replace up to 5.7 million plastic wraps per year.

10



Carpets

Carpets in Business and Economy Class cabins of some aircraft are made from regenerated nylon waste materials such as discarded fishing nets, fabric and carpets.

11



Ice cream spoons

Replaced plastic ice cream spoons with wooden alternatives.

12



Headsets

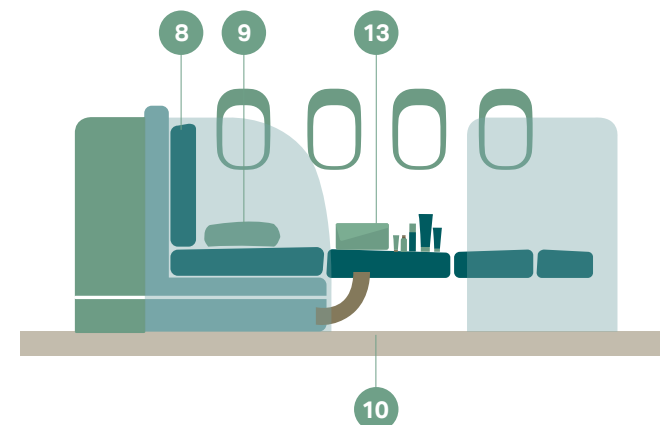
Transitioned to package inflight headsets in Economy Class with recycled paper, removing approximately 14 million hard-to-recycle plastic wraps per year.

13



Amenities

Changed amenities packaging in First and Business Class amenity kit from plastics to paper, recycled plastic and aluminium, while replacing on-request Economy Class amenity packaging with paper alternatives.



Resources management

Besides SUP and cabin waste, we also work to minimise waste and implement reduction and recycling initiatives targeting different items both on our flights and in our ground operations. To measure the effectiveness of our waste reduction initiatives, we regularly track and monitor our waste generation and diversion performance.

Lounge

We extend waste reduction efforts to our airport lounges globally by introducing and trialling different measures. For example, in the shower rooms of our London lounges, we have eliminated SUP from shower amenities by replacing plastic products with eco-friendly alternatives and removing all plastic

packaging. In all our lounges globally, we use birchwood stirrers and paper straws as SUP alternatives and, since 2019, we have reduced the number of SUP water bottles by moving to filtered taps after success in our Shanghai lounge.

Repurposing our Hong Kong lounges to be resource-efficient

Across our Hong Kong lounges, we have made significant changes to our facilities to prioritise resource efficiency and sustainability:



Sorting and recycling

In our lounge kitchens, onsite sorting and recycling are conducted with designated collection bins available for food waste, waste cooking oil and other general recyclables like glass, cans and plastic bottles.



Water conservation

Installation of automatic self-closing water taps.



Sourcing sustainably

Whenever possible, food ingredients are sourced sustainably, locally and seasonally.



Food waste reduction

Proactive customer insight analysis on food and beverages consumption supported by a robust procurement system.



Energy saving

Measures such as signages are in place to remind our people to switch off power when not in use.



Repurposing retired furniture

A considerable number of retired sofas and furniture are sent to Cathay City or other facilities for reuse.



Greener alternatives

Providing guests with paper straws, wooden stirrers and FSC-certified wipers.



SUP reduction

Use of rotatable instead of single-use disposable utensils (e.g. plates, cups, cutlery, bowls and sauce containers) and refillable consumables (e.g. jam and condiments). Use of filtered water dispensers as an alternative to SUP bottled water.

Facility management

Managing our infrastructure is a priority area of our sustainable development strategy. In line with our strategy, we encourage and implement green building practices to manage the impact of our infrastructure from conceptualisation through development to building management. We also apply the same requirements to tenants operating in our premises, such as coffee shops for their own renovation work. Furthermore, we have extended our expectations for environmentally friendly practices out to our vendors and require them to provide a sustainability action plan for waste management to ensure that all those connected to Cathay City and Cathay House are contributing to our sustainable development strategy.

In 2025, we implemented several initiatives to further reduce our environmental footprint and improve resource efficiency:

- Installing environmental hand dryers across our premises, reducing the use of paper hand towels.
- Introducing centralised garbage and recycling bin systems while fostering recycling awareness and participation among employees.
- Partnering with Hong Kong Battery Recycling Centre to recycle waste lead acid batteries ("WLAB") that were retired from our building Uninterruptible Power Supply systems. Over 80% of WLAB materials were recycled, including a total of 416 kg of WLAB from Cathay City and 950 kg from Cathay House.
- Optimising water dispenser and tap usage at Cathay City and Cathay House.

The following documents form part of the construction or renovation contracts that we undertake with our contractors:

- Cathay – Sustainable Development Policy
- Cathay – Supplier Code of Conduct
- Swire Pacific – Sustainable Building Design Policy
- Swire Form of Contract – Schedule 14 – Environmental Waste Management Plan
- Practical notes and guidelines issued by professional institutions such as The Hong Kong Institute of Architects, The Hong Kong Institute of Surveyors, The Hong Kong Institution of Engineers, and applicable codes, guidelines, and regulations as applicable in different jurisdictions.

We have been certified ISO 14001:2015 on environmental management system for our property premises, including Cathay City and Cathay House. On top of compliance matters, we follow our environmental management system to ensure the most significant environmental aspects are mitigated to reduce impact and good practices are followed through.

Starting from 2021, we also follow Swire Pacific's Waste Separation Guideline in aligning the recycling separation and facilities in our premises. Recycling facilities for paper, metal, plastic bottles and general plastics are placed on every floor of our office buildings, with relevant data tracked and monitored on a monthly basis. Food waste and glass bottles are also collected in the catering areas as well as a beverage carton recycling bin at Cathay City for Tetra Pak recycling. Whilst working with vendors for renovation or other projects in our premises, we also request them to consider using recycled materials where possible and provide a clear record of recyclable and non-recyclable waste.



Every step counts for recycling at Cathay City

Digital tracking system:

The scales simplify waste data collection processes and enable us to accurately record the amount and type of waste and recyclables collected premise-wide.



Transparent bins:

These bins feature see-through display with real non-recyclables highlighting what should not be placed inside to reduce mixed waste and contamination.



General recycling facilities:

Recycling bins are placed on every floor of our office buildings for paper, metals and plastics.

Sustainability Corner:

We are in the process of setting aside a dedicated Sustainability Corner at Cathay City – an easily accessible and prominent hub for recycling and sustainability education.



Reverse Vending Machine ("RVM") for Asia Miles:

This first-of-its-kind RVM allows our people to turn their used plastic bottles into Asia Miles, making recycling more fun. Since its launch in November 2024, the RVM has diverted around 92,000 plastic bottles from landfill and engaged 2,200 users.



Tetra Pak and coffee capsule recycling:

Dedicated recycling stations are set up in our Cathay City canteen to collect beverage cartons and aluminium coffee capsules.

The Loops:

A range of special recyclables (e.g. batteries, beauty products, bubble wraps) can be recycled or repurposed via our partnership with The Loops Hong Kong.



Retired aircraft

To stay competitive, we bring in new aircraft to make our fleet more fuel-efficient and technologically advanced to better meet our customers' rising expectations. For fleet retirement, where feasible, we work with aircraft manufacturers, the Aircraft Fleet Recycling Association's ("AFRA") accredited companies and others specialising in end-of-life solutions in order to salvage spare parts and recycle or reuse aircraft parts and materials. Working closely with these organisations allow us to adopt more industrial best practices and explore new ways to further improve the recycling and upcycling effort of our retired fleet.

A large proportion of the aircraft components can be reused or sold to other users. Other items, such as seat fabric and fuselage skin, can also be upcycled as special merchandise. Throughout the process, any hazardous waste, including lubrication oil, expired batteries and halon fire bottles, are responsibly sent to specialised waste handlers for proper disposal.

Additionally, we collaborated with the Hong Kong Research Institute of Textiles and Apparel to recover usable yarn from retired seat covers. The initial round of R&D yielded promising results and we are exploring this circular concept further.



The upcycled floor cushion crafted from recycled seat fabric from the Economy cabins



An aluminium aviation tag crafted from the reclaimed bodywork of the Airbus 330-300

CASE STUDY

A creative way to give retired assets a second life



As part of our Cabin Retrofit Programme, certain old cabin products are removed, which will typically be salvaged for operational needs. To give these retired

assets a meaningful second life, we initiated a special collaboration with Taikoo Primary School. We donated four Business Class seats and 40 Premium Economy seats to the school, transforming their cabin mock-up area into an authentic, immersive environment for aviation-related educational activities.

For the young learners, the upgraded space is more than a classroom but a gateway to aviation, inspiring the next generation of aviation professionals. Similar initiatives are already underway with other educational institutions in Hong Kong, as we continue to progress on the Cabin Retrofit Programme.

Paper and wood

Our Procurement Policy outlines our approach to prioritising sustainably sourced materials where possible. Our Cathay Magazine and office paper from Hong Kong are from certified sources such as those endorsed by the Forest Stewardship Council ("FSC").

- With the eEnabled system on-board our aircraft, our cabin crew can now access flight preparation information via tablets instead of printed documents.
- 70 kg of manuals and paperwork are needed in the cockpit on every flight. The launch of the Flight Folder project can help save about 13,400 tonnes of paper per year on our flights based on the 2019 level.
- The ULD Management System used in our cargo operations also replaces many manual and paper-based processes with digital solutions.
- Fully digitalised our Recognition Passes, including upgrade vouchers and lounge passes for our employees, to reduce paper footprint.





ENVIRONMENTAL ASPECT

BIODIVERSITY



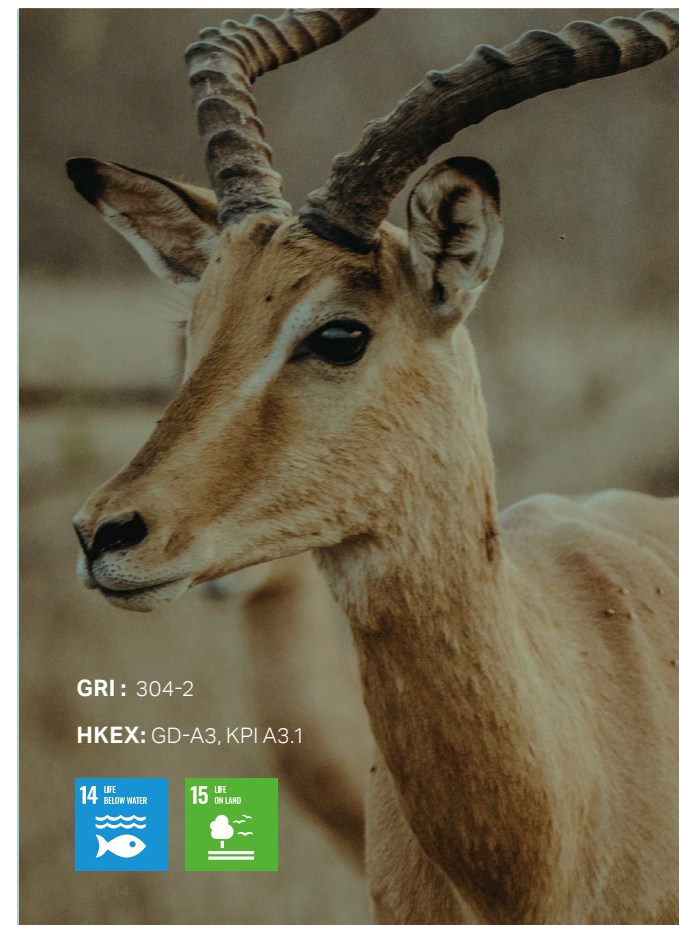
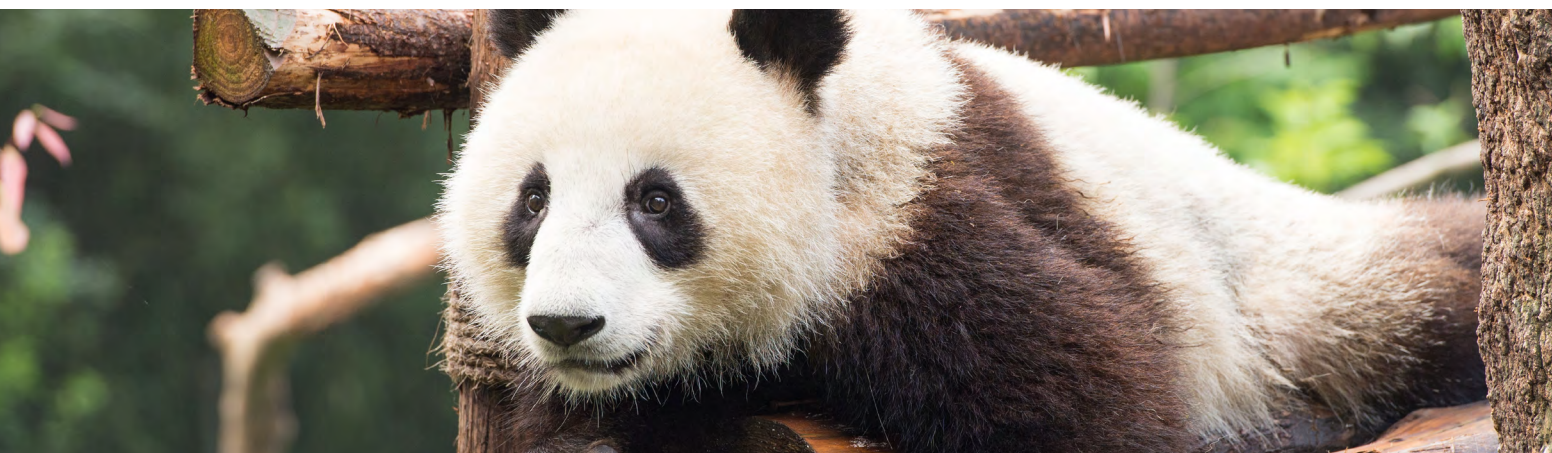
Our Policies and Guidelines

[Sustainable Development Policy](#)

[Sustainable Development Cargo Carriage Policy](#)

[Sustainable Food Policy](#)

[Supplier Code of Conduct](#)



GRI : 304-2

HKEX: GD-A3, KPI A3.1



BIODIVERSITY

Why biodiversity matters to us

Biodiversity and healthy ecosystems are fundamental to the processes and resources that support all life on Earth. Yet, nature is declining globally at an unprecedented rate. Biodiversity loss and ecosystem collapse even ranked the second-biggest long-term risk over the next decade in the Global Risk Report 2025. The essential role of businesses in protecting nature by integrating biodiversity considerations into their strategies and taking tangible action has once again been highlighted in the 2024 United Nations Biodiversity Conference ("COP16").

At Cathay, we believe we can play an important role in protecting species diversity and integrity through responsible cargo management and a transition toward sustainable sourcing that reduce the environmental impact of both Cathay and our customers.

2025 performance highlights



Engaged decision makers and industry peers on **animal welfare** and **illegal wildlife** trade at IATA World Sustainability Symposium



Cathay Cargo continues to hold the **IATA CEIV Live Animals accreditation**



Implemented **mandatory training** for all cargo colleagues and ground handling agents covering live animal transport and illegal wildlife trade



Cathay Dining has fully transitioned to the **use of cage-free shell and liquid eggs** since the end of 2025



Served **360** tonnes of certified sustainable seafood, representing around **63%** of the total volume purchased

Our approach

At Cathay, we work closely with industry associations, conservation organisations, academia as well as various stakeholder groups and experts to develop policies and guidelines for our carriage practices so that we will not knowingly facilitate the trade of any flora or fauna or their produce that may threaten the sustainability of any species.

Additionally, Cathay Cargo, the cargo arm of Cathay, complies with comprehensive national and international standards to ensure proper animal handling and their safety during transport having been granted the IATA Centre of Excellence for Independent Validators (“CEIV”) Live Animal Certification. With dedication and passion for animal welfare together with our unique role in supply chain for the protection of vulnerable species, we are always active in detecting and preventing any risk of illegal wildlife trade.



As a leading air cargo carrier, we hold the critical responsibility in combatting illegal wildlife trade and ensuring the welfare of every live animal we transport.

Our comprehensive review of wildlife trade trends this year ensures the continued effectiveness of our shipping guidelines, conservation strategies and global partnerships, enhancing detection and prevention of unauthorised carriage. Along the journey from banning shark fin carriage to safely delivering two giant pandas to Hong Kong, we continue to demonstrate “We Know How” when it comes to animal welfare.

DOMINIC PERRET
Director Cargo, Cathay



Sustainable Development Cargo Carriage Policy

The Group's [Sustainable Development Cargo Carriage Policy](#) allows our various stakeholders to gain an understanding of where we stand in doing our part to protect the environment in the area of cargo carriage. To develop the policy, we enlisted input from a subject matter expert and referenced several international regulations.

The Hong Kong Society for the Prevention of Cruelty to Animals ("SPCA") was our partner in developing our Greyhounds Carriage Policy. TRAFFIC has helped us develop our Shark and Shark-related Carriage Policy. Regulations and initiatives referenced include:

- Convention on International Trade in Endangered Species of Wild Fauna and Flora
- IATA's Live Animal Regulations
- IATA's Perishable Cargo Regulations
- IATA's Wildlife Task Force initiatives
- United for Wildlife Transport Taskforce initiatives

Our Sustainable Development Cargo Policy has been developed with reference to the Convention on International Trade in Endangered Specific of Wildlife Fauna and Flora ("CITES") and benchmarking our policy against the practices and policies of our peers. We ensure it continues to be reflective of the evolving illegal wildlife trade landscape and will continue to engage with our customers and agencies to ensure that this policy is understood, kept updated and implemented. We also continue to evolve the policy in response to any major changes in our environment so that it remains practicable and enforceable.

To ensure compliance with our policies and raise awareness across our network, we have implemented a mandatory online training programme for all cargo colleagues and ground handling agents, with re-certification required every three years. The programme covers illegal wildlife trade and live animal transport, offering a comprehensive overview of international conventions, government policies and industry

regulations, including CITES, the Protection of Endangered Species Ordinance (Cap. 586 of the Laws of Hong Kong) and IATA Live Animals Regulations. It provides practical guidance on identifying red flags, reporting irregularities and implementing effective due diligence and monitoring procedures. Training content undergoes regular review supported by a formalised process to communicate updates, including revised embargo lists, to the operations team, ensuring all associated systems are promptly synchronised with the latest data.



At the centre of our actions is a **Case Management System** for colleagues to report suspected illegal **wildlife trade or animal handling irregularities** for investigation.



CASE STUDY

Cathay Cargo sharing responsible cargo practice at the IATA's World Sustainability Symposium



As the host airline of the IATA's World Sustainability Symposium, we leveraged this unique opportunity to engage decision makers and industry peers across the globe on topics such as animal welfare and illegal wildlife trade. By presenting key operational practices – from the CEIV Live Animal accreditation to strict screening of freight forwarding agents under the Sustainable Development Cargo Carriage Policy – our cargo team shared key insights and lessons learned, demonstrating how collaboration with civil society organisations enables us to proactively prevent wildlife trafficking and advance biodiversity protection.

Collaboration and partnership

We work with different stakeholder groups and subject experts in developing and implementing our guidelines and policies.

These collaborations support the integrity of our cargo carriage operations, enable us to be more effective in identifying illegal trafficking in violation of our embargo policies, and safeguard against the transport of goods and products that may threaten endangered species.

For instance, for every request for the shipment of any species of shark or shark-related product, our cargo team consults a panel of internationally acknowledged experts, including representatives from TRAFFIC. The panel evaluates each request against a stringent set of sustainability guidelines and only upon their advice will we approve a shipment. For more information on TRAFFIC visit www.traffic.org.

TRAFFIC
the wildlife trade monitoring network



Embargoes

Our contributions towards countering wildlife trafficking build on collaboration with conservation groups, expert advisory and industry standards to ensure our actions remain effective against the trafficking trends and share industry best practice.

To prevent the carriage of illegal wildlife species and their derivatives, we have placed embargoes on an increasing number of animals, wildlife and wildlife products. Our Embargo List is periodically revisited and updated, following CITES regulations and the comprehensive review and assessment of species' vulnerability to extinction and latest trafficking risks and wildlife trade patterns. The current list encompasses items such as hunting trophies, shark fin, rhino horn, tiger pelts, bones and ivory and live species like racing greyhounds and animals intended for testing, amusement or performance purposes. Any person or organisation wishing to transport live animals using our services must sign a Shipper's Declaration Letter certifying their compliance with Cathay Cargo's shipping requirements. Failure to comply can result in legal penalties.

We strictly comply with CITES, IATA, national and international regulations and remain a signatory of the United for Wildlife Transport Taskforce Buckingham Palace Declaration. Cathay Cargo will remain vigilant against illegal wildlife trade activities and will use any emerging information to further strengthen our safeguarding measures.

International declaration

United for Wildlife Declaration

The illicit trade of wild fauna and flora has gained traction on countries' political agenda, as it has become clear that wildlife crime has negative implications for the climate change, preservation of biodiversity, security and public health.

As a signatory to the United for Wildlife Transport Taskforce Buckingham Palace Declaration we are committed to neither facilitate nor tolerate the carriage of wildlife products, where trade in those products contravenes CITES.

Our commitment also includes information sharing, employee training, technological improvements and resource sharing across companies and organisations worldwide to combat this global exploitation.



Supporting a more responsible food value chain

Sustainable food choices

Cathay is committed to upholding our [Sustainable Food Policy](#) to support the responsible use of natural resources. We actively avoid unsustainably produced food items outlined in our regularly reviewed policy, and continuously seek alternatives to provide more sustainable choices to both our customers and our colleagues.

According to [WWF Hong Kong](#), around 90% of commercially important fisheries are either fully or over-exploited globally. While awareness about choosing sustainable seafood has increased over the years, fish stocks remain threatened, and some are on the verge of collapse. Similarly, the welfare of animals may not be adequately addressed in some areas of today's agribusiness. We have been proactively addressing these challenges through adopting more responsible sourcing practices for almost a decade.

This includes prioritising certified sustainable seafood procurement in our operation. In 2025, Cathay Dining purchased a total of around 380 tonnes of certified sustainable, traceable seafood. Additionally, Cathay Dining has fully transitioned to the use of cage-free shell and liquid eggs since the end of 2025 for both Cathay and other airline customers. Through these changes, we are offering our customers more responsible dining options and support the transition towards a more responsible global food value chain.

Re-energised plant-based options

Plant-forward is an overarching approach that encourages people to be mindful of incorporating more plant-based food into their diets. The focus is not on excluding or limiting certain food groups but bringing more plant-based food items such as vegetables, fruits, wholegrains, legumes, nuts and seeds onto the plate. This aligns with our commitment to promote sustainability by reducing our reliance on animal-based protein in meals to help lower carbon emissions. As part of this commitment, we have been offering oat milk as a dairy alternative for customers' coffee and tea in our First and Business Class cabins since 2022 and in our Hong Kong lounges since 2023.





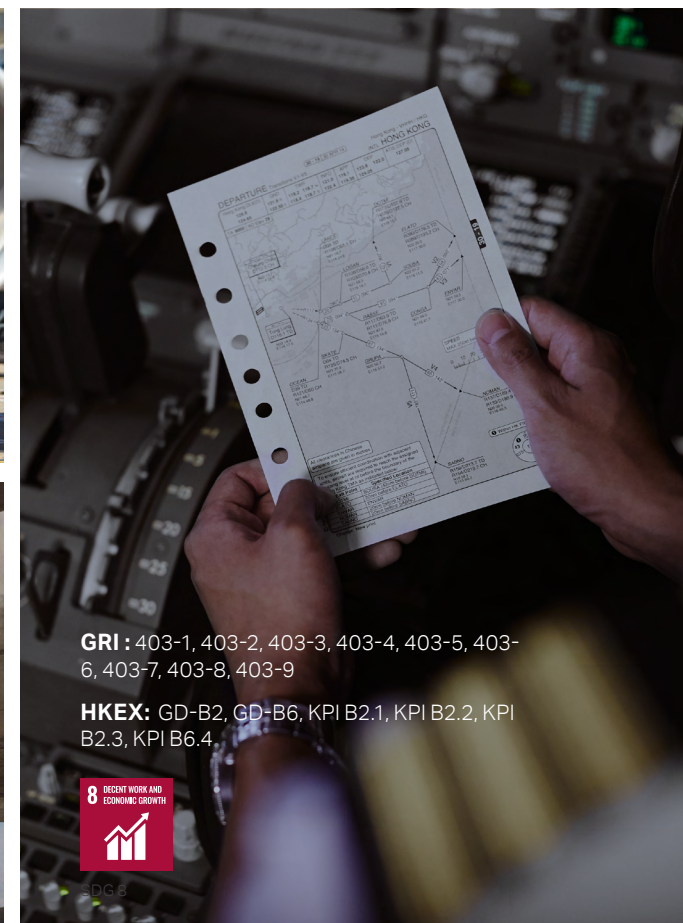
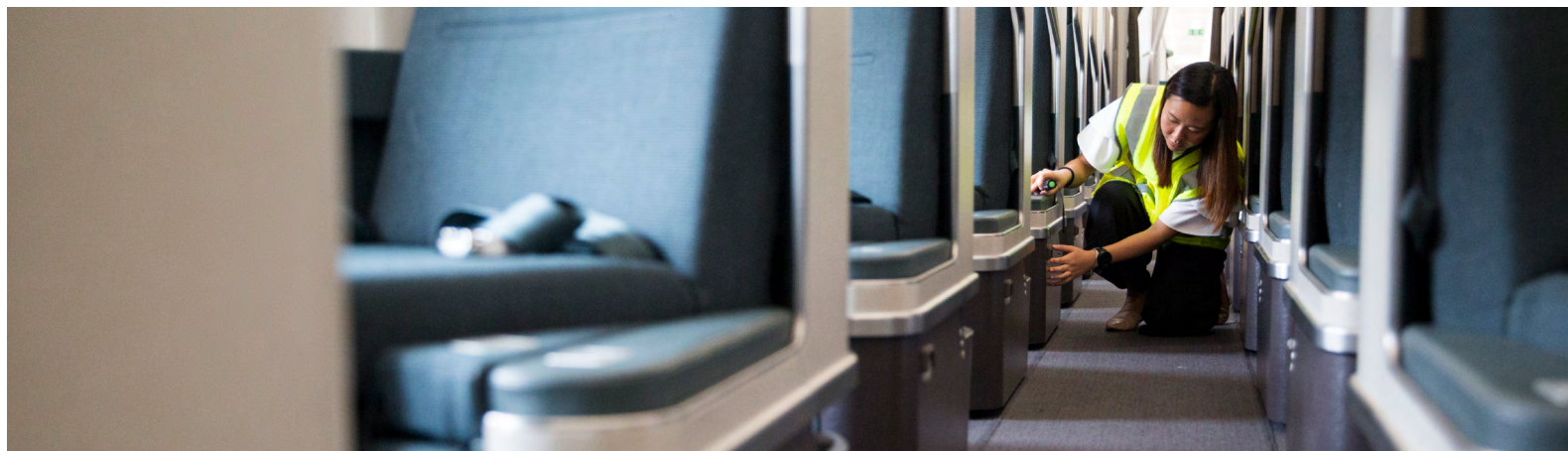
SOCIAL ASPECT: SAFETY

Our Policies and Guidelines

[Safety Policy](#)

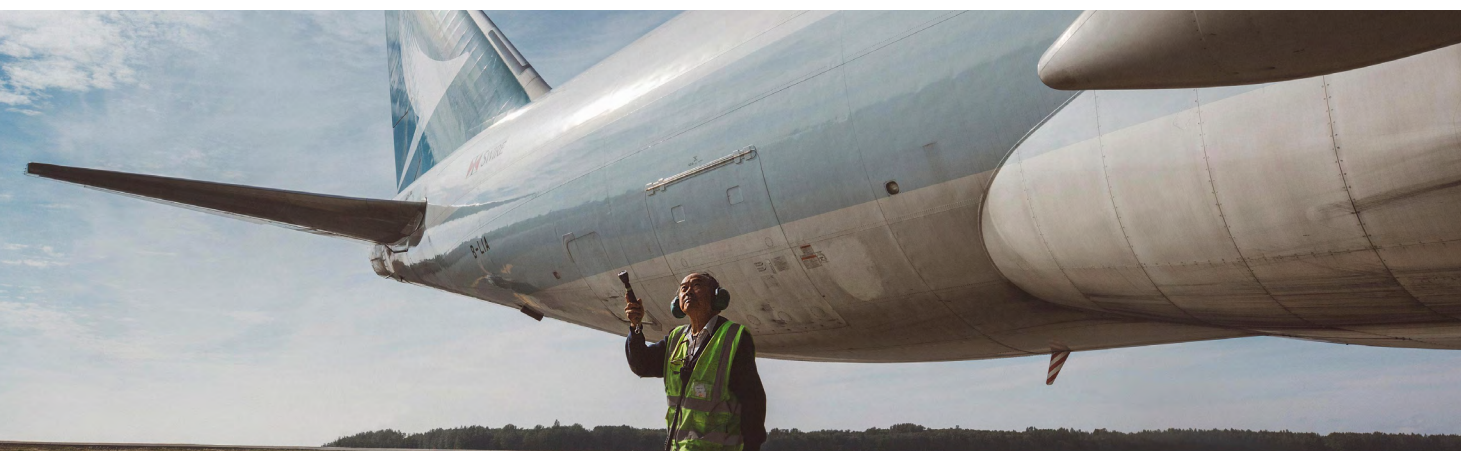
[Occupational Health and Safety Policy](#)

[Quality Policy](#)



GRI : 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9

HKEX: GD-B2, GD-B6, KPI B2.1, KPI B2.2, KPI B2.3, KPI B6.4



SAFETY

Why safety matters to us

Our continued success is shaped by our ability to transport our passengers and cargo safely to their destinations. This is inherently linked with providing a safe working environment for all Group employees. As such, safety is a foundation to everything we do and alongside corporate governance, is a fundamental principle of our sustainability strategy.

2025 performance highlights



Our Safety Management System remains **IOSA verified**



Continued to enhance our **Fatigue Risk Management System** through research, analysis and tailored studies



Established a dedicated **Work Above Ground Taskforce** to address one of the most high-risk activities in an occupational setting



Launched the year-long **"Safety in Our Every Move"** campaign



All ports with scheduled services completed a **Business Continuity exercise**



Conducted **210 audit events** to ensure we achieve safety, security and quality imperatives

Our Approach

At Cathay our approach to safety is founded on the principle of reducing risks to a level as low as reasonably practicable ("ALARP"). The foremost safety goal of our airlines is to achieve zero accidents and zero "high risk" incidents. To succeed in this, we have developed a corporate safety culture and adopted a risk-driven approach in identifying and minimising the impact of hazards on our operations. Additionally, Cathay conducts performance benchmarking against industry standards to ensure our safety practices are aligned with best practice and remain at the forefront of the aviation industry.

Safety Policy

Our [Safety Policy](#) clearly sets out our commitment to prioritising and managing the safety risks of our operations. Whilst ultimate accountability for safety rests with our Chief Executive Officer, responsibility rests with all our people. In compliance with the ICAO Safety Management System ("SMS") framework, our policy extends a duty of care to all businesses we work with, including contractors or individuals under the Group's supervision, and shapes a corporate culture of safety by promoting:

- An **ORGANISATIONAL CULTURE** where "safety is considered in every choice made and every action undertaken"
- A **JUST CULTURE** where we commit to ensure that punitive action will not be taken against individuals for unpremeditated or inadvertent errors
- A **REPORTING CULTURE** where all employees are encouraged to raise safety concerns, enabling appropriate and timely actions to be taken and controls implemented
- A **LEARNING AND SHARING CULTURE** where successes, errors and omissions are seen as opportunities to learn
- An **INFORMED CULTURE** by applying appropriate quality and risk management systems and processes as part of our decision making

Operational safety

Our robust safety and risk management systems help us maintain a high level of safety performance that protects our employees, business partners and customers. We adhere to global best practice in airline safety to ensure our approach continues to be fit for purpose. Our record on safety is testimony to our efforts in achieving our aim of preventing high risk incidents.

Among the top risks identified in the SMS, notable risks included the risk of lithium battery fires and potential supply chain risks affecting the airline industry.

IATA Operational Safety Audit

The IATA Operational Safety Audit ("IOSA") is the global standard for assessing the operational management and control systems of an airline. As an IATA member, we are IOSA registered and subject to regular audits in order to maintain IATA membership. Our SMS is IOSA verified and we will complete our second Risk Based IOSA in 2026.



At Cathay, we aspire to achieve worldclass leadership in safety and operational excellence. This ambition drives us to go beyond regulatory compliance by pursuing continuous improvement and setting new industry benchmarks.

In 2025, we advanced this focus through strategic initiatives including the launch of the year-long "Safety in Our Every Move" campaign. These efforts reflect an organisation-wide commitment to our people, business partners and customers that safety is considered in every choice we make and every action we take.

RONALD LAM

Chief Executive Officer, Cathay



Safety governance

Cathay SMS has been developed to ensure that we proactively manage risks and have procedures in place to react appropriately should an incident occur. Safety performance indicators are actively monitored on a monthly basis by Safety Action Groups (“SAGs”) and the Airline Safety Review Committee (“ASRC”), and all events and incidents are investigated thoroughly. The implementation of our SMS is evaluated and assessed by the Hong Kong Civil Aviation Department (“HKCAD”).

The ASRC is chaired by our CEO while SAGs are chaired by relevant directors or General Managers and attended by senior leadership and subject matter experts from the respective disciplines. Cross-departmental risk assessments are conducted to review any changes to the way the airline operates, such as the commencement of a new route, the introduction of a new cabin service or changes to the organisational structure. The Group leverages the experience of an independent safety advisor to chair the Board Safety Review Committee (“BSRC”) and report on safety matters directly to the Main Board.

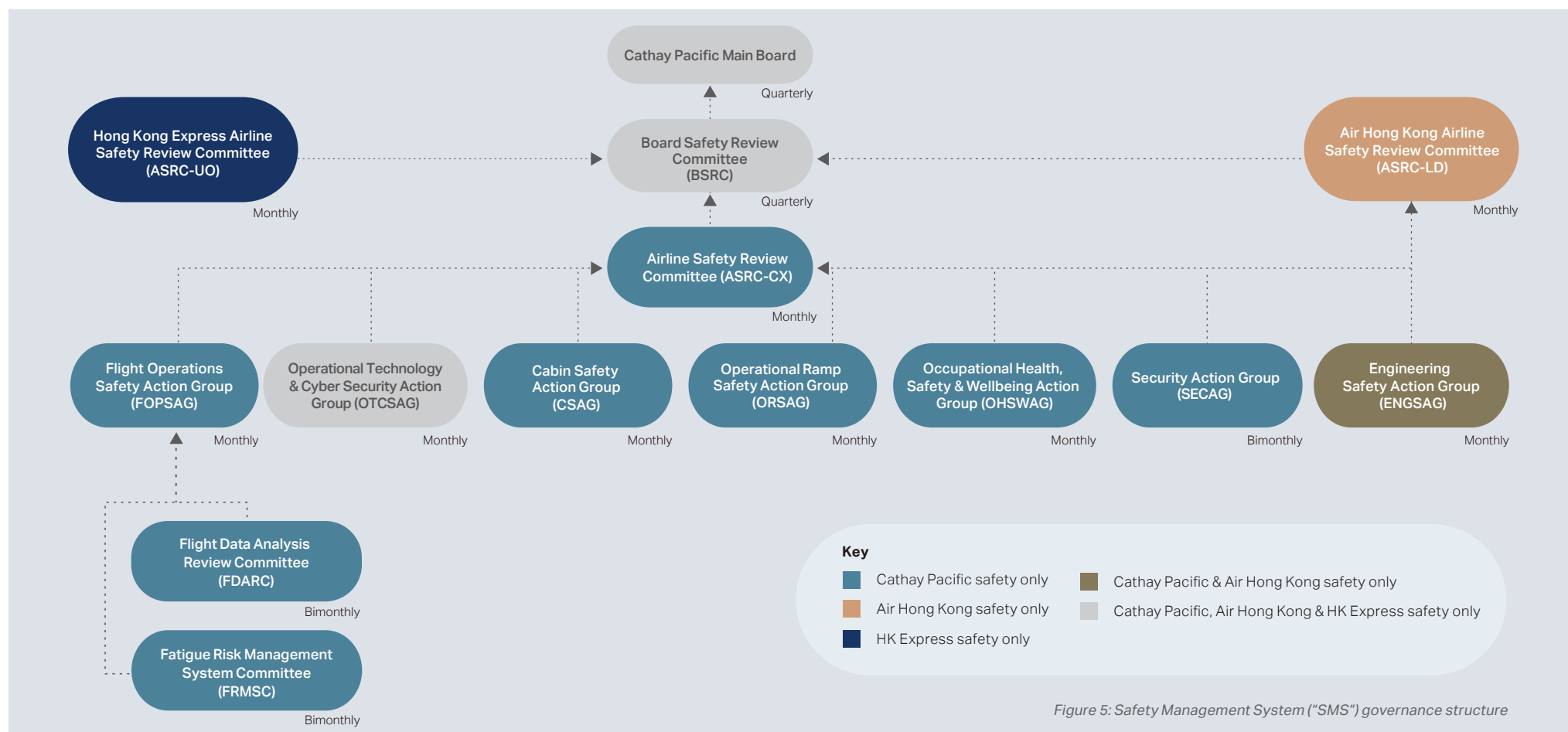


Figure 5: Safety Management System (“SMS”) governance structure

IATA CEIV Li-batt certification

Cathay Cargo and Cathay Cargo Terminal have both held the IATA Center of Excellence for Independent Validators Lithium Batteries (“CEIV Li-batt”) certification, addressing an important issue for the air-cargo industry. The improper handling and mislabelling of shipments containing lithium-ion batteries pose significant fire hazards, endangering people and property. As e-commerce continues to grow, the prevalence of undeclared or mis-declared shipments has become an increasing concern for the air cargo industry.

Continuous improvement through effective Safety Risk Management

In keeping with our commitment to continuously improve on our safety management, top risks associated with each operational department across Cathay are registered, assigned a risk index score and regularly reviewed to ensure they are properly controlled and mitigated. After the risks are evaluated, they are subsequently assigned to our dedicated Safety Action Groups or operational department according to our governance structure, which allows a wider holistic view of Cathay’s risks and better monitoring of risk mitigation measures. While each risk is reviewed on a regular interval, the risk register is updated quarterly and presented at each BSRC.

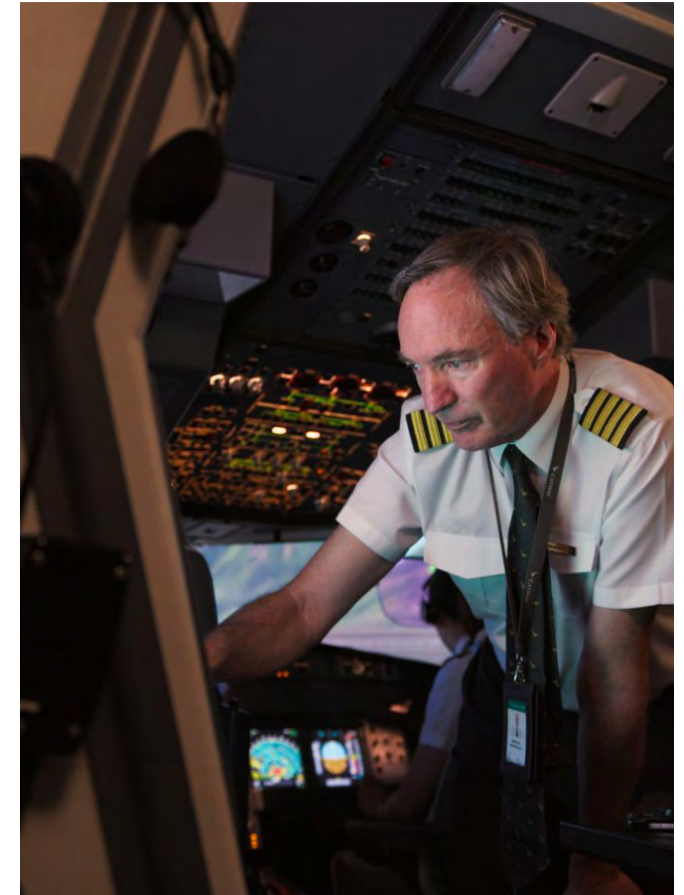
Fatigue risk management

Our airline operates a complex passenger and freighter route network. Consequently, managing flight crew fatigue-related risks is an important component of our SMS.

Our Fatigue Risk Management System (“FRMS”) was established in 2010. It far exceeds current HKCAD regulations pertaining to the management of flight crew fatigue and complements the Approved Flight Time Limitations Scheme (“AFTLS”). The FRMS is an evidence-based, data-driven system used to continuously monitor and manage fatigue-related safety risk to an ALARP level.

During 2025, we continued to develop and refine the FRMS by conducting sleep and fatigue research, enhancing the safety reporting system and reviewing the existing training packages for various employee groups.

Key initiatives this year included the identification of fatigue related safety risks via fatigue reporting (Air Safety Reports – Fatigue and Controlled Rest Reports) and extensive analysis using fatigue software. To mitigate these risks, changes were made to rostering practices. Tailored studies were used to examine these risks and establish the effectiveness of mitigations. The Group Safety Manager for FRMS continued to serve as a subject matter expert on the IATA Human Factors Task Force and the Management Committee of the International FRMS Forum.



Continuous Safety Training

Key to maintaining high levels of safety across the Group is the continuing education of our people on our SMS, the hazards inherent in our industry and the role they play in safety. To assist with this, our digital Learning Hub system has been delivering upgraded courses on safety. These courses are required to be completed at regularly occurring intervals by all operational business unit employees, focusing on the continued training of our SMS as well as the management of risks. Specific and relevant operational examples are provided to each target group. Our people can access these interactive learning courses through self-service; ensuring it is available in all time zones, and at times convenient to every individual.

The required briefing on the SMS, safety related matters, leadership, governance, investigation and risk assessment is provided to all new operational business unit General Managers and SAG chairs via a revised Role Specific Safety Training ("RSST") course. This lays out the foundation of how our SMS operates and the vital role these postholders play in our continued safety performance.

Face-to-face briefing for our new joiners 'Brushwingers'

While online learning is convenient and flexible, we recognise the importance of engagement that can only be achieved through classroom training. Therefore, we continue to deliver the face-to-face Initial Safety & Quality Introductory Training to all new employees to emphasise the importance of safety at Cathay. The interactive training is mandatory for all our new joiners and remains available to all our people.



Safety training for external service providers

At Cathay, we hold the highest expectations of our business partners to actively safeguard all individuals throughout their association with our company. Our partners touch almost every part of our business from ground operations and dangerous goods to warehouse, catering and engineering. As an organisation with well-developed safety systems, we feel it prudent to expand the scope of our SMS training to these service providers. This includes:

- Targeting third parties that do not have any safety awareness training
- Providing Initial Safety Awareness Training in line with Cathay internal standards, and meeting the requirements as operator under IATA recommended standards and practices
- Introducing safety management systems, hazard awareness, risk management and reporting systems

The online course, 'Group Safety & Quality Introductory Training', launched in 2020 and has now been made available to third party providers. It focuses on several key topics including the importance of compliance with regulations and company standards, company safety policies and procedures and crisis response.



As part of **our supplier evaluation framework**, safety-related criteria are introduced in procurement and contractual requirements.



CASE STUDY

Safety in our Every Move



Whether in an operational or office based-role, the responsibility for safety lies with each of us. every decision we make and every action we take must reflect our commitment to safeguarding the safety and wellbeing of our people and our customers.

In 2025, we launched our year-long "Safety in our Every Move" campaign to reinforce this commitment.

Leveraging the power of digital platforms and storytelling, the campaign delivered monthly content on critical safety and wellbeing topics, including ground transport safety, work-above-ground safety, workplace and workstation safety, mental wellbeing, and more. Each insight was designed to translate safety aspects into practical, everyday behaviours.

Quality assurance programme

Cathay has been implementing a risk-based quality assurance programme assessing the management system and operations with internal departments and our suppliers across the network and intermodal. The quality assurance programme ensures robust safety governance and identifies any latent conditions and safety hazards, and enhances operational safety. In 2025, Cathay conducted 210 audit events to ensure the company achieves safety, security and quality imperatives.

Business resilience

The Cathay Crisis Response Centre is a wholly dedicated facility capable of supporting a global response during any crisis affecting the Group. Our regularly tested Crisis Framework includes a centralised command protocol, customised local response teams, telephone enquiry and support centres, and trained humanitarian assistance volunteers. All services can be activated by a notification system that is available 24/7. We recently upgraded and refurbished our Crisis Response Centre and enhanced our crisis response strategy to ensure all possible issues are covered. These include events involving aircraft, IT systems, typhoon preparation and other potential impacts to our operation or business.

More than 400 airline and subsidiary employees constitute the Care Team, whose primary focus is to assist passengers, employees and their families who have been affected during a crisis. A comprehensive recruitment drive is underway to boost numbers and focus on not only growing the team but also highlighting the personal development opportunities for employees enrolled in the Care Team training programme. For significant events, several thousand specially trained volunteers are also available to supplement the Care Team through the airline's membership in the Family Assistance Foundation.

Cathay's Business Continuity Management programme focuses on four categories of events: Loss of Access, Loss of Supplier, Loss of IT Systems and Shortage of Critical Staff. These are complemented by specific situational plans such as public health emergencies and facilities emergency response plans. Our Crisis Management protocol allows all incidents to be immediately classified and managed by a scalable Crisis Management team.

In 2025, all ports with scheduled services within our network completed a Business Continuity exercise covering the Loss of IT systems scenario. They also completed the annual Emergency Response refresher exercise to ensure processes and procedures are reviewed, and that personnel are familiar with the response functions and systems.



Occupational health and safety

We aim to achieve the objective of zero harm by mitigating workplace hazards to prevent accident, injury and occupational disease to all employees, customers and contractors throughout their association with the company. With the safety and wellbeing of our people in mind, we continue to focus our resources to address a wide range of occupational health and safety ("OHS") issues across our airlines. Key areas of focus include:

- Strengthening the safety performance of ground transportation in both Hong Kong and regions;
- Identifying high risk activities such as working above ground to ensuring rigorous barriers and controls are in place;
- Ensuring workstation health and safety for office employees through training and risk assessment;
- Improving indoor air quality, humidity and temperature through active monitoring rectification;
- Enhancing our Facility Emergency Response Plan;
- Enhancing our contractor safety management plan to ensure safety is embedded in all work; and
- Inspecting regularly of our facilities including buildings and food providers' kitchens at Cathay City and Cathay House.

These are addressed through our Occupational Health and Safety Policy which applies to our entire operations as well as contractors or individuals under the Group's supervision, ensuring compliance with all relevant OHS legislation, standards and codes of practice. It is our commitment to continually improving the performance of the OHS management system, setting up prioritisation and action plans to address the identified workplace hazards, and establishing quantitative targets for improving OHS performance metrics. We provide a variety of channels such as committees, campaigns and feedback mechanisms to promote consultation and participation of workers in the field of OHS.

Progress towards these objectives is monitored through the monthly Occupational Health, Safety & Wellbeing Action Group ("OHSWAG"), along with various working groups focusing on key areas including ground transportation, food safety and wellbeing.

We also have established procedures to investigate work-related injuries and incidents. Our qualified investigators follow a rigorous process that includes evidence collection, event classification, detailed report preparation and stakeholder engagement for feedback. The findings and recommendations are presented at the monthly OHS and Wellbeing Action Group meetings, with actionable items tracked to ensure effective implementation. Confidentiality and the principle of "Just Culture" are central to this process, emphasising learning and prevention. Regular reviews and audits further strengthen our approach, driving continuous improvement in safety performance.

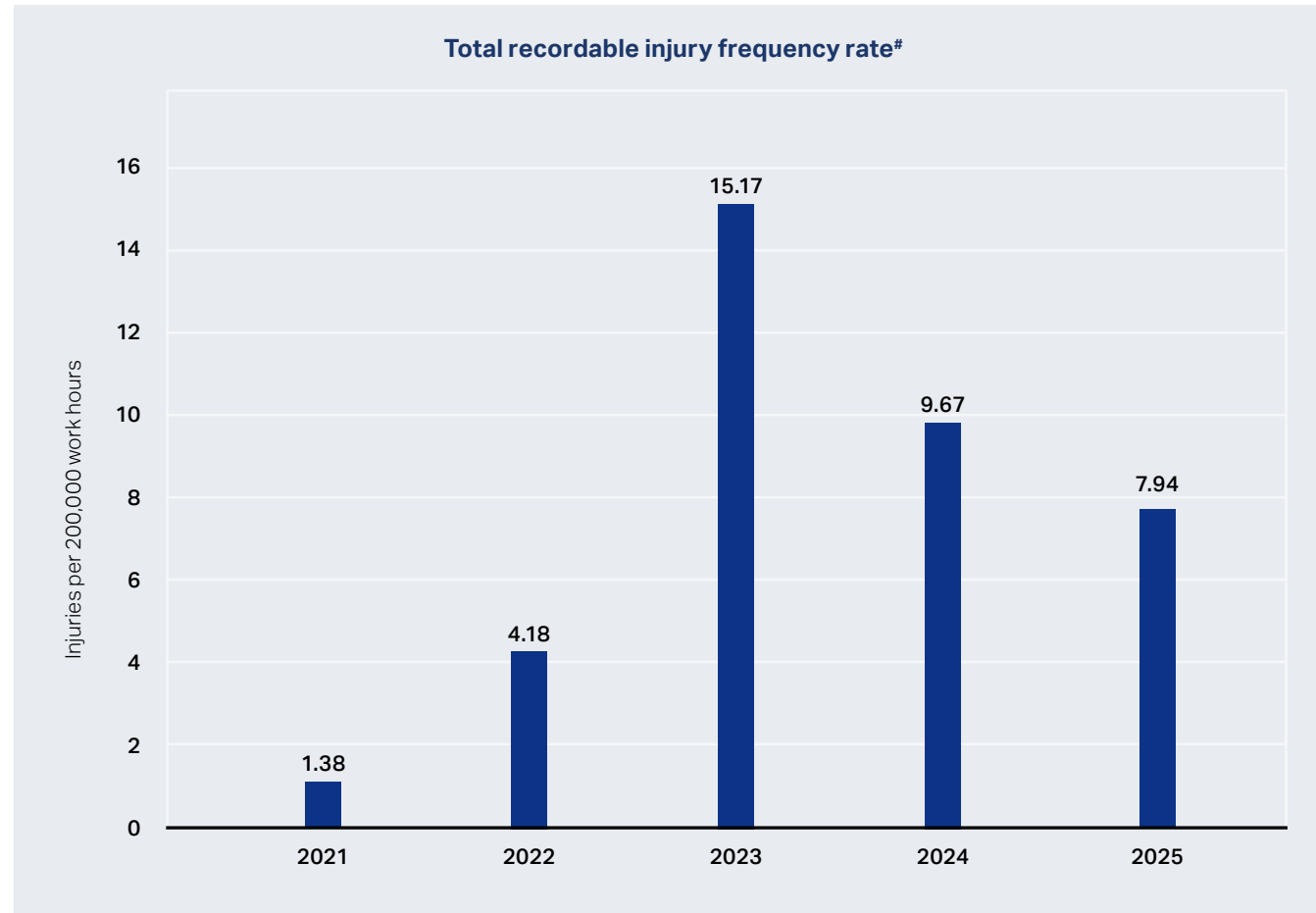
CASE STUDY

Work Above Ground Taskforce



Essential operational activities, such as aircraft loading, baggage handling and maintenance, are performed above ground level and present inherent risks to frontline personnel. In 2025, we established a dedicated Work Above Ground Taskforce with a clear mandate to identify and assess all associated hazards, implement adequate mitigations and establish safety protocols to ensure risks are controlled to a level that is as low as reasonably practicable. This safety setup is imperative to ensure these tasks are executed to the highest standards of safety.

While a decreasing trend was noted in the total recordable injury frequency rate compared to 2024, injury prevention remains a constant focus for our management. We will continue to implement and review our safety-related initiatives to ensure risks identified are mitigated to a level as low as reasonably practicable.



[#] Covers Cathay Pacific, HK Express and Air Hong Kong.



Comprehensive Alcohol and Other Drugs Programme

- Education and awareness for all employees
- Rehabilitation and monitoring programmes for employees with substance use disorders
- Regular random testing for all employees in safety sensitive roles



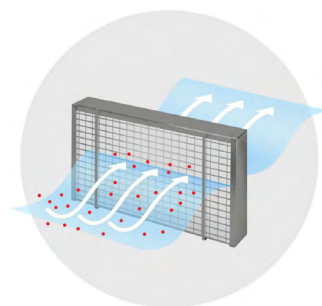
Mitigating the risk of infectious diseases

The risk of a public health emergency caused by an infectious disease remains and Cathay continues to remain vigilant to protect our employees, passengers and wider community from communicable diseases. We have policies in place to ensure that precautions and safety measures are duly implemented. Below are some parameters in place to address the risks of transmission of infectious diseases:

- All employees are strongly advised to stay current with routine immunisations, which include receiving a tuberculosis ("TB") vaccination and completing an initial course of COVID-19 vaccination. In Hong Kong, the TB immunisation is administered as part of its childhood vaccination programme.
- Any employees diagnosed with infectious diseases will be placed on leave from duty until they are no longer considered infectious. Our Group Medical Department must provide medical clearance for the individual before their return to work.
- We fully cooperate with health authorities when contact tracing is required following an identified passenger with an infectious disease after a flight or for employee cases in the workplace.



- All our aircraft are fitted with HEPA filters to ensure the highest cabin air quality and we thoroughly sanitise frequently touched surfaces – from screens to overhead stowage latches – between each flight. We also carry out cabin deep cleaning every 30 days.
- All our aircraft are regularly treated with residual insecticides to prevent importation of insect-borne disease vectors (e.g. mosquitoes carrying malaria and dengue fever).
- Crew members are educated on the prevention of insect-borne diseases, including malaria.
- If any flight routes require malaria prophylaxis, this will be supplied by the Company. Currently we do not operate to any areas where this is required.
- Our Group Medical Department continues to monitor information on new or emerging diseases and outbreaks to ensure early risk identification and response.



Passenger health and safety

Cathay Care is our commitment to our customers' wellbeing. We want our passengers to travel with confidence by providing clear communication, flexibility and above all, safe passage.

Despite the heightened passenger numbers in 2025, there were no fatalities caused by operational incidents or accidents. Nor were there any convictions for non-compliance with laws and regulations relating to health and safety matters relating to products and services provided that would have a significant impact on the Group.



CASE STUDY

Preventing turbulence – Safety in a changing climate



Changing weather patterns are increasing the occurrence of turbulence, particularly clear-air turbulence, which is difficult to detect visually and can pose risks to passenger and crew safety. To strengthen our response, we organised a Lunch & Learn session titled "Turbulence Ahead: How Are Climate Change and Technology Reshaping the Skies We Fly Through?" featuring Professor Shun Chi Ming, who developed the world's first LIDAR Windshear Alerting System, and Captain Tony Pringle, Chair of IATA's Turbulence Aware initiative.

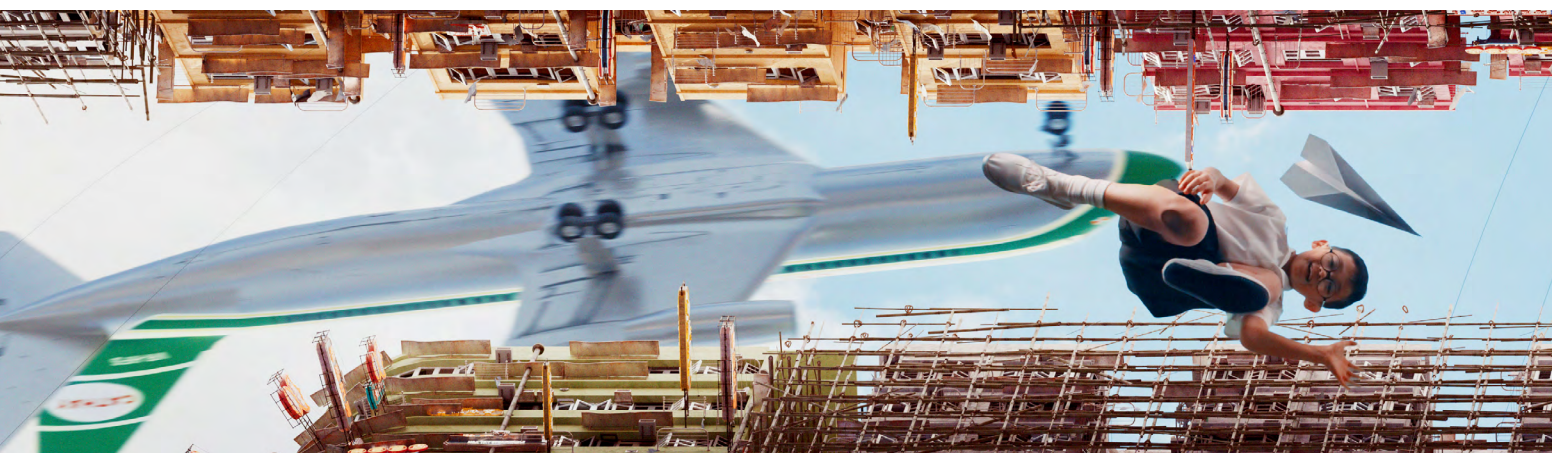
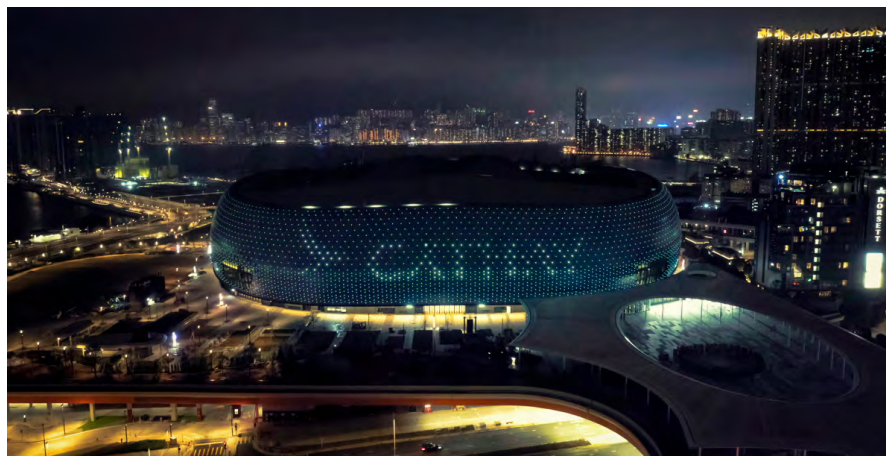
The interactive session introduced practical solutions, including advanced radar and LIDAR systems, and real-time data-sharing platforms that help pilots anticipate turbulence and adjust flight paths. These technologies are improving flight safety and operational reliability in an increasingly unpredictable atmosphere.

SOCIAL ASPECT:

COMMUNITY

Our Policies and Guidelines

Sustainable Development Policy



GRI: 413-1

HKEX: GD-B8, KPI B8.1, KPI B8.2



COMMUNITY

Why communities matter to us

Strong communities make for more prosperous and healthy societies. Around the globe, communities face varied and complex challenges that require collaborative responses. The past years have underscored this and emphasised the role that companies such as ours can play in effecting positive change and supporting those in need. We continue to seek out opportunities to elevate, amplify and contribute to communities with purpose and integrity.

2025 performance highlights



Our Cathay Volunteer Team contributed around **4,650 hours** to support different community initiatives



Launched a **new Cathay Young Explorers programme** to foster immersive cultural experiences and aviation-themed learning



Made charitable donations amounting to **HK\$5 million** in direct payments and a further **HK\$3.9 million** in the form of discounts on airline travel



Launched the **Cathay Pacific HKYAA Annual Aviation Programme** to empower young people and cultivate interest in the aviation industry



Refreshed our flagship **I Can Fly programme** which engaged over 1,550 students



Named the **exclusive Founding Travel Partner** of the Kai Tak Sports Park

Our approach

Cathay is proud to be committed force of positivity for the communities we serve. As an international airline based in Hong Kong, we embrace our unique role in connecting people, cultures and places, and in helping individuals move forward in life. Our approach is anchored in collaboration, with a strong Can-Do spirit and through meaningful partnerships where we aim to create lasting benefits for society.

At the heart of our mission is the advancement of youth development, sports as well as arts and culture. By leveraging our strengths and working collaboratively with partners across diverse sectors, we champion initiatives that empower young people, promote physical and mental wellbeing, and foster cultural understanding. Together, we strive to build vibrant, inclusive communities and inspire positive change that extends far beyond our flight paths.

We have received the Caring Company recognition from the Hong Kong Council of Social Service every year since 2003 for our good corporate citizenship.

YOUTH



Cathay is dedicated to fostering the future growth of the communities we serve, aligning with the Group's long-term development goals. We demonstrate this commitment by investing in the development of children and youth.

SPORTS



Cathay actively promotes sports and actively engages with the community through a diverse range of sports programs. Our primary goal is to enhance overall well-being, not only for our valued customers and dedicated employees but also for the communities we proudly serve.

ARTS & CULTURE



Cathay supports community engagement programs, fostering cultural exchange and understanding worldwide. By connecting communities with arts and culture, we contribute to a vibrant cultural landscape and lasting impact, promoting unity and acceptance.

At Cathay, we believe in the power of aviation not just to connect places, but to move people forward in life. Deeply rooted in Hong Kong and closely knit with local communities, we are proud to play a part in nurturing Hong Kong's future aviation talents while supporting the development of sports, arts and culture in our home city through different strategic partnerships.

LAVINIA LAU

Chief Customer and Commercial Officer, Cathay



Cathay Volunteer Team

We are a global brand that proactively engages the local communities we serve, creating value not only for our customers but also for the neighbourhoods around them. For many years, our community engagement efforts have also made an impact in our various regions outside of our hometown Hong Kong.

Throughout 2025, Cathay Volunteers actively supported our community programmes, including the flagship I Can Fly programme, and remain an important part in our longstanding collaboration with different NGO partners. They volunteered their time and expertise across a range of activities, from participating in fundraising activities, sharing professional aviation knowledge to preparing and distributing food parcels for the needy.



The Cathay Volunteer Team participated in different volunteering work to give back to the community. Our volunteers took part in nearly

4,650

hours of volunteer work in 2025.



Community programmes

Our programmes are designed to address pressing contemporary issues aligned with our community pillars and its effectiveness is measured through post-event surveys.

I Can Fly

Our flagship I Can Fly programme reflects our enduring commitment to youth development and education. The 2025 edition saw a refreshed format with activities now centred around Education, Discovery and Exploration. Through a series of activities held across the year we have been able to engage over 1,550 students. Since its launch in 2003, the programme has engaged more than 5,000 students, many of whom have gone on to build successful careers in aviation.

I Can Fly Youth Academy

Led by our pilots and employee volunteers, this initiative is designed to inspire the next generation of aviation enthusiasts. Participants gain invaluable exposure to the aviation industry through visits to Cathay's facilities, meaningful interactions with industry professionals and social service. The initiative culminates in an aviation experiential trip, offering selected participants the chance to deepen their understanding of global aviation and engage with different cultures.

I Can Fly Aviation Explorer Days

Through a series of immersive Explorer Days, students were welcomed behind the scenes at Cathay City. These sessions include mentorship from pilots and employees across departments, as well as visits to key subsidiaries such as Cathay Cargo Terminal and Cathay Dining, providing a holistic view of the industry. Held for the first time in 2025, the initiative reached more than 1,400 children.

Children were thrilled to get a behind-the-scenes look at the aviation industry. They gained a hands-on understanding of the diverse jobs and working environment at Cathay, which is something they could rarely learn in the classroom.

CHENG CHEUK YIU

Project officer

The Boys and Girls Clubs Association of Hong Kong

I Can Fly Discovery Flight

Our Discovery Flight offers 180 students a once-in-a-lifetime experience to view Hong Kong from the skies. In partnership with the Strive and Rise Programme and local NGOs, this initiative ensures that young people from all backgrounds can experience the wonder of flight and broaden their horizons.

The Discovery Flight not only brought immense joy and excitement but also opened students' eyes to the fascinating world of aviation. Many of them shared how inspired they felt and passion that drives this dynamic industry.

LOUIS CHIANG

General Secretary

Kwun Tong Methodist Social Service



Cathay Young Explorers

In partnership with the Soong Ching Ling Foundation, we launched a new cultural programme designed to empower young people from Hong Kong with meaningful insights into the Chinese Mainland through immersive cultural experiences and aviation-themed learning. Combining historic site visits, direct engagement with peers, and aviation-themed learning, participants have the opportunity to foster a deeper understanding of the country's heritage, development and global influence, with a special focus on the aviation industry.

In August 2025, we hosted an enriching expedition for 30 local secondary students, tracing the historic Silk Road through Urumqi, Turpan, Chengdu, and Guanghan.

The most memorable visit was the tour to the Civil Aviation Flight University of China. It provided an invaluable opportunity to interact directly with pilots through which I gained insights into how they progress step by step to become captains. This experience has significantly strengthened my aspiration to pursue a career in the aviation industry.

TSANG CHUN HUI
Student participant

Cathay Pacific HKYAA Annual Aviation Programme

This year, we entered a strategic partnership with the Hong Kong Youth Aviation Academy ("HKYAA") as part of our ongoing commitment to empowering youth and cultivating interest in the aviation industry. Multiple initiatives were organised under this umbrella, including the Cathay Pacific HKYAA Annual Aviation Programme, a year-long initiative where students were guided by seasoned industry experts such as pilots, government officers and aircraft engineers to gain the knowledge, skills and immersive hands-on experience needed for a successful aviation career.



Turn miles into good deeds

Cathay members can share rewards with those in need of support with their Asia Miles. These charity packages start from 400 Miles, so members can easily turn miles into a positive force for change. Apart from redeeming packages, members can also support charities' important initiatives by donating Miles.

Asia Miles Good Deeds quick facts 2025:

Total miles support	HK\$ 8.34 million
Number of charity partners participated	25
Types of 'Good Deeds' packages available for redemption	68
Most popular 'Good Deeds' packages	Everyone Stray Dogs Macau Volunteer Group: Support two days demand for aged or sick animal Xining Wildlife Park: 100 Asia Miles to support snow leopard enrichment The Zubin Foundation: Support social emotional groups for children

Supporting sports, arts and culture in Hong Kong

Partnership with the West Kowloon Cultural District Authority

Cathay has entered a three-year partnership with the West Kowloon Cultural District Authority as the exclusive travel partner where we transport precious artwork, fly local and international artists to and from Hong Kong. This partnership is designed to solidify Hong Kong's position as an East-meets-West centre for international cultural exchange and, in turn, give a significant boost to the city's cultural tourism.

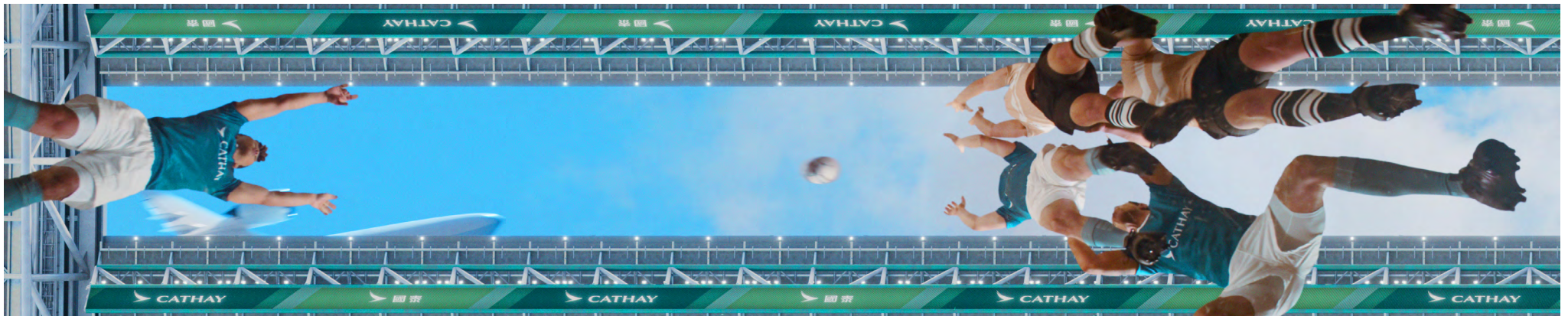
In 2025, a new video series, "WestK in the Sky" was launched on Cathay Pacific's award-winning inflight entertainment system. The video series not only highlights the allure of Hong Kong through compelling storytelling, but also underscores Cathay's vital role in promoting Hong Kong as a global arts and cultural hub.

Partnership with Kai Tak Sports Park

Cathay has been named the exclusive Founding Travel Partner of Kai Tak Sports Park ("KTSP"). This landmark collaboration underscores our dedication to promoting sports, arts and culture in our home city, reinforcing Hong Kong's position as a global hub for world-class sporting and cultural events.

In 2025, to commemorate the 100th anniversary of Cathay's historic home base, the Kai Tak Airport, and the grand opening of the KTSP, we staged a spectacular low-altitude fly-past over Victoria Harbour during the 2025 Hong Kong Sevens. This symbolic gesture paid tribute to Hong Kong's aviation legacy, evoking collective memories and community pride.

Cathay has been the long-time title sponsor of the Cathay/HSBC Hong Kong Sevens. Our involvement goes beyond sponsorship. Through the creation of immersive, aviation-themed experiences we further elevate the visitor experience and provide spaces for education and community interaction.



Cathay Hackathon

Cathay Hackathon is our annual flagship event dedicated to nurturing young talent and advancing innovation in aviation. It convenes innovators from the Greater Bay Area and beyond to collaboratively develop and present groundbreaking ideas to industry leaders.

The 2025 edition introduced a dedicated employee track, designed to harness the creativity and expertise of Cathay's global workforce. It encourages employees worldwide to collaborate, innovate and deliver transformative solutions to real business challenges. At this 8th Hackathon, we achieved a new participation record, attracting over 1,900 university student applications and more than 200 employee applications. Following a rigorous selection process, 225 innovators – representing 36 student teams and 12 employee teams – were invited to Cathay City for the Development Day. Participants created, refined and prototyped innovative ideas addressing real challenges across Cathay's diverse operations, from lifestyle offerings and customer experience to cargo management and operational efficiency. After 24 hours of ideation and development, the top five teams from each track pitched their solutions to a panel of industry experts.

This year's winning student team, Kairos Takeoff Crew, impressed judges with its visionary all-in-one customer journey platform for HK Express customers. Meanwhile, FlyLab claimed the top prize in the employee track with an AI-powered solution that delivers concise, pre-flight briefing summaries for pilots.

As the only aviation-related hackathon event, the Cathay Hackathon showcases our commitment to nurturing talent and fostering innovation and technology within the aviation industry.



Fundraising and donations

Our long-running initiatives seek to leverage the goodwill of our employees, customers and business partners to affect positive change in Hong Kong and across the globe.

Donations

In 2025, the Company and its subsidiaries made charitable donations amounting to HK\$5 million in direct payments and a further HK\$3.9 million in the form of discounts on airline travel. We also made in-kind donations of close to 151,200 pieces of items, including catering equipment.

Other fundraising events

For over a decade, Cathay has supported Hong Kong's leading fundraising events through donations of miles and air tickets. Among these initiatives is the 100km Oxfam Trailwalker aimed at alleviating poverty and supporting emergency relief projects in Asia and Africa. Additionally, LEAP into Colour Charity Run aims to raise awareness about emotional health and wellbeing of children and youth, while the UNICEF Charity Run stands as one of the largest road-running charity events in Hong Kong, contributing to causes for children in need.

Standing in solidarity with the wider Hong Kong community

Our thoughts are with everyone who has been affected by the devastating fire in Tai Po. Immediately after the tragic event, we have mobilised group-wide resources to provide direct relief in areas with the most urgent need.

We launched the Cathay Group Emergency Relief Matching Fund where the group matched every dollar of donation made by our people. A total of HK\$6 million contribution was raised to the HKSAR Government's "Support Fund for Wang Fuk Court in Tai Po". Beyond financial support, essential daily supplies such as toiletries, blankets and sleeping bags were donated to NGO partners. Through Cathay Dining, we provided warm meals for displaced families staying in temporary relief centres. Across the organisation, employees also volunteered their time to assist with the delivery and logistics of vital relief items.

Noise management

The noise generated from an airport's operations may disturb the surrounding communities. Generated through two main causes, namely, flight operations and ground operations, the aviation industry has been working hard to reduce noise pollution for decades and deployed several effective methods to date.

Cathay Pacific observes the noise abatement procedures published by the local authority and ensures full compliance with the noise requirements. Locally, we follow the Hong Kong airport QC2 and QC4 night-time noise requirements as appropriate and, for select aircraft models, we have augmented our departure procedures over the noise-sensitive Ma Wan district.

Flying in airspace outside of Hong Kong, we follow international protocol, such as the "Balanced Approach to Aircraft Noise Management" recommended by the ICAO. Our pilots also take local context into account and adhere to any airport specific noise abatement procedures. Moreover, with comprehensive prior planning, we deploy the most suitable aircraft models for specific flight paths and local time schedules where possible.

Cathay Pacific also remains committed to investing into aircraft, developing more efficient operating procedures and embracing advanced technologies to further reduce noise disturbance. For instance, the Airbus A350-900 and A350-1000 fleet are equipped with automatic Noise Abatement Departure Procedures ("NADP") which facilitate pilots to fly a profile of steep climb gradient after take-off to mitigate noise levels close to densely populated areas; the A321neo fleet also emits more than 10 EPNdB below the Chapter 14 of ICAO Annex 16 noise standard. For all the new aircraft we purchase, their noise level will be below the ICAO standard.



SOCIAL ASPECT: OUR PEOPLE

Our Policies and Guidelines

[Code of Conduct](#)

[Diversity and Inclusion Policy](#)

[Human Rights Policy](#)

[Recruitment Policy](#)



GRI : 201-3, 404-1, 404-2, 408-1, 409-1

HKEX: GD-B1, GD-B3, KPI B1.1, KPI B3.2



OUR PEOPLE

Why being a good employer matters to us

To realise our vision of becoming our customers' most loved service brand, we strive to become one of the world's greatest employers who fosters a positive work culture, values diversity and inclusion, invests in employee development and training, and recognises and rewards employee contributions competitively, so our employees feel trusted, empowered and proud. We seek to create a culture that is Thoughtful, Progressive and carries a Can-do spirit.

2025 performance highlights



Employed more than **33,000** people worldwide, with around **3,500** new employees recruited in 2025



Achieved a People Engagement Index score of **85%** reflecting a growing optimism and **positive employee experience**



On average, **97 hours** of training are offered to each employee, with total training spend of **HK\$606million**



Refined our diversity and inclusion strategy as **Belonging@Cathay** to bring diversity, equity, inclusion and belonging together



Refreshed our employee recognition programme as **The Betsy Awards** to celebrate the legacy of Cathay and the extraordinary achievements of our people



Organised our annual **Wellbeing Festival** to raise awareness and promote mental health across the workplace

Our approach

At Cathay, we are committed to attracting, developing and retaining high-performing talent. We provide long-term career opportunities and invest in programmes that encourage continuous learning and development. Through regular engagement and feedback, we strive to create an environment where our people can thrive and contribute to our shared success.

We ensure all employee-related policies are applied consistently across the organisation and evolve policies and practices to remain a leading employer in Hong Kong and markets we operate in.

Code of Conduct

Our [Code of Conduct](#) clearly demonstrates our commitment to treating all employees fairly and equally, and to being an equal opportunity employer. It also sets out our commitment to making ethical decisions on issues that affect our employees, customers, business associates, community neighbours and the general public. Our Code of Conduct provides employees with guidance on how to conduct themselves in line with our culture values and promotes the following principles:

- Upholding all applicable legal and corporate occupational health and safety standards
- Forbidding any breach of employment law or the use of child or forced labour
- Reporting unacceptable conduct to line management or the business unit head
- Zero tolerance to bullying and harassment
- Complying with any applicable legal requirements concerning the collection, holding, processing, disclosure and use of personal data
- Respecting intellectual property rights, including copyright

Our Code of Conduct underwent a review by relevant departments and senior management throughout 2025 to ensure it continues to reflect best practice and remains aligned to our organisational culture and values.

Human Rights Policy

Our [Human Rights Policy](#) outlines Cathay's commitment to creating a working environment where human rights are at all times protected and which focuses on ensuring the dignity, respect and well-being of individuals. In 2025, the Human Rights Policy was reviewed by different internal stakeholders to ensure that it continues to reflect best practice standards.

Standard working hours are clearly defined and communicated to employees, while overtime work is carefully assessed, compensated and monitored to prevent excessive working hours. For employees within operational roles that require working non-standard hours and overtime, we have developed the Fatigue Management Guidelines which describe the recommended shift arrangements and support available to manage fatigue.

Thanks to the passion and dedication of our people, we continued to build on our momentum in 2025, achieving meaningful progress across many areas.

Staying true to our commitment to creating an inclusive workplace that supports and celebrates our diverse team, we have taken further strides in enhancing our employee experience – from introducing a new competency model to support a high-performing culture to implementing a comprehensive refresh of our Recognition Programme and launching an updated Diversity, Equity, Inclusivity & Belonging ("DEIB") strategy, while welcoming thousands more brushwingers to Cathay. Together, we are shaping a better Cathay – one that we are all proud to be part of.

PATRICIA HWANG
Director People, Cathay



Talent attraction

We continue to improve our people strategies to attract the best talent in the market. Our employees receive competitive remuneration packages with a variety of benefits, taking into account roles and responsibilities, individual and business performance, and conditions in the employment markets where we operate. In this way, we ensure adequate wages at or above cost of living estimates or benchmarks.

Deeply rooted in Hong Kong, we prioritise the local labour market whenever the required skills are available before searching internationally. Our commitment to supporting local employment is demonstrated through our target of increasing the proportion of local Hong Kong pilot cadet recruitment to at least 50% of all new pilot intake in the years ahead. Meanwhile, we work with the Hong Kong Labour Department and various NGOs to promote our job roles to ethnic minority and disability groups.

We also have an Internal Vacancy Policy in place, providing a framework to assist in the overall handling of internal vacancies and promotion. Vacancies are first opened internally to our people, then to the local community and finally overseas.



Enhancing our employee benefits

Employee Travel Benefits

Our Employee Travel Benefits are among the most exciting perks for many of our people working at Cathay. Further to the progressive “Plus One” nomination, we continued to improve employee travel experience through digital enhancements, including integration of employee leisure bookings into our Cathay App to facilitate a seamless and connected travel experience for all our people.

Work Your Way

We are committed to supporting our employees in achieving a healthier work-life balance through our flexible working programme, Work Your Way. The programme, which continues to be highly valued by our non-operational employees in Hong Kong and across our global network, enables hybrid work arrangements. Employees can work remotely for up to two days per week or adjust their working hours to suit their individual needs. To ensure the programme remains aligned with employee preferences, it is informed by insights from regular employee surveys.

Flexible benefits

Our employee benefits scheme, Flexible Benefits, continues to be a valuable part of our employee experience. Flexible Benefits is designed to give flexibility and choice when it comes to selecting the benefits that suit employees’ and their families’ needs. It provides employees access to medical plans, dental cover, preventive care, complementary therapies, insurance, retirement plans and additional annual leave purchases for ground employees. We also ensure employees take their leave entitlements through regular reminders.



Offering a range of career opportunities

Management trainee

A career-long rotational management programme centrally coordinated by Swire to develop the next generation of business leaders. This programme consists of classroom training, workshops, and attachments to different units of our business within and outside of Hong Kong. There is also an annual Swire Summer Internship Programme which creates a pipeline of high-calibre talent for this programme.

Early careers programme

A suite of graduate trainee programmes which aims to develop fresh graduates and accelerate their careers in Cathay. Participants receive a comprehensive and well-structured learning curriculum; both technical and functional, as well as on the job experience and rotation across different sections. Key streams are Engineering, IT & Digital, Cargo and Legal. In addition, an eight-week internship is offered for university students of various disciplines to gain hands-on project experience under professional mentorship.

Cadet pilot

Cadets will undergo ground training with leading institutions in Hong Kong and around the world. Flying training will be conducted at world-renowned flying training organisations. We aim at training and qualifying cadet pilots as commercial pilots for entry into the company's pilot force.

Cabin crew

A comprehensive safety and service training journey designed to prepare our cabin crew brushwingers. Through this induction training, our cabin crew are qualified as safety professionals, compassionate team players and proud ambassadors of Hong Kong – ready to deliver our signature service with confidence and care.



HK Express is also committed to nurturing the next generation of aviation professionals through our **AXIS Internship Programme** and **HORIZON Graduate Trainee Programme**. Read more on Our Subsidiaries chapter.



Talent management

Cathay has always maintained clear and open communication channels with our employees. Gathering feedback directly from our people and enabling engagement opportunities is the most effective way to identify their different needs.

We ensure our people receive regular, fair and open assessments of their performance. Our Annual Talent Review cycle encompasses management by objectives and continuous check-in. It also offers the option to seek multidimensional feedback and supports agile conversations during annual performance appraisal.

The increase in the People Engagement Index score was unanimous across all employee groups, with cabin crew and flight crew seeing the most significant improvements, reflecting the growing optimism in the company and our industry as well as initiatives taken to address employee feedback over the past year.

Our Team Net Promoter Score also improved significantly, with a score of 52.3 compared to 41.9 in 2024, a 25% increase. This significant turnaround shows confidence and the sense of pride in Cathay amongst our employee groups.

Listening to employee needs

People Engagement Survey

Our People Engagement Surveys help our leaders understand colleagues' job satisfaction, sense of purpose, level of happiness and stress, and identify where improvements could be made to further enhance our employee experience.

In 2025, we conducted two surveys: one Pulse Survey which took place in May, and our more comprehensive Annual People Engagement Survey in November. More than 24,000 colleagues participated in the Annual People Engagement Survey, representing a response rate of 68% compared to 64% in 2024. Across the company, we achieved a People Engagement Index score of 85%, a 5% increase as compared to 81% in 2024, and surpassed the 2025 target of 80%.



Recognising and rewarding our people

Recognition is at the heart of our efforts to build a culture of appreciation and foster a work environment where employees feel engaged, motivated and proud to do their best. We are committed to delivering the same level of care and attention to the employee experience as we do to the customer experience.

The Betsy Awards

This is our signature recognition programme celebrating achievements that will live on in Cathay's history. In the spirit of commemorating this legacy, the award scheme is renamed as The Betsy Awards from 2025 onwards, bringing together the previous frontline and back-office categories into combined awards. It underscores Cathay's commitment to celebrating exceptional employee contributions towards Cathay's three core values – Thoughtful, Progressive, and Can-do – as well as our three areas of leadership – Safety and Operational Excellence, Digital and Sustainability. This year, a total of 18 winning stories emerged from over 200 nominations. There is also a newly added Grand Award, which recognises the "cream of the crop" out of all the winners in recognition of one truly extraordinary effort and shining example by our colleagues.

Work Well Done

Our Work Well Done programme recognises exceptional team contributions through Recognition Passes, including upgrade vouchers and lounge passes. This year, the passes have been fully digitalised, improving convenience of user experience and aligning with our goals for Digital and Sustainability Leadership.

Long Service Awards

Our Long Service Awards programme celebrates the commitment and loyalty of our people, recognising thousands of employees each year as they reach significant career milestones of 10, 15, 20 years and beyond. In response to consistent feedback from our colleagues, we introduced a new personalised and iconic memento this year to honour each individual's unique journey with us. We also enhanced the programme by increasing the Lai See amount and broadening the invitation list to include awardees with 20+ years of service and their plus ones for the special in-person celebrations, from the previous 30+ years only. In total, we proudly presented 2,181 Long Service Awards to employees marking between 10 and 45 years of service, in recognition of their unwavering dedication and contribution to our continued success.



Engaging directly with our people

Our leaders continued to connect with our people, providing updates on our business through regular town halls. We started the year with the Move Beyond Conference where our leaders convened and planned the way forward to move Cathay to greater heights. This was complemented by the half-yearly Business Check-In meetings where we shared our business progress with our people, and the Quarterly General Manager Meetings where senior leaders shared strategic updates and discussed opportunities to move forward.

We also engaged our ground employees through a series of fun-filled activities on-site, online and around the world. These included festive celebrations such as the Chinese New Year, Ramadan, Mid-Autumn Festival, Diwali and Christmas, special campaign launches, milestone achievements and other interactive activities. Game booths, movie screenings and giveaways were common sights within Cathay City.

As part of our pilot engagement efforts, we continue to promote open communication through special interest groups alongside different online and offline platforms, allowing pilots to drive meaningful changes that matter the most. Based on feedback collected, we have implemented new enhancements that offer pilots more opportunities to influence their rosters.



Cathay's 79th Anniversary



Celebration activities for winning industry awards



Cultural and festive occasions





CASE STUDY

Cathay Bring Your Loved Ones to Work



Held at two occasions in 2025, the Cathay Bring Your Loved Ones to Work event allowed our people to share their Cathay pride with those they love most. Guests enjoyed a variety of family-friendly activities, including “Making Memories” craft sessions, guided tours at Cathay City and a sustainability scavenger hunt, creating a sense of community and belonging.



CASE STUDY

Cathay Club



Through sports and special interest activities, our Cathay Club fosters a close-knit, cohesive and inclusive community. With over 720 members, the Cathay Club offers more than 20 employee-led sports and interest groups, providing opportunities for colleagues to connect and pursue shared passions. In 2025, our Cathay Club members achieved numerous outstanding results, including advancing to over 30 finals in numerous high-profile competitions.

Cathay Culture Journey

Our three culture values – Thoughtful, Progressive and Can-Do – are what truly set us apart as a company and bring us closer as a team. The Cathay Culture Journey, championed by our leaders, helps our people understand and connect with our values and guiding principles. The programme comprises videos, case studies, tips and resources that illustrate the meaning behind each value and guiding principle. A highlight of this journey is the Cathay Leadership & Culture Keynote Series, where influential leaders from different industries share their personal stories and insights on how these cultural values have shaped and influenced their professional and personal journeys. In 2025, we introduced a new Cathay Competency Framework which outlines the best-practice guidance on the desired day-to-day behaviours contributing to a high-performing culture.

Strengthening our employee relations

Our focus is on engaging our employees directly, by providing a number of platforms for our employees to give us feedback. We listen closely to the voices of our people and respond to any employee support cases where required. We organise regular meetings with various groups of worker representatives, such as joint consultative committee meetings at the airport, local staff union and flight attendant unions on working conditions. In our operational departments, we are getting our employees directly involved in our projects and influencing business decisions. We recruit frontline employees, including aircrew into leadership and engagement positions and use various pilot forums as sounding boards.



Talent development

Our talent development philosophy extends throughout all levels of our organisation as we look to take budding talents and give them the wisdom, knowledge and opportunities to rise through our leadership hierarchy. Through succession planning and talent pipeline development, we prepare motivated individuals for future leadership roles, ensuring smooth transitions and sustainable business growth.

Our tailored training programmes improve job performance and productivity, uphold the highest safety standards and cultivate a customer-centric approach, resulting in positive relationships, customer satisfaction and a competitive advantage. Amongst our training programmes, some common learning methods include coaching or mentorship as well as provision of different support networks.

To better measure our programme effectiveness, we conducted pre- and post-course surveys as trials to compare self-rated learning effectiveness before and after classroom training. Such metrics will enable us to track and measure the impacts of our training and development programmes.

Average hours of training per employee by employee category

Employee category	Average hours of training in 2025
Individual Contributor	158
Team Leader	107
Operational Leader	130
Strategic Leader	40



97 hours
of training per employee on
average annually, which means
over 12 working days per employee

HK\$ 606 million total investment on training,
which means over
HK\$ 26,300 spent per employee

**Training data covers Cathay Pacific full-time employees only*

Average hours of training per employee by gender



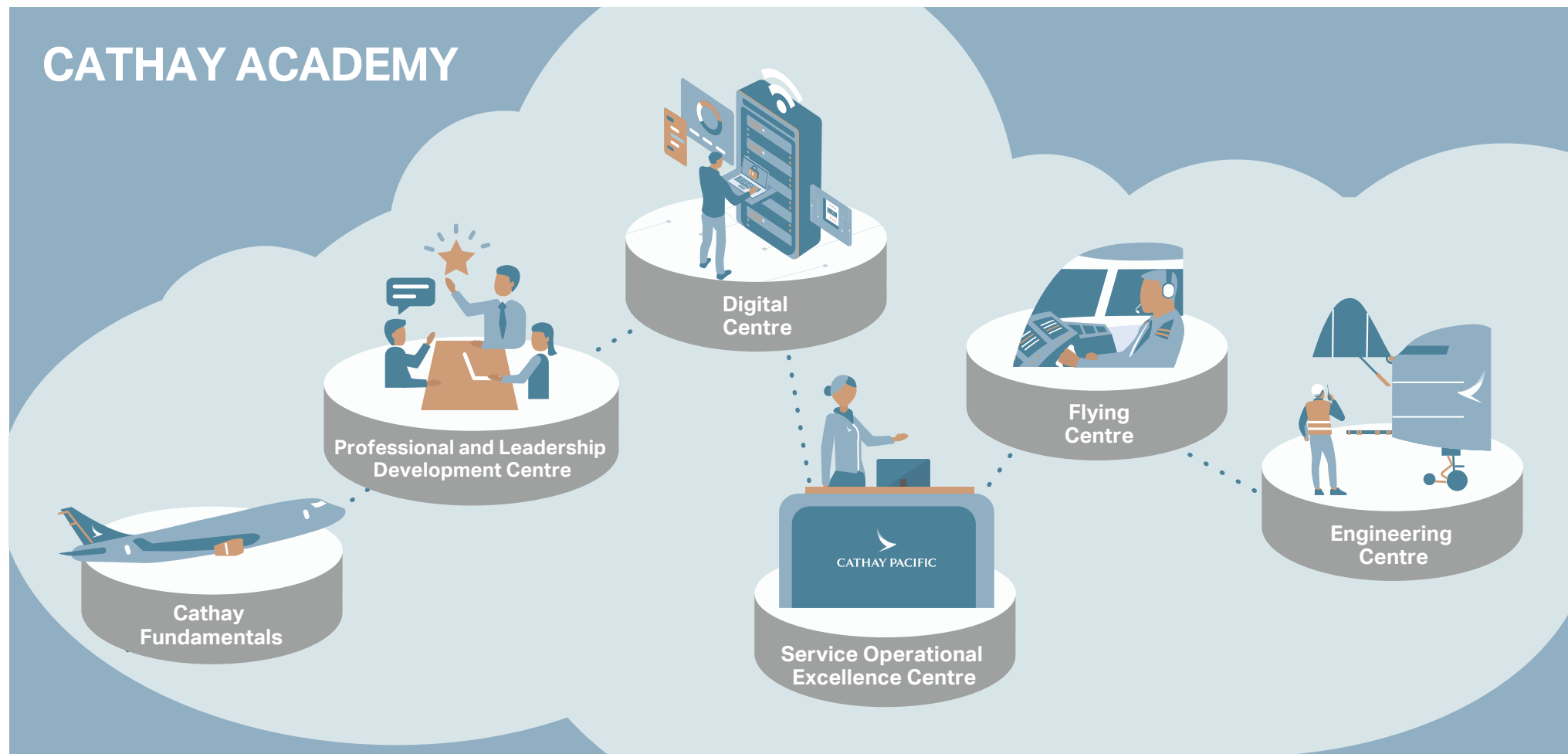
Female employee:
157 hours



Male employee:
118 hours

Cathay Academy

Cathay Academy encompasses all learning and development functions within Cathay and impacts the learning of frontline teams and all employees. Cathay Academy champions a culture of continuous learning and improvement – one that leverages technology to enhance scalability while ensuring every approach is tailored to individual learning needs. By bringing all learning functions together, we endeavour to consolidate our efforts in learning development so that all learning functions benefit from enhanced trainer capabilities, learning technology and comparable performance measurements.



We have redesigned our training modules to ensure they are scalable and adaptable to our growing needs. This redesign process involves incorporating more customer insights, re-evaluating the content, delivery methods, and learning materials to match the increasing demands placed on our operational training and to be outcome-driven.

Recognising the importance of continuously enhancing the learning experience for our employees, we have embraced digital technologies and innovative approaches to enhance training effectiveness, provide engaging learning experiences and drive active participation. For instance, virtual reality ("VR") has been integrated into our Inflight Services and Cargo Services Training as gamification elements.

With the growing digital transformation in the aviation industry, upskilling and reskilling our people remain critical to ensure they are equipped with the skills needed today and in the future. In 2025, we launched new digital transition programmes on topics such as robotic process automation and data literacy.



TRAINING PROGRAMME	BRIEF DESCRIPTION
 COMPETENCY-BASED CURRICULUM	Open to anyone seeking professional growth, we offer a selection of courses designed to encompass essential skills and competencies. These courses are designed to help unleash our people's potential and flourish in their career at Cathay.
 OPERATIONAL EXCELLENCE CURRICULUM	It is tailored to develop the skills and capabilities of service professionals across various domains, including airport services, cargo services, customer care, and inflight services. The courses develop safety and regulatory knowledge, and job-specific expertise they need to excel and uphold the airline's unparalleled reputation for the highest safety standards, as well as operational excellence.
 SERVICE EXCELLENCE CURRICULUM	To realise our ambition of becoming one of the world's greatest service brands and achieve service excellence, this curriculum aims to various learning modalities focus on preparing our frontline teams' mindset for personal and professional growth, equipping them with customer centric knowledge and skills to build a positive relationship with our customers.

Note: All employees, including those under contractual or part time arrangements, can enrol in the non-service and operational training programmes.

Career Accelerator Programme

To empower and cultivate our future leaders of tomorrow, Cathay continues to invest in our people through our Career Accelerator Programme. Delivered in collaboration with the University of Hong Kong Executive Education, the 12-month leadership programme aims to enhance the skills and capabilities of high-performing employees across various levels.

The programme comprises of personalised development plans, mentorship programmes and customised training covering topics such as setting directions and strategic mindset, leading and engaging teams, driving business performance and stakeholder engagement. This year, over 120 participants were nominated and selected through the Career Accelerator Programme, identified as high performers to participate in the programme.

Service culture education

Given Cathay's unique positioning when it comes to service delivery, we launched two new courses – Chinese Culture Workshop ("CCW") and Chinese Service Language ("CSL") – for better equipping our team to meet the needs of our Chinese-speaking passengers. In collaboration with the Civil Aviation Flight University of China, the CCW successfully engaged 3,685 participants, immersing them in Chinese traditional culture and service philosophy to foster a sense of connection with our diverse clientele. Similarly, the CSL programme reached 2,498 individuals in the same timeframe, focusing on refining their professional service language skills to ensure effective communication and exceptional service.



Wellbeing@Cathay

The health, safety and wellbeing of our people is a key concern of the Group. This commitment is reflected in our holistic strategy to address the different aspects of wellbeing, ranging from environmental and financial wellbeing to mental, occupational and physical health. Apart from organising different wellness events throughout the year, we also ensure access to appropriate resources specifically for employee support, which includes immediate assistance through our 24-hour Employee Assistance Programme (“EAP”) hotlines and referrals to relevant support networks.

Embedding support in our ways of working

We provide our people with a range of wellbeing support, including the Hong Kong Peer Assistance Network (“PAN HK”), an independent, confidential service using trained volunteer pilots to support fellow flight crew members and their families. PAN HK also serves as our pilot mental assistance programme. In addition, our pilots also receive in-house support from aviation medicine-qualified doctors through our Group Medical Department.

Specific to mental wellbeing, we have a dedicated company psychologist and offer Mental Health First Aid (“MHFA”) training for managers as well as stress management support for all employees. In 2025, we trained a total of 99 new MHFAiders, who learnt how to spot signs of mental health issues, provide initial support and guide colleagues towards professional support and resources.

Empowering wellbeing and resilience

Over the years, our wellbeing programme advanced beyond raising awareness to actively empowering our people to take meaningful steps towards holistic wellbeing. The programme encompasses five key dimensions – physical, mental, occupational, environmental, and financial – through a series of diverse initiatives delivered throughout the year. For instance, our dedicated Mindfulness Series equipped participants with practical techniques to enhance mental clarity and emotional resilience, which is evident to increase working memory and attention.



CASE STUDY

Wellbeing Festival 2025



Each October, in alignment with the World Health Organisation’s World Mental Health Day, we host our annual Wellbeing Festival in order to raise awareness and promote mental health across our workplace.

In 2025, the Festival was held under the theme “Stronger Together: Protecting our wellbeing from burnout”.

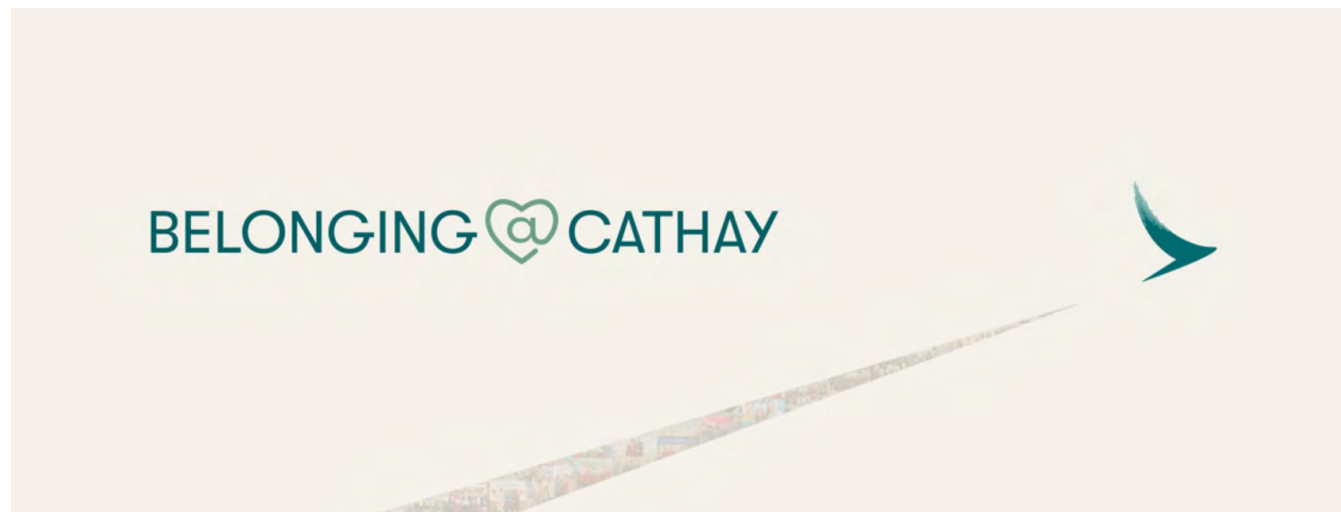
Throughout the month, a series of engaging online and offline activities, complemented by curated learning resources, helped our people deepen their understanding of burnout, adopt practical strategies to prevent it, and actively practise self-care to safeguard mental wellbeing.

Belonging@Cathay

We take pride in the rich diversity of our workforce – spanning ethnicities, generations, religious beliefs, gender identities, sexual orientations, abilities, thinking styles and life as well as career experiences. This diversity mirrors the customers we serve. We believe fostering an equitable and inclusive culture is the right thing to do and essential to our success.

Riding on the Diversity, Equity, Inclusion and Belonging (“DEIB”) assessment led by Swire Pacific, we refreshed our diversity and inclusion (“D&I”) strategy and re-launched D&I as Belonging@Cathay, as we recognise true inclusion requires equity and a sense of belonging where every individual feels safe, accepted and empowered to contribute their best.

To drive this vision, we took a comprehensive review of our policies on non-discrimination, anti-harassment and anti-bullying in addition to the updated DEIB Policy to clearly outline expected behaviours. We also have a dedicated DEIB Office with full-time resources responsible for executing our strategy. This DEIB function works closely with the Employee Resource Groups (“ERGs”), who advocate for equity and inclusion across specific diversity dimensions. Oversight is provided by the DEIB Steering Committee, ensuring accountability and progress toward our goals.



As a leading service brand, we serve a global, diverse customer base and employ people from all backgrounds. Advancing Diversity, Equity, Inclusion and Belonging (“DEIB”) is therefore a business imperative. When everyone belongs at Cathay – our employees, customers and business partners – that is when we truly move people forward in life.

RONALD LAM

Chief Executive Officer, Cathay



Our Employee Resource Groups ("ERGs")

We currently have four ERGs that champion for greater equity and inclusion in the dimensions of gender, sexual orientation and gender identity, ethnicity and culture, and disabilities. These groups are run by incredibly passionate volunteers who invest significant time and resources to connect with our diverse communities and ensure their needs are being represented when reviewing our employee experience practices.



Gender Equity Network

This network advocates for eliminating barriers and biases across our business so that all genders have equal opportunities to reach their full potential.



Fly with Pride

This is a support and social network for both LGBTQ+ employees and allies providing a safe place to share experiences, socialise with colleagues, and find resources and support.



OneCathay Intercultural Network

This network aims to build a workplace, both in Hong Kong and overseas, where people of all ethnic and cultural backgrounds are understood, respected, encouraged to collaborate, and able to learn from each other and grow together.



Ability to Fly

This network focuses on building positive awareness and understanding of disabilities, promoting the inclusion of employees of all abilities, and partnering on the development of disability-inclusive policies and practices.



Creating an inclusive workplace

We strive to create a diverse, equitable and inclusive work environment that cultivates a sense of belonging for all our people, regardless of their age, cultural background, disability, gender or gender identity, marital or family status, pregnancy, breastfeeding status, race, nationality or ethnic origin, religion, sexual orientation, or social group.

To create this environment, all new joiners and existing employees are required to complete training and annual refreshers on our policies covering diversity and inclusion, non-discrimination, anti-bullying and anti-harassment – ensuring everyone understands what is expected of them.

Employees who experience discrimination, harassment, bullying or workplace violence can make a formal complaint to their line manager, the People Department or the Speak Up channel which can be used for reporting any wrongdoing and illegal activity. Any complaints made will be investigated in line with our Grievance Policy and if substantiated will be handled under our Disciplinary Policy.

In addition to being compliant, we also continue to drive a more inclusive environment through making our workplace more accommodating to people of all backgrounds. We have gender neutral and accessible restrooms, a multifaith prayer room, nursing rooms, diverse food options in our dining outlets (e.g. vegan, vegetarian and halal), and accessible seating in our canteen.



Advancing our DEIB goals

In our annual People Engagement Survey, we asked our people to share their perceptions of how present DEIB is at Cathay. On average, 84% of employees felt that our organisation was diverse, equitable and inclusive and had a strong culture of belonging, which is an increase of 4% compared to last year. We also invited employees to voluntarily disclose certain demographic information, such as ethnicity, gender identity, sexual orientation, caregiving status and ability status. On average, 32 % of respondents disclosed this data, which gives us a better indication of the diversity we have in our workforce and allows us to tailor our DEIB initiatives.

To improve our gender representation, we have set a goal to not have more than 65% of the same gender in senior positions by 2025 and 70% at the Board level by 2027. As of the end of 2025, 68% of our senior positions were held by men, 3% away from our target. Nonetheless, we have made tremendous progress since we set our target in 2021 when 75% of our senior positions were held by men. And at the uppermost echelon of Cathay, our Executive Team, we have already achieved a 50/50 gender split.

The remaining gap reflects long standing structural realities in aviation, where technical and operational career pathways have historically been male-heavy¹⁴. This legacy continues to influence the gender balance at senior levels, where progression often requires decades of accumulated experience in specialised fields. However, we continue to build a more gender balanced early and mid-career workforce with increased female representation in new pilot cadet hires as well as Engineering, Cargo and Digital & IT graduate trainee hires. This will support our transition to balanced representation at the top.

¹⁴ According to IATA, the average female representation in technical aviation roles is around 25% and in flight deck roles is around 6%.

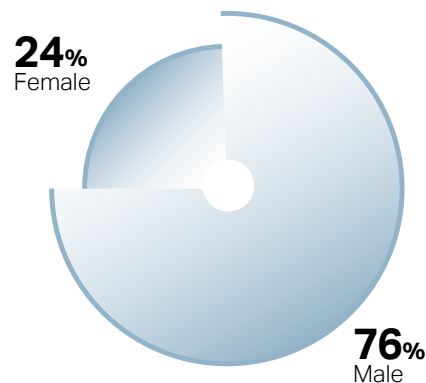
Gender diversity in Cathay in 2025

At senior positions[^]



[^] Senior positions refer to the job levels of General Managers and Directors at the Group.

At Board level



We recognise that as women progress at work, they encounter unique systemic barriers that prevent them from fully thriving in their careers, such as insufficient support during parenthood or challenges related to health concerns during menopause. To address these issues, we have implemented tailored interventions designed to support our female employees at various life stages.

Some of the current practices and policies we have in place include:

- 14 weeks of paid primary caregiver and 5 days of paid secondary caregiver leave available to all eligible employees in Hong Kong regardless of how they become parents (through natural birth, surrogacy or adoption)
- A Nursing Policy that offers paid nursing breaks as well as nursing rooms at both Cathay City and Cathay House
- A Return-to-Work Policy for eligible ground employees that allows parents to work part-time on a temporary basis to adjust to balancing work and parenthood
- Airport preschool, offered by the Airport Authority Hong Kong, which provides childcare services for children of all airport staff under the age of 3
- Menstruation and Menopause Guidelines that educate employees on women's health and offer guidance on how to seek and offer support to female colleagues that may have health concerns

Another transition at work impacting individuals' sense of identity and wellbeing relates to retirement. We proactively offer a range of support designed to help retirees feel valued and empowered to continue contributing to society. This includes retirement preparation workshops focused on financial, physical and psychological readiness for our cabin crew, as well the Employee Assistance Programme ("EAP") for all of our people which extends for six months upon retirement and provides access to professional consultation services.



CASE STUDY

Launch of workplace caregiver support pilot programme



We are committed to creating an age-neutral and multi-generational workplace. To support our people in balancing professional commitments with caregiving responsibilities for aging family members, this year, we partnered with AgeWhale to launch a pilot programme offering educational sessions on elder care, WhatsApp inquiry services and personalised consultations with social workers. Overall, this pilot was well-received with a majority of participants rating the programme highly.



OUR SUBSIDIARIES



HK EXPRESS



HK Express is Hong Kong's only home-based low-cost carrier ("LCC") which strives to offer affordable fares and exceptional operational efficiency without cutting corners. Focusing on short-haul services and flying to undiscovered destinations that are desired by travellers, we provide 37 routes of low-cost air services in the Asia-Pacific region in 2025.

Our Sustainability Approach

At HK Express, we put our people first. Our 1,955 employees, made up of 876 cabin crew, 436 pilots and 643 office employees, are integral to delivering our customer-centric service. To responsibly manage our environmental footprints, we are committed to enhancing operational efficiency with the use of new, fuel-efficient aircraft and adoption of green operating practices. Additionally, phasing out inflight single-use plastics ("SUP") and reducing waste from inflight meals remain our priority when it comes to waste reduction. On the social front, we continue to support our people and communities by assisting those in need while promoting sustainable tourism awareness among university students.

Decarbonisation

Our decarbonisation efforts focus on fleet modernisation and operational efficiency to reduce our operational emissions. This year, a total of 4 brand new A321- neo aircraft has been introduced. Powered by new generation engines, they are up to 20% more fuel efficient than the older generations.

We also launched FlightPulse®, a flight data performance tracker that enhances carbon reduction by monitoring and optimising fuel efficiency across operations. This initiative is complemented by our Flight Efficiency Programme, which promotes Green Operating Procedures (“GOP”) such as single-engine taxiing upon departure and arrival, reduced flaps landing and reverse idle landing. Our GOP have successfully saved 2,660 tonnes of fuel in 2025, representing a 64% improvement when compared to 2024.

On the ground, we have transitioned 7 of our diesel vehicles to electric alternatives in 2025, including 5 private cars and 2 tow trucks. All belt loaders are electric on our flights at the Hong Kong International Airport. Electric aircraft pushback devices have been introduced to replace traditional diesel-powered, high-energy-consuming pushback trucks. We also perform regular engine core washing to maintain optimal fuel efficiency.

We also ride on our Customer Carbon Offset Programme to provide customers with an opportunity to offset their carbon footprint from air services. Through this voluntary programme, customers can better understand carbon emissions generated by their flights and address their carbon footprint via offset projects verified by Verra or Gold Standard during the booking process. Additionally, we offset all emissions incurred by duty travels of our employees.

Materials and Waste

To incorporate circular economy principles into our flight operations, we have replaced non-recyclable SUPs with more sustainable alternatives such as FSC-certified, eco-ink printed and compostable cutlery sets, airsickness bags, bamboo napkins, wooden stirrers and paper cups.

To enhance stock planning and reduce surplus food, we offer pre-order meal discounts to encourage customers to place their order in advance. In addition, a digital app was launched in 2025, enabling crew members to pre-order their meals onboard. This initiative is estimated to reduce food waste by more than 60 meals per day. In case where surplus food remains, we continue to partner with Feeding HK to donate to the underprivileged.



To mark Earth Day, HK Express launched the **“Bring Your Own Cup” campaign**, offering staff discount on beverages to encourage reusable cup use. The airline also introduced the “You Offset, We Match” programme, matching all customer carbon offsets made on the day to double the impact of climate action and reinforce its commitment to sustainable travel.



Our People and Community

HK Express maintains a strong focus on enhancing employee experience, engagement, and wellbeing. Beyond supporting active participation in sports such as the HKIA Cycling and Rowing Competition, Discovery Bay Action Sprint Trail Race, and Marathon events, the airline continues to prioritise wellness initiatives through programmes such as Flexiwork 2.0, Employee Wellbeing Initiatives, and the Employee Assistance Programme ("EAP").

To nurture the next generation of aviation professionals, the AXIS Internship Programme provides a pathway for high potential students to progress into the HORIZON Graduate Trainee Programme. Throughout the programme, HK Express arranged a variety of tours and engagement activities to immerse interns in the world of aviation, offering firsthand exposure to airline operations and culture. The airline also partnered with leading local universities to deliver guest lectures and case studies on topics such as aviation innovation and the low-cost carrier business model.

We also support the communities we operate in. In October, we partnered with Fly Pink Hong Kong to host a charity sale to raise fund for the Hong Kong Breast Cancer Foundation.

Our people-centric and community efforts were recognised across the industry, earning the following distinctions:

- **Human Resources Online Awards:** Silver – Best Employee Communication Strategy; Silver – Best Employer Branding; Bronze – Best Talent Sourcing & Attraction Strategy
- **Hong Kong Institute of Human Resource Management Awards:** Employer Branding – Excellent Award; Gen Z Attraction – Merit Award; Talent Acquisition – Good Practice Award
- **5 Years Plus Caring Company Logo by the Hong Kong Council of Social Service**

CASE STUDY

Gotta GO! Sustainable Explorer Challenge 2025



In 2025, HK Express organised the second edition of the "Gotta GO! Sustainable Explorer Challenge ("SEC"), a flagship youth engagement initiative designed to inspire university students to explore low-carbon travel and learn practical approaches to sustainable tourism. Building on the success of the inaugural challenge in

2024, this year's SEC attracted heightened interest and engagement, drawing 470 students, a 176% increase from 2024. The number of university partners also doubled from two to four, with students from The Chinese University of Hong Kong, Hong Kong Baptist University, The Hong Kong University of Science and Technology, and The Hong Kong Polytechnic University taking part.

Through a series of open lectures and workshops, participants learnt about fundamentals of sustainable tourism, carbon footprint calculation and practical skills on developing actionable low-impact travel plans. Participants then apply what they learnt to design a four-day, three-night itinerary, which was reviewed by expert judges from extensive backgrounds including sustainability, aviation and academia. Three finalist teams were selected to put their low-carbon travel plans into action.



In August, we launched **"Wellness Month" for our employees**, featuring a range of activities such as a blood donation day, health and wellness programmes in collaboration with the Christian Family Service Centre, and our first-ever UO Kids Day, aimed at fostering stronger employee bonding and family connections.



AIR HONG KONG

香港華民航空
air Hongkong



Air Hong Kong is the longest serving dedicated freighter airline based in Hong Kong, operating express cargo services for DHL Express and cargo services for Cathay Pacific. The airline utilises a fleet of all-Airbus A330F freighters, serving 15 scheduled destinations in Asia and several other ad-hoc charter destinations in Asia, Europe and Australia.

Our Sustainability Approach

As a freighter airline, our focuses are on the areas of climate change, safety and our people to ensure we operate in a sustainable and compliant manner. We continue to replace older aircraft with a newer, more fuel-efficient model alongside the implementation of various fuel-saving initiatives to reduce our carbon emissions. Our Safety Management Systems Manual sets out the policies and procedures pertaining to safe and sustainable operations within Air Hong Kong. Furthermore, the Quality Management System ensures compliance with the relevant regulations and company policies. We also aim to create an inclusive workplace for our employees and constantly monitor our environmental performance.



Air Hong Kong has now **fully transitioned into an all-Airbus A330F freighter airline**. Compared with the previous A300F, the newer generation can be **over 10% more fuel efficient** with reduced noise levels.



Climate Change

We maximise the cargo-carrying capacity on our journeys by flexibly deploying our fleet and replacing older aircraft with newer, more fuel-efficient models to improve fuel efficiency and reduce carbon emissions on our flights.

This year, we continue to implement various initiatives to improve fuel efficiency while constantly exploring new opportunities to reduce our carbon emissions. Amongst other things is our re-fleeting programme which the full transition to the more fuel-efficient A330F freighter has been completed in mid-2025. In line with the Group's strategy to expand SAF usage across global networks, Air Hong Kong marked its first SAF uplift for international flights in 2025.

Health and Safety

In 2025, we continue to enhance and expand our Fatigue Risk Management System ("FRMS"), ensuring our pilots are fully trained to safeguard our operations against fatigue. This approach reflects our commitment to managing fatigue proactively, and aligns with our strategic goal to promote the wellbeing of our pilots and ensure operational resilience.

Our People

Our business relies on the skill, experience and professionalism of our people. To ensure we deliver for our people as they do for our customers, we engage regularly through open dialogue. In 2025, we achieved over the normal standard response rate for our employee engagement survey. Across the company, we achieved a People Engagement Index score of nearly 80%, which showed a highly engaged culture, supported by diversified people engagement initiatives tailored to different roles and needs.

CASE STUDY

Marking first SAF uplift on Air Hong Kong flights



Sharing the commitment to decarbonising the air cargo industry, Cathay signed a new SAF deal with DHL Express where a total of 2,400 tonnes of SAF will be used on flights operated by Air Hong Kong, departing from Seoul Incheon, Tokyo Narita and Singapore Changi airports. This marks the first SAF uplift on Air Hong Kong flights, a key milestone for Cathay to expand SAF usage across global networks, particularly in Asia.

Throughout 2025, the partnership reduced lifecycle greenhouse gas emissions by approximately 7,190 tonnes – equivalent to the emissions from more than 100 flights from Hong Kong to Singapore with an A330F freighter.

CATHAY CARGO TERMINAL



CATHAY CARGO TERMINAL

Serving airlines operating out of at Hong Kong International Airport, Cathay Cargo Terminal is equipped to handle 2.7 million tonnes of cargo annually. Our vision is to become the world's best air cargo terminal.

Our Sustainability Approach

Sustainability at Cathay Cargo Terminal is governed by the Sustainable Development Steering Committee, chaired by the Chief Operating Officer and consisting of department heads from each function. The Committee meets regularly to formulate sustainability strategies and review areas of improvement.

Cathay Cargo Terminal is proud to be among the first cargo-handling companies in Asia to achieve the IATA Environmental Assessment ("IEnvA") certification – a significant milestone that demonstrates our strong dedication to environmental sustainability.



Cathay Cargo Terminal has piloted the use of **Hydrotreated Vegetable Oil ("HVO")** as an alternative fuel for Ground Service Equipment.



Decarbonisation

Aiming to achieve a 55% reduction in carbon emissions by 2035 against a 2018 baseline, with the goal of reaching net zero by 2050, we are committed to minimising our impact on the environment and exploring innovation and technology for more efficient energy consumption in the terminal.

To decarbonise our fleet, we actively explore electric options and alternative fuels. Cathay Cargo Terminal has piloted the use of Hydrotreated Vegetable Oil ("HVO") as an alternative fuel for Ground Service Equipment ("GSE"), which can reduce lifecycle carbon emissions by 80%, compared with traditional diesel fuel. This initiative aims to understand the feasibility of adopting alternative fuel as an interim solution until cleaner fuel options for heavy-duty GSE become commercially available.

Materials and Waste

We actively monitor the consumption of single-use plastic ("SUP") items in our operation, seeking eco-friendly alternatives to divert materials from landfills where possible. Proper waste recycling and reuse is another key focus in our environmental management. Our annual waste diversion rate reached 51%, an increase of 29% compared to 2024. This improvement follows a holistic review and enhancement of our waste collection and recycling workflows.

Cathay Cargo Terminal became the first cargo terminal in Hong Kong to adopt cargo cover sheets made up of 50% recycled plastic for all export cargo shipments built-up at the terminal (such recycled plastic coming from the 100% of used cargo cover sheets which Cathay Cargo Terminal recycles). This marks a significant advancement from the previous specification of no less than 30% recycled content, setting a new industry standard and reinforcing our commitment to circularity.



CASE STUDY

Pioneering Autonomous Electric Tractor operations for cargo



In March 2025, Cathay Cargo Terminal successfully completed the first end-to-end trial of Autonomous Electric Tractor ("AET") operations at Hong Kong International Airport as part of our fleet electrification efforts to lower carbon footprint. A unique feature of this trial is its precise docking solution, which automatically aligns the AET's towing dolly chains with the transfer deck to ensure seamless Unit Load Device handling.

The second trial was conducted in the same year, involving specifically perishable cargo. One of Cathay Cargo Terminal's dedicated "Cool Dollies" designed to carry frozen goods was autonomously transported from the passenger apron to a designated area inside the terminal.

Health and Safety

Safety excellence is the cornerstone of our success and we are committed to providing a safe operational and working environment for all our people. All of our business partners, suppliers and contractors are expected to share our primary safety goal of zero harm.

One critical safety aspect is lithium-ion battery screening. To this end, our enhanced solution employs the latest AI technology on x-ray machines and well-trained screeners to accurately detect and identify lithium batteries in shipments, thereby reducing the risk of fire hazards associated with these potentially volatile items.

This year, we received the Gold Award at the Hong Kong International Airport 2024/2025 Airport Safety Recognition Scheme and the Outstanding Award in Safety Performance at the 24th Hong Kong Occupational Safety and Health Awards. Our consistent recognition through these awards over the years underscores our unwavering commitment to continuous improvement in safety management and our dedication to maintaining leadership in safety and operational excellence.

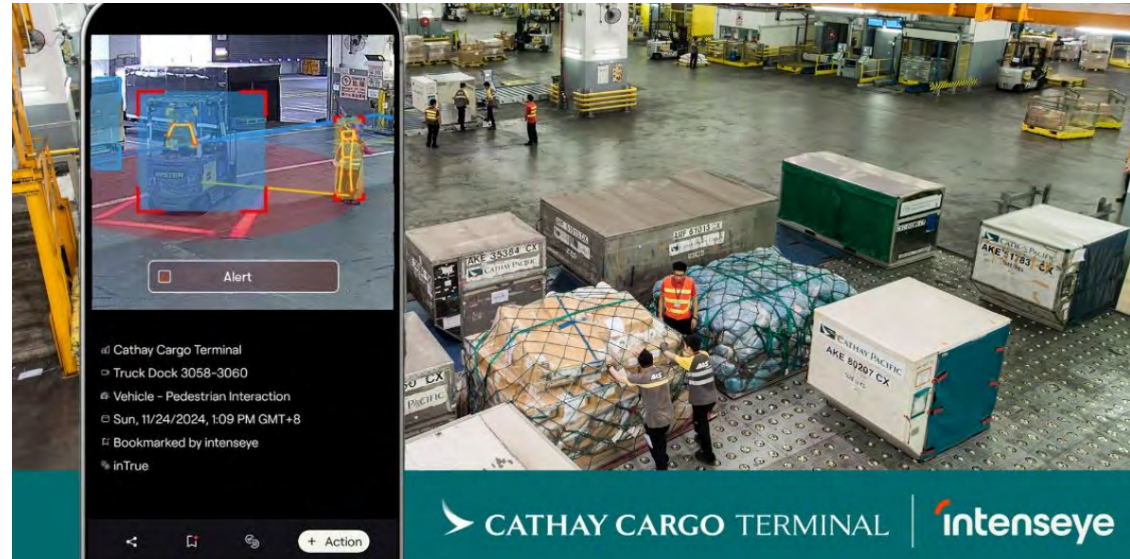


Our security management has been recognised externally, becoming the first ground-handling organisation in Asia to achieve **IATA Security Management System (SeMS) certification**, attaining Operating Status – the highest possible tier for the first SeMS certification.



CASE STUDY

Leveraging AI-powered solution to enhance safety and security



Cathay Cargo Terminal has become the first air cargo terminal in Hong Kong to integrate Artificial Intelligence ("AI") with the existing CCTV infrastructure. Partnering with Intenseye, a leader in AI-powered workplace safety solutions, we leverage advanced computer vision and AI algorithms to monitor safety and security hazards in real time, enabling the mitigation of potential incidents and improving overall safety at the workplace.

Our People and Community

We aim to become an employer of choice by attracting, nurturing and retaining talent, cultivating a high-performing culture in a diverse and inclusive workplace where our people can excel. As part of our efforts to embrace equity, a Gender Equity Network was established to provide our people with a platform to engage in discussions on diversity and inclusion-related topics.

In support of our commitment to prioritising wellbeing in the workplace, we organised a “Health and Wellness Week” featuring activities such as workplace massage, health risk assessments and a blood donation drive. These initiatives aim to encourage employees to embrace healthy habits and collaborate towards a more supportive work environment focused on wellbeing.

During the year, volunteers from the Cathay Cargo Terminal participated in the “Festive Celebration with Ethnic Minority Families” event co-organised with the Hong Kong Christian Service. In addition, we were awarded the “QF Star Employer” at the QF Partnerships Commendation Ceremony 2025 and recognised as a “Caring Company” by the Hong Kong Council of Social Service for the seventh consecutive year.



CATHAY DINING



As the principal airline caterer in Hong Kong International Airport, Cathay Dining operates one of the largest flight kitchens in the world.

In 2025, Cathay Dining provided flight-catering services to 45 international airlines in Hong Kong, supplied around 29.7 million airline meals and handled over 69,100 flights, representing an average of approximately 81,349 meals and 189 flights a day. We are supported by over 2,100 employees and resident contractors.

Our Sustainability Approach

We see sustainability as vital to steer operational excellence, better utilise resources and ensure business growth. Our sustainability initiatives are governed by the Sustainable Development Steering Committee. Chaired by our Chief Operating Officer, this committee comprises a cross-functional team of department heads, held responsible for sustainability strategy planning, implementation, monitoring and review.

Our primary focus is the safety and quality of our food. Our operations meet stringent aviation and international standards including Hazard Analysis and Critical Control Point ("HACCP"), ISO 9001:2015, ISO 14001:2015 and IATA's Inflight Catering Quality Assurance Programme. Company-wide systems and procedures are also in place to reduce the impacts of our business on the environment while supporting our people and the local community.

Decarbonisation

We are committed to reducing carbon emissions in our operations. Our goal is to achieve a 55% absolute emission reduction by 2035 against the 2018 baseline, and eventually towards net zero emissions by 2050. We have adopted various decarbonisation strategies to bridge the gap between our targets and performance while transitioning to a low-carbon future, such as adopting electric vehicles, retro-commissioning, performing system upgrades and equipment replacement.

Recognising refrigerants as a key contributor to our carbon footprint, we have implemented comprehensive hardware upgrades across our catering trucks in preparation for transitioning to refrigerants with a lower global warming potential ("GWP"). As of 2025, 30% of our fleet has been successfully retrofitted to operate with R134A refrigerant. These upgrades have been systematically applied and supported by rigorous testing and validation to ensure operational reliability and compliance.



CASE STUDY

Optimising energy efficiency through condensate water pre-cooling



To further reduce energy consumption of our chiller system, Cathay Dining has implemented a pioneering technology that harnesses condensate water as a pre-cooling medium. Through utilising the inherent cooling properties of condensate water, the system

lowers the temperature of air passing through cooling coils, improving overall cooling efficiency and reducing electricity consumption. The initiative delivers a notable annual energy savings of around 160,000 kWh, equivalent to 60.5 tonnes of carbon emissions.

Materials and Waste

Through collaboration and innovation, we reduce waste from production and inbound flights. Efforts are made to minimise waste generation in procurement, production and operational planning, to reuse and recycle materials as well as to enhance stakeholders' awareness of waste management.

Over the years, we have been collaborating with non-profit organisations such as Food Angel and Feeding Hong Kong to donate surplus food and beverage items to those in need in Hong Kong. In 2025, we contributed 461 tonnes of unconsumed food and drink, demonstrating our commitment to reducing waste and supporting our community. We also recovered a total of 1,518 tonnes of food waste through O-PARK's waste-to-energy facilities in the reporting year. This amount represents a 86% increase compared to last year, reflecting the enhanced food waste recycling capacity resulting from the new warewash and food waste vacuum system, which enables inbound food waste segregation and recycling.



Our advanced warewash system was awarded the **TVB ESG Environmental Innovative Technology Award**, recognising its notable environmental benefits and first-in-town inbound food waste segregation feature.

ESG 環境創新科技大獎
ESG Environmental Innovative Technology Award

國泰餐飲
Cathay Dining



CASE STUDY

Driving sustainability and operational enhancement: Hong Kong's first inbound food waste segregation system



This year, Cathay Dining successfully launched our newly redesigned warewash system, becoming the first airline caterer in Hong Kong to support the recycling of inbound food waste.

The new design features dedicated conveyors and compactors that segregate food waste from general waste. The collected food waste is transferred to O-PARK for anaerobic digestion and electricity

generation. Working closely with our logistics vendor and O-PARK, we have implemented new logistic arrangements that allow collection of an additional five tonnes of food waste on a daily basis. This enhanced system can achieve notable utility savings, with estimated reductions of up to 70% electricity consumption and nearly 60% water use under the similar operating conditions compared to the old system.

Responsible Procurement

We strive to increase the proportion of sustainable products in our portfolio and encourage our supply chain to become more sustainable. We fully support Cathay [Sustainable Food Policy](#). Where possible we actively avoid products that are not sustainably sourced as listed in the policy and advocate for sustainable consumption practices to our customers.

In 2025, we purchased around 380 tonnes of sustainable seafood, representing 63% of the total volume of seafood purchased. We also achieved 100% use of eco-friendly products in hygiene-related paper products and stationery paper products.



We successfully achieved **100%** transition to **cage-free eggs** by the end of 2025, encompassing both **shell** and **liquid eggs**.



Our People and Community

Investing in human capital is critical to our success. This year, we have strengthened our talent development architecture with a series of training workshops to equip our people with essential skills to succeed in current and future roles. A total of 11,643 training hours was achieved for employees at all levels of the company, representing an average of 5.5 hours per employee and a 34% increase in total training hours from 2024.

We also aim to create a work environment that fosters wellness, diversity and inclusion to support everyone's success. For example, we organised the "Singing bowl to deep relaxation" workshop and "Yoga stretch" session for promoting wellness at our workplace. Additionally, we continued bi-monthly birthday celebrations to enhance workplace satisfaction.

Being recognised as a "20 years+ Caring Company", Cathay Dining sees community engagement as one of our core values. We continued to partner with various NGOs to organise volunteer activities to support those in need, including the elderly. This year, we partnered with HKSKH Tung Chung Integrated Services to host the "Play Rummikub with the Elderly" activity. Beyond human beings, we also extended our care to animals by continuing our "Caring for Street Cats" initiative.



HAS BY CATHAY



HAS by Cathay was established in 1995 to provide professional passenger services and ramp and cargo services to airlines at Hong Kong International Airport. These include loading and unloading of aircraft, baggage handling, cargo and mail delivery, ramp coordination, aircraft load control, aerobridge and passenger steps operation, Unit Load Device storage and crew transportation. We serve 27 airlines at Hong Kong International Airport with a fleet of over 2,800 ground support equipment ("GSE") and vehicles and over 2,650 employees.

Our Sustainability Approach

Our vision is to become the best ground handler in Asia by putting safety first, creating value for our stakeholders, recognising the contribution of our employees and committing to sustainable development. Our Sustainable Development Steering Committee is responsible for governing the implementation of our Environmental and Sustainable Development Policy. Chaired by the Chief Operating Officer and supported by department heads or functional managers, the Committee drives improvement on our key focus areas. The application of the policy helps us operate sustainably with excellence, quality, efficiency and transparency.



We were honoured to receive the **Silver Award under Transport and Logistics Sectors** in the Hong Kong Awards for Environmental Excellence ("HKAEE") 2024 in recognition of our effort and commitment to sustainability and environmental achievement.



Decarbonisation

Fuel consumed by our fleet accounts for over 89% of our GHG emissions. We continue to implement our GSE and Vehicle Replacement Programme to modernise our fleet with more fuel-efficient options or electric vehicles.



CASE STUDY

Demonstrating climate resilience through operational preparedness



Strong climate resilience is key to minimising potential damages and ensuring delivery of stable, high-quality services at our ramp operations against the increasingly frequent and intensive extreme weather events.

During Super Typhoon Ragasa, we demonstrated climate resilience through proactive operational preparedness at Hong Kong International Airport. Our top priority was the safety of our people and GSE. By swiftly relocating GSE to designated safe zones before the storm hit, we protected critical assets, reducing damage and operational downtime. We also implemented flexible workforce re-rostering to optimise manpower deployment, maintaining reliable services throughout and after the typhoon.



CASE STUDY

Leading renewable diesel adoption in airport ground handling



While fleet electrification remains a core element of our long-term decarbonisation strategy, the necessary infrastructure and electric vehicle options are not yet fully available to support large-scale transition.

To bridge this gap, HAS by Cathay, in collaboration with Cathay Cargo Terminal, launched a pilot programme to adopt Hydrotreated Vegetable Oil ("HVO"), a renewable diesel alternative for GSE that can reduce over 80% of lifecycle carbon emissions compared to conventional diesel. This pilot makes HAS by Cathay the first Ramp Handling Operator at Hong Kong International Airport to adopt HVO, underscoring our pioneering efforts in reducing emissions in ground operations while maintaining operational efficiency and reliability.

Health and Safety

Safety has always been a focus that supports our purpose of moving people, baggage and cargo safely and efficiently at HKIA. Our commitment to providing a secure workplace for all stakeholders is reflected in our diverse safety initiatives, which cover aviation and operational safety, vehicle safety, heat stress prevention and risk assessment.

We have implemented comprehensive traffic safety measures to address operational risks and promote a culture of safe practices. Weekly safety briefings were delivered by operations personnel to all drivers, along with the ongoing Driving Safety Campaign themed “Give Way to Aircraft”. Safety inspections were strengthened at key high-risk locations and scenario-based driving safety training was completed by all tractor drivers. Preparation of supplementary toolbox talks is currently underway to further raise staff awareness and workplace safety.

Deployment of the Accident Risk Management system, an artificial intelligence (“AI”) solution for monitoring driver behaviours, has been extended to both tractors and minibuses. This expanded AI application has contributed to improved driving habits and reinforced adherence to safety protocols. These initiatives enhance our capacity to identify and manage operational safety risks in real time.

Our People and Community

Being a good employer enables us to attract talents, retain skilled employees, and develop their potential. We place great emphasis on employee development, with the aim of enhancing the organisation’s human capital to meet operational demands and foster excellence in performance.

In addition, we have maintained a strong focus on community engagement. It has been honoured as a “20 years+ Caring Company” by the Hong Kong Council of Social Services, reflecting more than two decades of sustained community service through our Dynamic Volunteering Team. The volunteering team actively promotes social care and compassion by organising and participating in activities that address local needs. Our long-standing involvement underscores the mission to foster care and community well-being through meaningful volunteer work, reinforcing our commitment to societal contribution alongside core business objectives.



Our people commitment was recognised through garnering the award of **the Manpower Developer Award – Super Manpower Developer (2025-2026)** from the Employees Retraining Board.



Our dedication to operational safety was recognised by the Airport Authority Hong Kong through the conferment of **the Airfield Safety Innovation Challenge – Best Safety Innovation Excellence Award**.



VOGUE LAUNDRY



Vogue Laundry offers a comprehensive laundry and dry-cleaning service for airlines and hotels. Started as a dry cleaner in 1964, Vogue Laundry has grown to be one of the major leading commercial laundry companies in Hong Kong. We employ about 405 people and serve 30 aviation customers and 42 hotel and club customers. On average we deal with 237,793 production pieces a day, equivalent to 78 tonnes of laundry.

Our Sustainability Approach

Vogue Laundry strives to make sustainability part of our business, focusing on quality, health and safety as well as environmental protection with our carbon reduction and waste management efforts. Our commitment to sustainability is overseen by the Sustainable Development Steering Committee. Led by our Chief Operating Officer, this cross-functional team comprises department heads responsible for sustainability strategy planning, implementation, monitoring and review.

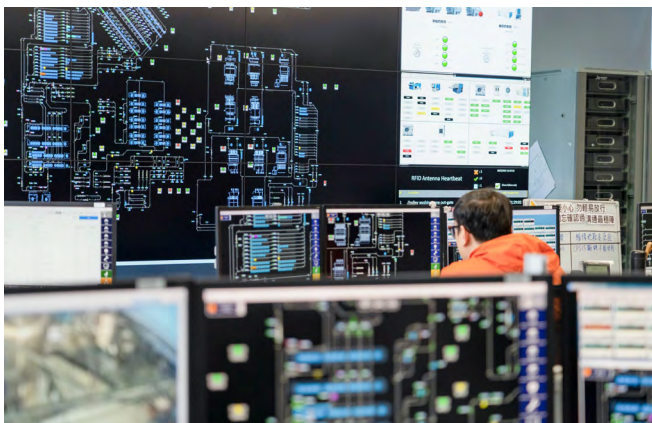
At Vogue Laundry, we strive for high product quality and continuous improvement in our operations. Through the application of lean manufacturing, we optimise the operational processes and encourage cross functional collaboration so as to improve performance by systematically reducing energy usage, water usage and waste generation.

Decarbonisation

Vogue Laundry considers environmental impacts from building design to our daily operations. Our plant at Yuen Long is the biggest and most automated laundry in East Asia, certified with BEAM Plus Gold standard. The building is furnished with energy-saving equipment and water treatment facilities. Utility metres have been installed at the machine level and integrated with the building management system. This enables real-time tracking of energy use for identifying inefficiencies, optimising system performance and implementing targeted strategies to reduce carbon emissions.

To align with the decarbonisation roadmap, we have been closely monitoring our carbon performance and strive to reduce emissions from our operations through different strategic projects. The 2025 focus was Towngas consumption, our most significant emission contributor. By reviewing operational patterns and refining production scheduling, we effectively achieved a 14% intensity reduction compared to the previous year, while enhancing economic competitiveness and operational efficiency.

Meanwhile, we continue to replace our fleet with fuel-efficient options and electric vehicles to lower vehicular emissions. We also optimise route efficiency through regular reviews and GPS tracking to enhance our ability to monitor and improve transportation efficiency in line with our sustainability goals.



Materials and Waste

We strive to minimise waste generation in our operations. To achieve this, we have implemented a range of initiatives aimed at reducing material usage and waste disposal. These include optimising packing methods for linens and garments, shortening garment packaging lengths, and minimising the use of packing accessories such as clips and cardboard for garment packaging. In addition, to raise awareness and encourage sustainable practices among our people, we have organised educational workshops and engagement activities focused on waste reduction.

Health and Safety

Safety is our first priority at Vogue Laundry. We adopt ISO 45001 as an integral part of our business performance. We are committed to driving an occupational health and safety (“OH&S”) culture by developing and applying an effective OH&S system with standards and practices appropriate to the risks and opportunities associated with our business activities.

Our employees at the plant handle machinery, chemicals and systems during their daily tasks. To ensure their safety and well-being, we regularly conduct training sessions, seminars and awareness campaigns focused on best practices, hazard recognition and proper safety protocols. Additionally, our leadership team takes an active role by leading site walks and steering committees aimed at fostering a culture of safety, identifying potential risks, and implementing effective measures to enhance workplace safety.

We also conducted a Safety Climate Survey to collect employees’ feedback on safety and health matters. This serves as an indicator of Vogue Laundry’s current safety culture and reflects the current level of our safety practices. By conducting this survey, we aim to understand our employees’ attitudes and commitment towards OH&S as well as provide additional suggestions on how to improve safety, which help us strengthen our OH&S management and performance.



Our People and Community

Caring for our people and the community remains a core value. We are committed to maintaining strong community relationships by engaging in various community projects with our services and time.

Vogue Laundry is the first laundry company in Hong Kong to sign the "Employment Friendly Charter" as our way to provide equal job opportunities for ethnic minorities and foster an inclusive work environment.

In the community, we are dedicated to supporting individuals with special abilities in their transition to employment. We also assist individuals with disabilities by providing training and outsourcing linen items to sheltered centres. In partnership with the Hong Kong Family Welfare Association, we also offered free laundry services to the underprivileged and elderly in need. Our commitment was recognised as a "15 years+ Caring Company" by the Hong Kong Council of Social Service.



CASE STUDY

Building an inclusive workplace where everyone thrives



As a leading laundry partner to Hong Kong's aviation and hospitality sectors, we proudly employ people with disabilities and partner with sheltered workshops for vocational training and employment support. This year, Vogue Laundry received two awards in the 2025 "Caring Employer" Medal presented by the Labour and Welfare Bureau, namely "Level 2 Disability Inclusive Employer" and "Inclusive Buddy Award". Such external recognition reinforces our commitment to building an inclusive workplace and fostering more compassionate partnerships.



CASE STUDY

Sowing the first seeds of real-world knowledge



In partnership with Swire Trust, we delivered an interactive workshop for Taikoo Primary School students, supporting them to step beyond textbooks and engage in hands-on experience. The workshop introduced practical laundry skills such as fabric identification, care label interpretation, stain removal and proper folding techniques. Through experiential learning, students can gain confidence in managing practical life skills, facilitating personal growth in young learners.

2025 KEY PERFORMANCE INDICATORS

Economic indicator table

INDICATORS	2025 HK\$M	2024 HK\$M	2023 HK\$M
Direct economic value generated			
Revenue	116,766	104,371	94,485
Finance income	492	841	1,228
Share of profits of associates	529	331	(1,534)
Economic value distributed			
Operating expenses	102,693	91,194	81,486
Staff expenses	20,080	16,840	14,785
Payment to providers of capital	8,397	8,340	6,729
- Finance charge	3,169	3,897	3,961
- Dividend paid – to the shareholders of Cathay	5,228	4,443	2,768
- Dividend paid – to non-controlling interests	-	-	-
Payments to government (Taxation)	1,482	1,315	1,068
Community investments including charitable donation			
- Direct payment	5	5	1
- In the form of discounts on airline travel	4	3	5
Economic value retained			
Profit/(loss) attributable to the shareholders of Cathay	10,828	9,888	9,789

Note: More financial data can be found in our Annual Report 2025 p.83-84.

Environmental indicator table

Emissions – Cathay Pacific and the material subsidiaries

INDICATORS	Units	2025	2024	2023
Scope 1*	tCO ₂ e	16,760,471	14,083,146	11,574,068
Scope 2 (market-based) *	tCO ₂ e	47,885	49,405	45,812
Scope 2 (location-based) *	tCO ₂ e	84,406	85,046	79,188
Scope 3	tCO ₂ e	10,592,541	9,462,035	5,939,000
Scope 1 and 2 (market-based) *	tCO ₂ e	16,808,356	14,132,551	11,619,880
Scope 1 and 2 (location-based) *	tCO ₂ e	16,844,877	14,168,192	11,653,256
Scope 1, 2 and 3 (market-based)	tCO ₂ e	27,400,897	23,594,586	17,558,880
Scope 1, 2 and 3 (location-based)	tCO ₂ e	27,437,418	23,630,227	17,592,256
Net Scope 1*§	tCO ₂ e	16,637,046	14,048,971	11,562,467
Net Scope 1 and 2 (market-based) *§	tCO ₂ e	16,684,931	14,098,376	11,608,279
Net Scope 1 and 2 (location-based) *§	tCO ₂ e	16,721,452	14,134,017	11,641,655
Net Scope 1, 2 and 3 (market-based) §	tCO ₂ e	27,277,472	23,560,411	17,547,279
Net Scope 1, 2 and 3 (location-based) §	tCO ₂ e	27,313,993	23,596,052	17,580,655

*2025 data assured by PwC.

§ Net Scope 1 emissions are calculated based on our gross Scope 1 emissions and then subtracting any certified SAF derived carbon emission abatement and any other carbon abatement financed by the Group, including the carbon offset for our duty travels and for promotional campaigns in which we had financed the carbon offset for customers' travels on our flights.

Note: We measure our GHG emissions in accordance with the GHG Protocol: A Corporate Accounting and Reporting Standard unless otherwise specified. According to the GHG Protocol Scope 2 Guidance, a market-based method reflects emissions from electricity that companies have purposefully chosen (or their lack of choice). A location-based method reflects the average emissions intensity of grids on which energy consumption occurs, using mostly grid-average emission factor data.

Environmental indicator table

Emissions – Aircraft operations

INDICATORS	Units	2025 ^{#@+}	2024 ^{#@+}	2023 ^{#@+}
Available tonne kilometres ("ATK")	million	31,443	27,177	23,113
Revenue tonne kilometres ("RTK")	million	22,266	18,947	16,369
Revenue passenger kilometres ("RPK")	million	134,321	104,496	81,454
Carbon emissions of all aircraft	thousand tonnes in CO ₂	16,713	14,042	11,528
Carbon intensity of all aircraft	gCO ₂ /RTK [*]	751	741	704
	gCO ₂ /ATK	532	517	499
Net carbon intensity of all aircraft (inclusive of mandatory SAF-derived carbon emissions abatement) [*]	gCO ₂ /RTK	750	741	704
Net carbon intensity of all aircraft (inclusive of mandatory and voluntary SAF-derived carbon emissions abatement) [*]	gCO ₂ /RTK	746	740	704
Carbon intensity of passenger aircraft	kgCO ₂ /RPK	0.10	0.10	0.10
Carbon intensity of freighter	kgCO ₂ /RTK	0.55	0.54	0.53

^{*} 2025 data assured by PwC.

[#] Includes Air Hong Kong

[@] Includes HK Express.

^{*} Fuel consumption includes testing, training and wet-lease flights.

Environmental indicator table

Emissions abatement – Aircraft operations

INDICATORS	Units	2025	2024	2023
SAF derived carbon emissions abatement *	tCO ₂	101,446	19,247	2,485
Emissions reduction from SAF (voluntary – purchased by the Group for duty travel) *	tCO ₂ e	2,442	1,556	-
Carbon offsets (voluntary – purchased by the Group for duty travel) *	tCO ₂ e	21,979	14,600	9,116
Carbon offsets (voluntary – purchased by the Group for promotional campaigns) *	tCO ₂ e	0	328	
Carbon offsets (voluntary – purchased by individual and corporate customers) *	tCO ₂ e	35,499	37,595	16,779
Carbon offsets (voluntary – purchased for cargo shipments) *	tCO ₂ e	1,651	1,969	570

* 2025 data assured by PwC.

Remarks: For employee duty travel and cargo shipments, carbon offsets are reported in the month after relevant flights are taken; for corporate customers, carbon offsets are reported in the period in which the contributions are made; for promotional campaigns, due to the time required for the processing of related data, carbon offsets are reported in the period in which the costs of the events concerned are settled, rather than when the events themselves take place. In 2025, carbon offsets for cargo shipments only applied to Cathay Pacific; while carbon offsets for individual and corporate customers applied to Cathay Pacific and HK Express. In 2025, a total of 59,129* tCO₂e were offset under Cathay Pacific's Fly Greener Programme and HK Express's Customer Carbon Offset Programme, of which 13,775* and 21,724* tonnes were offset by our individual and corporate customers respectively.

Nitrogen Oxides ("NOx") emissions – Aircraft operations

INDICATORS	Units	2025	2024	2023
NOx emissions of all aircraft	tonnes	6,458	5,619	4,630
NOx emissions of passenger aircraft	g/RPK	0.04	0.04	0.04
NOx emissions of freighter	g/RTK	0.18	0.18	0.17
Average NOx emissions per landing and take-off cycle ("LTO")	kg / LTO	34	36	37
% of fleet meeting CAEP*/6 requirements	%	99	97	92
% of fleet meeting CAEP/8 requirements	%	75	90	72

* CAEP is the environmental committee of the ICAO. The long-term target is to reduce NOx emissions by 60% below CAEP/6 by 2026.

Remarks and methodologies:

(1) GWP of CO₂ is 1; assumes that all other GHG gases are negligible as these impacts are still uncertain. Effect of contrails is not yet included as further study is required.

(2) Fuel consumption for our passenger flights includes the carriage of baggage and belly space cargo.

(3) Conversion factor: 1 tonne of fuel = 3.15 tonne of CO₂ with reference to the CO₂ Emissions Monitoring, Reporting and Verification Scheme for Civil Aviation Activities in Hong Kong implemented by the Hong Kong Civil Aviation Department. No changes in the reporting year.

Environmental indicator table

Emissions – Ground operations

INDICATOR	Units	2025	2024	2023
Total ground emissions [*]	tCO ₂ e	95,223	91,028	91,980

^{*} 2025 data assured by PwC.

Climate-related risks and opportunities

INDICATORS	Units	2025
RTK that is currently not covered by CORSIA offsetting requirement	%	100
Fixed assets vulnerable to flood risk at Hong Kong International Airport	%	0
Next-generation aircraft [*] (as of total aircraft)	%	38
	no.	90

^{*}Next-generation aircraft includes but not limited to A320neo, A321neo, A330neo, A350, B777X, in each case, any variant thereof, including freighter variants.

Environmental indicator table

Resources use – Aircraft and ground operations

INDICATORS	Units	2025	2024	2023
Aviation energy use				
Aviation jet fuel	tonnes	5,305,757	4,457,626	3,659,651
Sustainable aviation fuel ("SAF") *	tonnes	36,242	6,884	1,048
Percentage of SAF in annual jet fuel consumption	%	0.68	0.15	0.03
Jet fuel consumption of passenger aircraft	litres/RPK*100	4.01	4.11	4.01
Jet fuel consumption of freighter	litres/RTK	0.22	0.21	0.21
Ground energy use				
Electricity	mWh	114,852	115,752	107,697
Mobile combustion – diesel	litres	4,091,638	3,774,750	3,107,572
Mobile combustion – unleaded petrol	litres	11,004	15,343	135,484
Stationary combustion – diesel	litres	10,718	3,810	5,953
Renewable diesel	litres	48,186	-	-
Towngas	unit	7,424,469	7,439,928	6,597,530
Total energy used	GJ	233,999,771	196,733,858	161,589,400
Energy intensity per employee	GJ	7,013	6,534	6,789
Resource use				
Passenger-facing SUP items [°]	pieces per passenger	1.7	2.6	3.1
Paper consumed in operations	tonnes	170	80	68
Certified sustainable seafood procured	tonnes	380	351	315

* 2025 data assured by PwC.

[°] These items include passenger-facing SUP water bottles, utensils, amenity items and packaging on Cathay Pacific–operated flights. They exclude SUP items used for medical and sanitation purposes, as well as all pre-packaged food and beverage items other than water bottles on Cathay Pacific–operated flights.

Environmental indicator table

Resources use – Aircraft and ground operations

INDICATORS	Units	2025	2024	2023
Recycling (ground operations)				
Plastic	tonnes	580	598	296
Glass	tonnes	562	557	419
Paper	tonnes	512	475	277
Metal	tonnes	54	46	33
Food donated	tonnes	461	336	210
Inconsumable food waste sent for recycling and energy recovery	tonnes	1,671	910	664
Others [®]	tonnes	78	48	40
Sub-total	tonnes	3,918	2,970	1,939
Hangers reused at Vogue Laundry	pieces	771,367	849,465	787,085
Recycling (inflight operations)				
Plastic	tonnes	35	7	-
Metal	tonnes	14	3	-
Waste				
Landfilled non-hazardous waste (commercial and industrial waste, food waste and grease trap)	tonnes	14,728	15,004	15,820
Landfilled non-hazardous waste intensity per revenue	tonnes/HK\$M	0.13	0.14	0.17
Non-hazardous waste diversion rate	%	21	19	12
Hazardous waste (battery)	tonnes	30	25	12
Hazardous waste (chemical solid waste)	tonnes	7	6	5
Hazardous waste (chemical liquid waste)	Litres	24,900	22,940	18,460
Water use				
Seawater use for cooling	m ³	8,442,731	12,904,816	11,463,350
Municipal water use	m ³	942,751	962,273	881,180
Maintenance water use	m ³	21,636	13,246	7,892
Recycled water	m ³	4,476	17,924	9,394

[®]Others include food processing oil and tires.

Environmental indicator table

Resources use – Aircraft and ground operations

INDICATORS	Units	2025	2024	2023
Water discharge				
Municipal water discharge	m ³	882,609	898,527	811,647

Social indicator table

Total workforce

INDICATORS	Units	2025	2024	2023
Total employees [#]	no.	33,369	30,110	23,801
Total employees – key business operations and subsidiaries [*]	no.	32,158	28,938	22,804
By gender				
Male	%	48	48	51
Female	%	52	52	49
By employment contract				
Employees on permanent terms	%	73	73	85
Employees on fixed term and temporary contract	%	27	27	15
By employment type				
Permanent employees – Full-time	%	99	99	99
Permanent employees – Part time	%	1	1	1
By region				
Hong Kong	%	87	87	85
Chinese Mainland	%	3	2	2
Others	%	10	11	13

Social indicator table

Total workforce

INDICATORS	Units	2025	2024	2023
By employment role				
Flight crew	%	13	12	15
Cabin crew	%	39	38	31
Ground employees	%	48	50	54
By age group				
Under 30 years old	%	25	24	19
30 to 50 years old	%	59	59	60
Over 50 years old	%	16	17	21
By employee category				
Individual contributor	%	64	66	64
Team leader	%	30	29	30
Operational leader	%	5	4	5
Strategic leader	%	1	1	1

* Figures provided align with the data scope of the Annual Report.

* Refers to Cathay Pacific, Air Hong Kong, Cathay Cargo Terminal, Cathay Dining, HAS by Cathay, HK Express and Vogue Laundry. This is the scope of the employment data reported in this section, unless otherwise specified.

Social indicator table

Voluntary turnover

INDICATORS	Units	2025	2024	2023
By age group				
Under 30 years old	%	12	19	21
30 to 50 years old	%	5	8	12
Over 50 years old	%	6	5	8
By gender				
Male	%	6	8	14
Female	%	6	10	10
By region				
Hong Kong	%	6	9	13
Chinese Mainland	%	3	5	6
Others	%	6	7	11
By management level				
Junior management	%	5	6	8
Middle management	%	4	5	5
Top management	%	14	9	4
By employee category				
Individual contributor	%	7	11	16
Team leader	%	5	6	8
Operational leader	%	4	5	5
Strategic leader	%	14	9	4
Total voluntary turnover rate of permanent employees	%	6	9	12
Total turnover rate of permanent employees	%	9	11	15

Social indicator table

New hires

INDICATORS	Units	2025	2024	2023
By age group				
Under 30 years old	%	47	55	51
	no.	1,669	1,703	1,365
30 to 50 years old	%	11	16	15
	no.	1,612	2,143	1,783
Over 50 years old	%	5	9	11
	no.	227	345	447
By gender				
Male	%	17	24	21
	no.	2,057	2,557	2,075
Female	%	14	17	16
	no.	1,451	1,634	1,520
By region				
Hong Kong	%	16	21	19
	no.	3,033	3,510	3,059
Chinese Mainland	%	27	38	14
	no.	209	230	70
Others	%	9	17	18
	no.	266	451	466



Social indicator table

New hires

INDICATORS	Units	2025	2024	2023
By management level				
Junior management	%	14	20	19
	no.	1,158	1,397	1,137
Middle management	%	4	5	5
	no.	49	57	55
Top management	%	6	2	3
	no.	4	1	2
By employee category				
Individual contributor	%	18	23	20
	no.	2,297	2,736	2,401
Team leader	%	14	20	19
	no.	1,158	1,397	1,137
Operational leader	%	4	5	5
	no.	49	57	55
Strategic leader	%	6	2	3
	no.	4	1	2
Total new hires rate of permanent employees	%	16	21	19
Total new hires number of permanent employees	no.	3,508	4,191	3,595
Open positions filled by internal candidates [#]	%	8	6	17

[#] Cathay Pacific data only.

Social indicator table

Average tenure

INDICATORS	Units	2025	2024	2023
By age group				
Under 30 years old	no.	1	2	3
30 to 50 years old	no.	8	9	10
Over 50 years old	no.	16	20	20
By gender				
Male	no.	10	9	13
Female	no.	7	11	9
Total average tenure of permanent employees (years)	no.	8	10	11

Promotion rate

INDICATORS	Units	2025	2024	2023
By age group				
Under 30 years old	%	10	11	8
30 to 50 years old	%	13	22	11
Over 50 years old	%	7	7	8
By gender				
Male	%	14	13	10
Female	%	10	23	10
Total promotion rate of permanent employees	%	11	18	10

Absentee rate

INDICATORS	Units	2025	2024	2023
By gender				
Male	%	3	2	3
Female	%	3	3	5
Total absentee rate of permanent employees	%	3	3	4

Social indicator table

Training and development

INDICATORS	Units	2025	2024	2023
Total employees trained	%	100	100	100
Total training hours	hours	3,190,086	4,903,889	2,780,497
Average training hours	hours	97	166	144
Average training hours by gender				
Male	hours	118	169	113
Female	hours	157	305	177
Average training hours by age group				
Under 30 years old	hours	125	-	-
30 to 50 years old	hours	141	-	-
Over 50 years old	hours	130	-	-
Average training hours by employee category				
Individual contributor	hours	158	308	185
Team leader	hours	107	131	74
Operational leader	hours	130	131	120
Strategic leader	hours	40	105	35
Percentage of employees trained by gender				
Male	%	100	100	89
Female	%	100	100	100
Percentage of employees trained by age group				
Under 30 years old	%	100	-	-
30 to 50 years old	%	100	-	-
Over 50 years old	%	100	-	-
Percentage of employees trained by employee category				
Individual contributor	%	100	100	100
Team leader	%	100	100	84
Operational leader	%	100	100	30
Strategic leader	%	98	100	100

Social indicator table

Training and development

INDICATORS	Units	2025	2024	2023
Average training spend by gender				
Male	HK\$	24,509	31,195	11,911
Female	HK\$	28,518	36,528	13,821
Average training spend by employee category				
Individual contributor	HK\$	22,112	29,205	11,151
Team leader	HK\$	30,805	38,656	15,439
Operational leader	HK\$	35,240	43,083	14,142
Strategic leader	HK\$	31,559	40,599	13,824
Total average training spend per employee	HK\$	26,300	33,650	12,800

Performance review

INDICATOR	Units	2025	2024	2023
Employees receiving performance review	%	88	84	79

Annual employee engagement index score

INDICATORS	Units	2025	2024	2023
Respondents rating strong	%	85	84	58

Social indicator table

Diversity – Board of Directors

INDICATORS	Units	2025	2024	2023
By gender				
Male	%	76	76	88
Female	%	24	24	12
By age group				
41 to 50 years old	%	6	6	12
51 to 60 years old	%	76	76	70
61 to 70 years old	%	18	18	18
By ethnicity				
Chinese	%	41	41	53
Non-Chinese	%	59	59	47
Years of service as Director*				
5 years or below	%	82	82	76
6 to 10 years	%	12	12	18
Over 10 years	%	6	6	6

* At the end of 2025, the average tenure of our Board was 4.18 years.

Note: For the breakdown of skills, expertise and experience of the Board, please refer to our Annual Report 2025 p.57.

Diversity – Senior positions (General Managers and Directors)

INDICATORS	Units	2025	2024	2023
By gender				
Male	%	68	70	73
Female	%	32	30	27

Social indicator table

Diversity – Female management

INDICATORS	Units	2025	2024	2023
By position				
Female in all management positions (as % of total management workforce)	%	33	31	31
Female in junior management positions (as % of total junior management workforce)	%	37	35	35
Female in STEM-related positions* (as % of total STEM-related positions)	%	25	21	19
Female in revenue-generating positions* (as % of total revenue-generating positions)	%	31	29	28

* Cathay Pacific data only.

Health and safety

INDICATORS	Scope	Units	2025	2024	2023
Accidents*	The Group Airlines	no.	0	0	0
Accident rate per million sectors	The Group Airlines	%	0	0	0
High-risk incidents	The Group Airlines	no.	0	0	0
Work-related fatalities	The Group Airlines	no.	0	0	0
Rate of work-related fatalities	The Group Airlines	%	0	0	0
Passenger fatalities	The Group Airlines	no.	0	0	0
Total Recordable Injury Frequency Rate	The Group Airlines	no.	7.94	9.67	15.17
Lost Time Injury Rate	The Group Airlines	no.	4.27	5.82	10.39
Lost Day Rate	The Group Airlines	no.	71.34	86.14	189.46
No. of incidents of non-compliance with regulations and/or voluntary code concerning health and safety impacts of our products and services	The Group Airlines	no.	0	0	0

* An event that resulted in serious injury and/or fatality.

Social indicator table

Supply chain

Active Tier-1+ suppliers: **6,364***

Active Tier-1 supplier groups: **5,854**

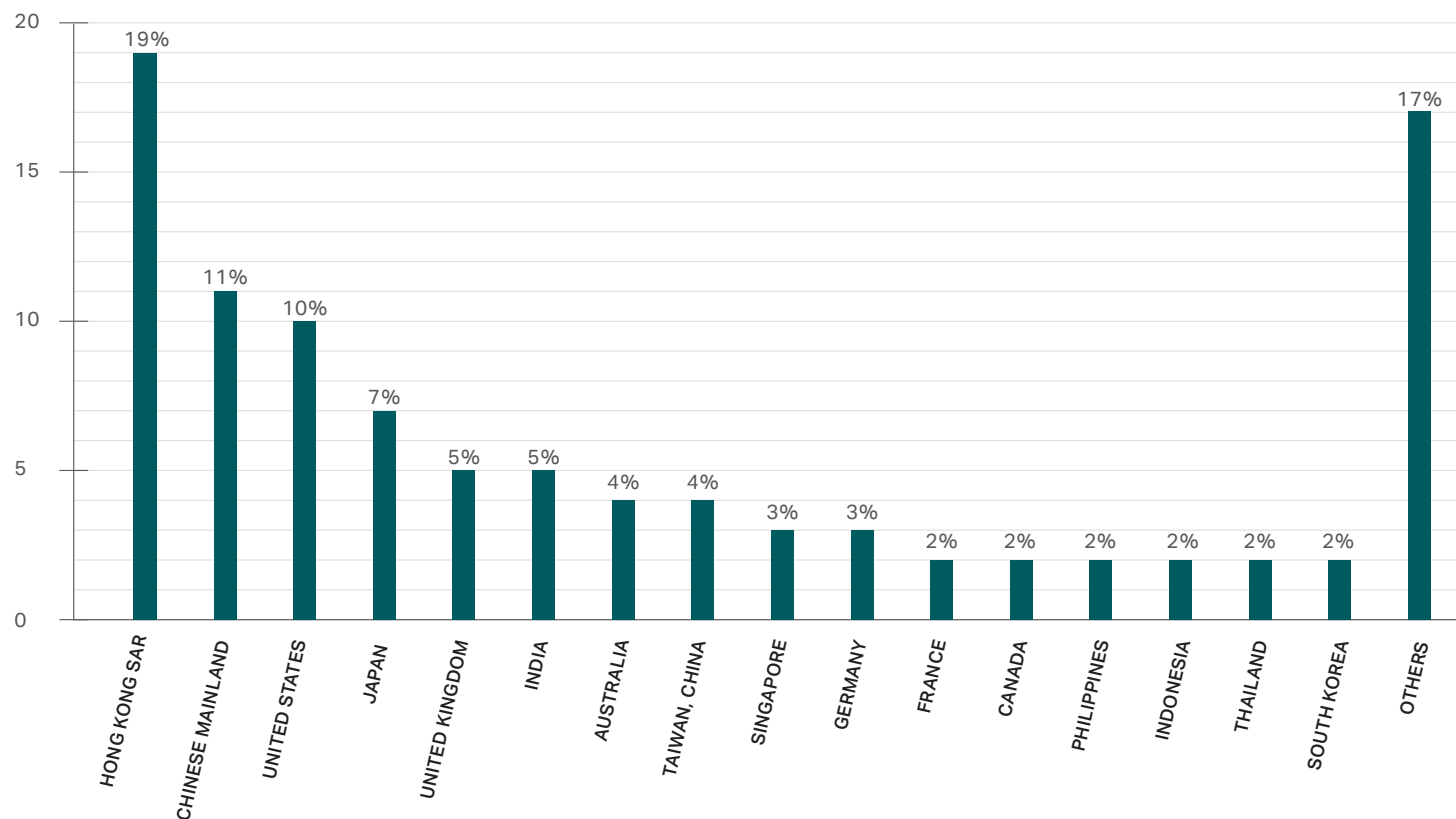
Total number of top spend supplier groups: **77***

- Share of total procurement spend: **80%**

Total number of top spend significant supplier groups: **72^**

- Share of total procurement spend: **69%**

SUPPLIERS BY REGION



Cathay Pacific data only.

* Tier 1 suppliers refer to direct suppliers with contractual relationship.

* Top spend supplier groups refer to those who, accumulatively, were accounted for 80% of our annual spend.

^ Excluding authorities, banks and intercompany entries which are considered as non-procurement related.

COMPLIANCE WITH LAWS AND REGULATIONS

This section describes our management approach towards laws and regulations, pertaining to the subject areas outlined in the ESG Reporting Guide of HKEX, that have a significant impact on the Group. Our compliance status and the potential consequences of non-compliance are also detailed.

Significant laws and regulations	Location	Potential impact	Management approach and compliance status
EMISSIONS			
Waste Disposal Ordinance (Cap. 354 Laws of Hong Kong) and relevant subsidiary legislation. This Ordinance regulates the production, storage, collection and disposal including the treatment, reprocessing and recycling of waste.	Hong Kong	A breach of this Ordinance can give rise to civil and/or criminal liability including fines and imprisonment.	The Group has in place an Environmental Management System to ensure ongoing compliance and is subject to internal and external audit. During 2025, there were no convictions for non-compliance with laws and regulations relating to air and greenhouse gas emissions, discharges into water and land, generation of hazardous and non-hazardous waste or other environmental issues that would have a significant impact on the Group.
Water Pollution Control Ordinance (Cap.358 Laws of Hong Kong). This Ordinance regulates / controls the pollution of the waters of Hong Kong.			
Air Pollution Control Ordinance (Cap.311 Laws of Hong Kong) and relevant subsidiary legislation. This Ordinance regulates, prohibits and / or controls the pollution of the atmosphere.			

Significant laws and regulations

Location

Potential impact

Management approach and compliance status

EMPLOYMENT

Employment Ordinance (Cap. 57 Laws of Hong Kong).

This is the main piece of legislation governing conditions of employment in Hong Kong.

Mandatory Provident Fund Schemes Ordinance (Cap. 485 Laws of Hong Kong), Occupational Retirement Schemes Ordinance (Cap. 426 Laws of Hong Kong) and relevant subsidiary legislation.

They provide for the retirement protection framework in respect of the Hong Kong workforce.

Minimum Wage Ordinance (Cap. 608 Laws of Hong Kong).

This Ordinance provides for a statutory minimum wage at an hourly rate for employees.

Sex Discrimination Ordinance (Cap. 480 Laws of Hong Kong), Family Status Discrimination Ordinance (Cap. 527 Laws of Hong Kong), Disability Discrimination Ordinance (Cap. 487 Laws of Hong Kong) and Race Discrimination Ordinance (Cap. 602 Laws of Hong Kong).

These are the four anti-discrimination ordinances in Hong Kong prohibiting discrimination on the grounds of sex, pregnancy, breastfeeding, marital status, family status, disability, and race.

Hong Kong

A breach of these Ordinances can result in civil and/or criminal ramifications and significant impact on the Group's relationship with its workforce and its reputation.

The Group has implemented a number of employment-related policies and procedures (such as annual leave, maternity and paternity leave and sick leave policies, Non-Discrimination Policy and Anti-Bullying and Anti-Harassment Policy) and employment compliance review projects to ensure compliance with the Ordinances, in particular, that their employees are provided with rights and benefits which are no less favourable than the statutory requirements.

During 2025, there were no convictions for non-compliance with laws and regulations relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, or other benefits and welfare that would have a significant impact on the Group.

Significant laws and regulations

Location

Potential impact

Management approach and compliance status

HEALTH AND SAFETY

Employees' Compensation Ordinance (Cap. 282 Laws of Hong Kong).

This Ordinance regulates the payment of compensation in respect of injuries sustained by employees as a result of an accident arising out of and in the course of employment or in respect of specified occupational diseases.

Factories and Industrial Undertakings Ordinance (Cap. 59 Laws of Hong Kong).

This Ordinance provides for the safety and health protection of workers in the industrial sector including catering establishments and cargo and container handling undertakings.

Occupational Safety and Health Ordinance (Cap. 509 Laws of Hong Kong).

This Ordinance regulates health and safety at work in all economic activities in both industrial and non-industrial establishments.

Hong Kong

Non-compliance with this Ordinance can result in civil and/or criminal ramifications and significant impact on the Group's relationship with its workforce.

A breach of this Ordinance can give rise to criminal liability including fines and imprisonment.

The Group has implemented a number of occupational health and safety policies including the Occupational Health and Safety Policy and Alcohol and Other Drugs Policy, as well as training and guidelines to ensure the safety of employees and other persons at the workplace. Relevant insurance policies have also been taken out to cover potential liability under the Ordinance.

During 2025, there were no convictions for non-compliance with occupational health and safety laws and regulations that would have a significant impact on the Group.

Significant laws and regulations	Location	Potential impact	Management approach and compliance status
LABOUR STANDARDS			
UK Modern Slavery Act 2015 ("UK MSA"). The UK MSA requires an organisation wherever incorporated which (i) supplies goods or services in the UK; and (ii) has an annual turnover of £36 million or more, to produce a transparency statement to disclose steps taken to ensure slavery and human trafficking are not taking place within the organisation and its supply chain.	UK	The UK Secretary of State may seek an injunction against organisations which fail to comply with the UK MSA.	The Board has approved the Modern Slavery and Human Trafficking Statement and Report 2025 which is available to view here. During 2025, there were no convictions for non-compliance with laws and regulations relating to child and forced labour that would have a significant impact on the Group.
Australia Modern Slavery Act 2018 ("Australia MSA"). The Australia MSA requires an organisation, wherever incorporated, that has a consolidated revenue of at least AUD\$100 million for the reporting period and carries on business in Australia at any time in that reporting period to report on the risks of modern slavery in their operations and supply chains and actions to address those risks.	Australia	The Australian Minister may request an explanation from an entity about the entity's failure to comply with a requirement in relation to modern slavery statements and may also request that the entity undertake remedial action in relation to that requirement. If the entity fails to comply with the request, the Minister may publish information about the failure to comply on the register or elsewhere, including the identity of the entity.	The Board has approved the Modern Slavery and Human Trafficking Statement and Report 2025 which is available to view here. During 2025, there were no convictions for non-compliance with laws and regulations relating to child and forced labour that would have a significant impact on the Group.
Canada Fighting Against Forced Labour and Child Labour in Supply Chains Act 2023 ("Canada MSA"). The Canada MSA requires an organisation wherever incorporated in Canada or operating within its borders that meet at least two of the following criteria for one of the last two financial years: (i) At least CAD 20 million in assets, (ii) At least CAD 40 million in revenue, or (iii) An average of 250 employees. These organisations must take proactive measures to prevent forced and child labour in their supply chains and report on their efforts, findings, and actions taken to mitigate identified risks.	Canada	The Minister will impose fines of up to CAD 250,000 for entities that fail to comply with the Canada MSA or make false statements. Directors, officers, and agents involved in these offences are also liable. If an employee commits an offence, it suffices to prove its occurrence unless the accused shows they exercised due diligence to prevent it.	The Board has approved the Modern Slavery and Human Trafficking Statement and Report 2025 which is available to view here. During 2025, there were no convictions for non-compliance with laws and regulations relating to child and forced labour that would have a significant impact on the Group.

Significant laws and regulations

Location

Potential impact

Management approach and compliance status

PRODUCT RESPONSIBILITY - HEALTH AND SAFETY

Air Navigation (Hong Kong) Order 1995 (Cap. 448C Laws of Hong Kong).

This order regulates aircraft crew and licensing and safety aspects relating to the operation of aircraft.

A breach of this order can give rise to civil and/or criminal liability including fines and imprisonment.

It is the policy of Cathay Pacific to ensure continuous compliance with the Air Navigation (Hong Kong) Order 1995 and all relevant publications issued by the Civil Aviation Department ("CAD"), including but not limited to CAD 360 Air Operator's Certificates Requirements, CAD 712 Safety Management Systems ("SMS") for Air Operators, CAD 371 The Avoidance of Fatigue in Aircrews and HKAR-145 Approved Maintenance Organisations.

In 2025, Cathay Pacific carried more than 28 million passengers. There were no fatalities caused by operational incidents or accidents. Nor were there any convictions for non-compliance with laws and regulations relating to health and safety matters relating to products and services provided that would have a significant impact on the Group.

Hong Kong

Prevention and Control of Disease Regulation (Cap. 599A Laws of Hong Kong).

This regulation requires immediate notification to a health officer if an operator of a cross-boundary aircraft has reason to suspect that there exists on board the aircraft -

- (a) a case or source of a specified infectious disease; or
- (b) a case or source of contamination.

A breach of this regulation can give rise to civil and/or criminal liability including fines and imprisonment.

Cathay Pacific have implemented procedures and guidelines for frontline employees including cabin crew, customer service officers and flight crew on how to identify and manage any suspected cases of infectious disease involving passengers or crew.

This includes (but is not limited to):

- Supplying personal protective equipment inflight for cabin crew to use when providing care to individuals with suspected infectious disease.
- Medical advice provided by MedLink for cabin crew and ground employees for gate clearances as well as managing inflight medical emergencies.
- Procedures following notification from Health Authorities of passengers or crew members who travelled whilst infectious.

In 2025, there were no convictions for non-compliance with laws and regulations relating to health and safety matters relating to products and services provided that would have a significant impact on the Group.

Significant laws and regulations	Location	Potential impact	Management approach and compliance status
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PRODUCT RESPONSIBILITY - HEALTH AND SAFETY

Public Health and Municipal Services Ordinance (Cap. 132 Laws of Hong Kong). This Ordinance provides for the general protection for food purchasers, offences in connection with sale of unfit food and adulterated food, composition and labelling of food, food hygiene and the seizure and destruction of unfit food.	Hong Kong	A breach of this Ordinance can give rise to criminal liability including fine and imprisonment.	Cathay Dining has adopted ISO 9001 & HACCP management system with quality policy to comply with all applicable food health & safety regulations. In 2025, there were no convictions for non-compliance with laws and regulations relating to health and safety matters relating to products and services provided that would have a significant impact on the Group.
Dangerous Goods (Consignment by Air) (Safety) Ordinance (Cap. 384 Laws of Hong Kong). This Ordinance controls, in the interests of safety, the preparation, packing, marking, labelling and offering of dangerous goods for carriage by air.		A breach of this Ordinance can give rise to civil and/or criminal liability including fines and imprisonment.	Dangerous Goods Regulations and Dangerous Goods Awareness training is provided to employees. In 2025, there were no convictions for non-compliance with laws and regulations relating to health and safety matters relating to products and services provided that would have a significant impact on the Group.

PRODUCT RESPONSIBILITY - ADVERTISING AND LABELLING

Trade Descriptions Ordinance (Cap. 362 Laws of Hong Kong). This Ordinance prohibits false trade descriptions, false, misleading or incomplete information and to prohibit certain unfair trade practices.	Hong Kong	A breach of this Ordinance can give rise to civil and/or criminal liability including fines and imprisonment.	It is the policy of the Group to comply with all applicable advertising and labelling laws and regulations. During 2025, there were no convictions for non-compliance with laws and regulations relating to advertising and labelling practices that would have a significant impact on the Group.
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Significant laws and regulations	Location	Potential impact	Management approach and compliance status
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PRODUCT RESPONSIBILITY - PRIVACY

Personal Data (Privacy) Ordinance (Cap. 486 Laws of Hong Kong) ("PDPO") of the Hong Kong SAR government, which is aimed at protecting the privacy of individuals in relation to personal data.	Hong Kong	The PDPO is likely to have a significant impact on companies who collect, hold, process or use data, for instance, customer and employee personal data. The Commissioner may serve an enforcement notice to direct the company to remedy contravention and/ or instigate prosecution action. Contravention of an enforcement notice is an offence which could result in a maximum fine of HK\$50,000 and imprisonment for 2 years. Breaches of the PDPO can cause reputational impact to the Group.	Cathay Pacific and its subsidiaries have policies, processes and controls in place to comply with the data protection regulations applicable to its operations (e.g. the EU/UK GDPR, PDPO and PIPL, etc.).
EU General Data Protection Regulation ("GDPR") has come into force on 25 May 2018. The GDPR involves new provisions and enhanced rights, aimed to harmonise the framework for the digital single market, put individuals in control of their data and formulate a modern data protection governance.	EU	The GDPR is likely to have a significant impact on the Company because of offering goods or services to individuals who are located in the EU. European data protection authorities have the power to enforce the GDPR by levying fines of up to 4% of an organisation's global revenue or €20 million, whichever is the greater. Individuals affected by a contravention of the GDPR may also take legal action to recover compensation.	During 2025, there were no convictions for non-compliance with laws and regulations relating to customer privacy that would significantly impact the Group.

Significant laws and regulations	Location	Potential impact	Management approach and compliance status
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PRODUCT RESPONSIBILITY - PRIVACY

UK GDPR, the UK data protection regime is regulated by the Data Protection Act and the GDPR has been written into UK law and tailored to become the 'UK GDPR'.	UK	UK data protection authorities have the power to enforce the UK GDPR by levying fines of up to 4% of an organisation's global revenue or GBP 17.5 million, whichever is the greater. Individuals affected by a contravention of the UK GDPR may also take legal action to recover compensation.	
Personal Information Protection law ("PIPL"), the first major piece of legislation in the Chinese Mainland dedicated to the protection of personal information, was effective from 1 November 2021.	Chinese Mainland	The PIPL is likely to have a significant impact on the Group because the law contains provisions on extraterritorial application. Foreign organisations which process personal information of individuals in the Chinese Mainland for the purpose of offering products or services to them, or analysing and assessing their behaviours, shall be subject to this law. A processor of personal information which contravenes the requirements under the law is liable to a maximum fine of RMB 50,000,000 or 5% of its annual turnover of the preceding year.	Cathay Pacific and its subsidiaries have policies, processes and controls in place to comply with the data protection regulations applicable to its operations (e.g. the EU/UK GDPR, PDPO and PIPL, etc.). During 2025, there were no convictions for non-compliance with laws and regulations relating to customer privacy that would significantly impact the Group.

Significant laws and regulations

Location

Potential impact

Management approach and compliance status

ANTI-CORRUPTION

Prevention of Bribery Ordinance (Cap. 201 Laws of Hong Kong) ("POBO") POBO aims to prohibit bribery in both the public and private sectors. For the latter, the POBO prohibits an agent's corrupt behaviour and fraudulent practices in relation to his principal's affairs.	Hong Kong	Under the POBO, it is an offence to offer to an agent, or for an agent (e.g. an employee), to solicit or accept an advantage when conducting the principal's affairs without the principal's permission. The maximum penalty is 10 years' imprisonment and a fine of HK\$1 million.	
UK Bribery Act 2010 ("Bribery Act") The Bribery Act makes it a criminal offence to bribe, or to offer or authorize a bribe to, another person (including a foreign official) or to be the recipient of a bribe.	UK	The Bribery Act is likely to have a significant impact on the Company because of having a presence in the UK. The Bribery Act has extra-territorial reach both for UK companies operating abroad and for overseas companies with a presence in the UK. Bribery offences under the Bribery Act are punishable by unlimited fines for companies and individuals and, for individuals, up to 10 years' imprisonment. When a company is convicted of giving or receiving a bribe, the directors and other senior managers of the company can also be held accountable.	The Group has an established Anti-Bribery, Corruption, Anti-Money Laundering and Counter-Terrorist Financing Policy ("ABC Policy") which is overseen by the Board and endorsed by the Audit Committee. The ABC Policy is supported by training designed to educate our employees to recognise and prevent bribery and corruption, and forms part of the Group's anti-bribery and corruption compliance programme. During 2025, there were no convictions for non-compliance with laws and regulations relating to bribery, extortion, fraud or money laundering that would have a significant impact on the Group.

Significant laws and regulations	Location	Potential impact	Management approach and compliance status
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ANTI-CORRUPTION

Economic Crime and Corporate Transparency Act 2023 ("ECCTA") The ECCTA makes large organisations criminally liable if they fail to prevent associated persons (such as employees, agents or subsidiaries) from committing fraud for the company's benefit (Failure to Prevent Fraud Offence).	UK	The Failure to Prevent Fraud Offence came into effect on 1 September 2025. As it has extraterritorial application to overseas companies with a connection to the UK, it is likely to have a significant impact on the Group due to its operations in the UK. The Failure to Prevent Fraud Offence is a strict liability offence, meaning that companies are liable regardless of whether they benefited from the fraud, or whether they knew about or approved the fraud. A defence is that the company had reasonable procedures in place to prevent the fraud. A company found liable for the offence can receive an unlimited fine. Senior managers and directors may also face personal criminal liability if they committed the fraud or were culpable for its occurrence.	The Group has an established Anti-Bribery, Corruption, AntiMoney Laundering and Counter-Terrorist Financing Policy ("ABC Policy") which is overseen by the Board and endorsed by the Audit Committee. The ABC Policy is supported by training designed to educate our employees to recognise and prevent bribery and corruption, and forms part of the Group's anti-bribery and corruption compliance programme.
US Foreign Corrupt Practices Act ("FCPA") The FCPA makes it unlawful for certain classes of persons and entities to make payments to foreign government officials to assist in obtaining or retaining business. The anti-bribery provisions of the FCPA applies to all US persons and certain foreign issuers of securities. They also apply to foreign firms and persons who cause, directly or through agents, an act in furtherance of such a corrupt payment to take place with the territory of the US.	USA	The FCPA has extra-territorial effect and is likely to have a significant impact on the Group, for instance, for dealing with government officials in respect of licensing matters. Criminal penalties for violation can be severe, including: • fines of up to USD 2 million (for violating anti-bribery provisions) and USD 25 million (for violating accounting provisions); and • imprisonment for up to 5 years (for violating anti-bribery provisions) and 20 years (for violating accounting provisions).	During 2025, there were no convictions for non-compliance with laws and regulations relating to bribery, extortion, fraud or money laundering that would have a significant impact on the Group.

Significant laws and regulations

Location

Potential impact

Management approach and compliance status

ANTI-CORRUPTION

The PRC Criminal Law (“Criminal Law”)

Bribery of public officials and private sector bribery are punished as a crime under several articles of the Criminal Law.

Chinese
Mainland

The Group has an increasing presence in the Chinese Mainland. Any breaches of the Criminal Law may result in the imposition of fines on the Group or, in relation to its officers, monetary penalties or imprisonment of up to 10 years or life.

The Group has an established Anti-Bribery, Corruption, AntiMoney Laundering and Counter-Terrorist Financing Policy (“ABC Policy”) which is overseen by the Board and endorsed by the Audit Committee. The ABC Policy is supported by training designed to educate our employees to recognise and prevent bribery and corruption, and forms part of the Group’s anti-bribery and corruption compliance programme.

Anti-Unfair Competition Law (“AUCL”)

The AUCL prohibits commercial bribery, e.g. the giving of money, property or other benefits to certain recipients in order to obtain business transaction opportunities or other competitive advantages.

The Group has an increasing presence in the Chinese Mainland. Any violation of the AUCL may result in administrative fines of up to RMB 5 million, confiscation of illegal gains and revocation of a business license.

During 2025, there were no convictions for non-compliance with laws and regulations relating to bribery, extortion, fraud or money laundering that would have a significant impact on the Group.

EXTERNAL ASSURANCE

We have engaged independent assurance provider PwC to provide an independent assurance on our greenhouse gas emissions and carbon offset data for the aforesaid reporting period. The scope and statement of assurance are provided as follows. The 2025 data with external assurance is marked with “” throughout the report. The assurance report is as follows:



Independent practitioner’s limited assurance report on Cathay Pacific Airways Limited’s consolidated sustainability information

To the Board of Directors of Cathay Pacific Airways Limited

Limited assurance conclusion

We have conducted a limited assurance engagement on certain consolidated sustainability information of Cathay Pacific Airways Limited (the “Company”) and its subsidiaries (collectively, “the Group”) as summarised in Appendix I and included in the Group’s Sustainability Report 2025 (the “Consolidated Sustainability Information”) for the year ended 31 December 2025.

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Consolidated Sustainability Information is not prepared, in all material respects, in accordance with the criteria applied and as explained in the Group’s Reporting Methodology for the year ended 31 December 2025 (the “Reporting Methodology”).

Basis for conclusion

We conducted our limited assurance engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised), *Assurance engagements other than audits or reviews of historical financial information* (“ISAE 3000 (Revised)”), and International Standard on Assurance Engagements 3410, *Assurance engagements on greenhouse gas statements* (“ISAE 3410”), issued by the International Auditing and Assurance Standards Board (the “IAASB”).

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion. Our responsibilities under these standards are further described in the Practitioner’s responsibilities section of our report.

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Our independence and quality management

We have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by the HKICPA, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

Our firm applies International Standard on Quality Management 1 issued by the IAASB, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Responsibilities for the Consolidated Sustainability Information

Management of the Group is responsible for:

- the preparation of the Consolidated Sustainability Information in accordance with the Reporting Methodology, applied as explained in the Group’s Reporting Methodology document;
- designing, implementing and maintaining such internal control as management determines is necessary to enable the preparation of the Consolidated Sustainability Information, in accordance with the Reporting Methodology, that is free from material misstatement, whether due to fraud or error; and
- the selection and application of appropriate sustainability reporting methods and making assumptions and estimates that are reasonable in the circumstances.

Those charged with governance are responsible for overseeing the Group’s sustainability reporting process.

Inherent limitations in preparing the Consolidated Sustainability Information

Greenhouse gas quantification is subject to inherent uncertainty because of incomplete scientific knowledge used to determine emissions factors and the values needed to combine emissions of different gases.

Practitioner’s responsibilities

Our responsibility is to plan and perform the assurance engagement to obtain limited assurance about whether the Consolidated Sustainability Information is free from material misstatement, whether due to fraud or error, and to issue a limited assurance report that includes our conclusion. We report our conclusion solely to you, as a body, in accordance with our agreed terms of engagement, and for no

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other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence decisions of users taken on the basis of the Consolidated Sustainability Information.

As part of a limited assurance engagement in accordance with ISAE 3000 (Revised) and ISAE 3410, we exercise professional judgement and maintain professional scepticism throughout the engagement. We also:

- determine the suitability in the circumstances of the Group’s use of the Reporting Methodology as the basis for the preparation of the Consolidated Sustainability Information;
- perform risk assessment procedures, including obtaining an understanding of internal control relevant to the engagement, to identify where material misstatements are likely to arise, whether due to fraud or error, but not for the purpose of providing a conclusion on the effectiveness of the Group’s internal control; and
- design and perform procedures responsive to where material misstatements are likely to arise in the Consolidated Sustainability Information. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Summary of the work performed

A limited assurance engagement involves performing procedures to obtain evidence about the Consolidated Sustainability Information. The procedures in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

The nature, timing and extent of procedures selected depend on professional judgement, including the identification of where material misstatements are likely to arise in the Consolidated Sustainability Information, whether due to fraud or error.

In conducting our limited assurance engagement, we:

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EXTERNAL ASSURANCE

- Obtained an understanding of the Group's reporting processes relevant to the preparation of its Consolidated Sustainability Information by making inquiries of relevant personnel responsible for the Consolidated Sustainability Information.
- Evaluated whether all information identified by the process to identify the information reported in the Consolidated Sustainability Information is included in the Consolidated Sustainability Information.
- Performed inquiries of relevant personnel and analytical procedures on selected information in the Consolidated Sustainability Information.
- Performed substantive assurance procedures on selected information in the Consolidated Sustainability Information.
- Evaluated the appropriateness of quantification methods and reporting policies.
- Evaluated the methods, assumptions and data for developing estimates.

PricewaterhouseCoopers

PricewaterhouseCoopers
Certified Public Accountants
Hong Kong, 11 March 2026

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Cathay Pacific Airways Limited

Appendix I: Consolidated Sustainability Information

Environmental indicator table	Units	For the year ended 31 December 2025
As identified with symbol + on page 147		
Scope 1	tCO ₂ e	16,760,471
Scope 2 (market-based)	tCO ₂ e	47,885
Scope 2 (location-based)	tCO ₂ e	84,406
Scope 1 and 2 (market-based)	tCO ₂ e	16,808,356
Scope 1 and 2 (location-based)	tCO ₂ e	16,844,877
Net Scope 1	tCO ₂ e	16,637,046
Net Scope 1 and 2 (market-based)	tCO ₂ e	16,684,931
Net Scope 1 and 2 (location-based)	tCO ₂ e	16,721,452
As identified with symbol + on page 148		
Carbon intensity of all aircraft	gCO ₂ /RTK	751
Net carbon intensity of all aircraft (inclusive of mandatory SAF-derived carbon emissions abatement)	gCO ₂ /RTK	750
Net carbon intensity of all aircraft (inclusive of mandatory and voluntary SAF-derived carbon emissions abatement)	gCO ₂ /RTK	746
As identified with symbol + on page 149		
SAF derived carbon emissions abatement	tCO ₂	101,446
Emissions reduction from SAF (voluntary – purchased by the Group for duty travel)	tCO ₂ e	2,442
Carbon offsets (voluntary – purchased by the Group for duty travel)	tCO ₂ e	21,979
Carbon offsets (voluntary – purchased by the Group for promotional campaigns)	tCO ₂ e	0
Carbon offsets (voluntary – purchased by individual and corporate customers)	tCO ₂ e	35,499

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Cathay Pacific Airways Limited

Appendix I: Consolidated Sustainability Information (Continued)

Environmental indicator table	Units	For the year ended 31 December 2025
As identified with symbol + on page 149		
Carbon offsets (voluntary – purchased for cargo shipments)	tCO ₂ e	1,651
Amount of carbon offset under Cathay Pacific's Fly Greener Programme and HK Express' Customer Carbon Offset Programme ¹	tCO ₂ e	59,129
Carbon offsets (voluntary – purchased by individual customers)	tCO ₂ e	13,775
Carbon offsets (voluntary – purchased by corporate customers)	tCO ₂ e	21,724
As identified with symbol + on page 150		
Total ground emissions	tCO ₂ e	95,223
As identified with symbol + on page 151		
Sustainable aviation fuel ("SAF")	Tonnes	36,242

Climate change section	Units	For the year ended 31 December 2025
As identified with symbol + on page 45		
Scope 3 (Category 3: Fuel- and energy-related activities)	tCO ₂ e	3,647,480
As identified with symbol + on page 49		
Amount of SAF usage under the new individual customer SAF programme by Cathay Pacific	Tonnes	1.6
Emissions reduction derived under the new individual customer SAF programme by Cathay Pacific	tCO ₂	5

¹ The total of 59,129 tCO₂e offset under Cathay Pacific's Fly Greener Programme and HK Express' Customer Carbon Offset Programme is the sum of the following data metrics:
(i) Carbon offsets (voluntary – purchased by the Group for duty travel);
(ii) Carbon offsets (voluntary – purchased by the Group for promotional campaigns);
(iii) Carbon offsets (voluntary – purchased by individual and corporate customers); and
(iv) Carbon offsets (voluntary – purchased for cargo shipments).

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EXTERNAL ASSURANCE - REPORTING METHODOLOGY

This document provides information on the reporting boundaries and data calculation methodologies for our greenhouse gas emissions and carbon offset data assured by PwC.

Reporting Methodology

Greenhouse Gas emissions accounting and reporting policies

The inventory of Cathay Pacific Airways Limited ("Cathay Pacific") and its subsidiaries (the "Cathay Group") Greenhouse Gas ("GHG") emissions is reported in accordance with the World Resources Institute and World Business Council on Sustainable Development's Greenhouse Gas Protocol (2004, Revised Edition) as well as Hong Kong Exchanges and Clearing Limited's Environmental, Social and Governance Reporting Code (Appendix C2 of the Main Board Listing Rules).

Organisational boundaries

Cathay Pacific reported the GHG emissions of each of its material subsidiaries shown below on a 100% basis. This ensures full alignment with the Annual Report. The organisational boundaries for the reporting of GHG emissions include Cathay Pacific and the following material subsidiaries:

- AHK Air Hong Kong Limited
- Airline Property Limited
- Airline Stores Property Limited
- Airline Training Property Limited
- Asia Miles Limited
- Cathay Holidays Limited
- Cathay Pacific Aircraft Leasing (H.K.) Limited
- Cathay Pacific Aircraft Services Limited
- Cathay Pacific Catering Services (H.K.) Limited
- Cathay Pacific Finance Limited
- Cathay Pacific Finance III Limited
- Cathay Pacific MTN Financing (HK) Limited
- Cathay Pacific Services Limited
- Connaught Network Services Private Limited
- Guangzhou Guo Tai Information Processing Company Limited
- Hong Kong Airport Services Limited
- Hong Kong Aviation and Airport Services Limited
- Hong Kong Express Airways Limited
- Vogue Laundry Service Limited

Operational boundaries

Cathay Group uses the operational control consolidation approach in the reporting of its sustainability performance. The operational boundaries for the reporting of GHG emissions are as follows:

- Scope 1 – Direct GHG emissions, including CO₂ emissions from flights, fuel used for ground vehicles, refrigerant use and Towngas combustion
- Scope 2 – Electricity and Towngas (generation and transportation) for indirect GHG emissions
- Scope 3 – Indirect GHG emissions (not included in scope 2) that occur in the value chain, including both upstream and downstream emissions

The reporting period for the GHG data is 1 January to 31 December 2025.

Scope 1 emissions

Sources of Scope 1 gross emissions include fuel, refrigerant and Towngas usage from ground-based activities in Hong Kong covering Cathay Group. Canteens operated by third parties within Cathay Group's buildings are excluded. Net Scope 1 emissions refer to the reduced emissions contributed by the use of sustainable aviation fuel ("SAF") and carbon offsets financed by Cathay Group.

In Hong Kong, the CO₂ emissions factors follow the guidelines published by the Environmental Protection Department of the Hong Kong Special Administrative Region Government in February 2010¹.

In respect of Cathay Group's CO₂ emissions from aircraft fuel consumption, the scope includes all flight activities, including testing, training flights from owned aircraft and aircrafts under dry lease and wet lease. As fuel density varies according to a number of factors, Cathay Group uses the Joint Inspection Group's² recommended specific gravity of 0.80 kg/L to calculate the weight of fuel. Cathay Group uses an emissions factor of 3.15³ to determine its CO₂ emissions from the combustion of aircraft fuel.

Total ground emissions

Total ground emissions are calculated based on Cathay Group's gross Scope 1 and Scope 2 emissions (market-based) and then subtracting all emissions from aircraft fuel consumption where the scope includes all flight activities, including testing, training flights from owned aircraft and aircrafts under dry lease and wet lease.

Net Scope 1 emissions

Net Scope 1 emissions are calculated based on Cathay Group's gross Scope 1 emissions subtracting certified SAF derived carbon emission abatement and any other carbon abatement financed by the Cathay Group, including the carbon offset for duty travel and for promotional campaigns which Cathay Group had financed.

Scope 2 emissions

Sources of Scope 2 emissions occur from the generation or processing of purchased electricity or Towngas bought and consumed by Cathay Group. Canteens operated by third parties within Cathay Group's buildings are excluded.

For market-based emissions, we use emission factors from local suppliers (China Light and Power and Hong Kong Electric) for electricity consumption in Hong Kong and emission factors for different locations from the International Energy Agency ("IEA") for those electricity consumption outside Hong Kong. We also purchase Renewable Energy Certificates ("RECs") issued by CLP Power Hong Kong Limited.

For location-based emissions, we use the territory-wide emission factor of 0.7kg/kWh as recommended by the Environmental Protection Department and the Electrical and Mechanical Services Department⁴ for electricity consumption in Hong Kong. For those electricity consumed outside Hong Kong, we also use emission factors from IEA.

For those emissions relating to Towngas, we are using the emission factor from the local supplier (The Hong Kong and China Gas Company Limited).

Scope 3 emissions (Category 3: fuel- and energy-related activities not included in Scope 1 or Scope 2)

Sources of Scope 3 Category 3 emissions occur from the extraction, production, and transportation of fuels bought and consumed by Cathay Group, as well as the generation of purchased electricity and Towngas that are consumed but not included in Scope 1 or Scope 2. Emissions are calculated in accordance with the Greenhouse Gas Protocol⁵. For SAF emissions, we use the upstream emission factor from sustainability documents provided by the supplier certified by the International Sustainability and Carbon Certification ("ISCC") and the Roundtable on Sustainable Biomaterials ("RSB"). For conventional jet fuel well-to-tank emissions, we use the emission factors from ICAO⁶. For electricity, the upstream emission factor is derived from local power suppliers and IEA. For other energy sources, the upstream emissions factor follows guidance from the UK's Department for Environment, Food and Rural Affairs (Defra).

Standard of SAF used and the CO₂ emissions reductions

SAF is an industry term referring to alternative to fossil-based jet fuel, derived from renewable and waste feedstock. It is also defined as aviation fuels that are either synthetic aviation fuels, aviation biofuels or recycled carbon aviation fuels. The scope of SAF consumption includes any mandatory or voluntary use of SAF by Cathay Group. Mandatory use includes SAF mandates, which are obligations to use a minimum share of SAF imposed by governments on suppliers or buyers, e.g. RefuelEU mandate and UK SAF mandate effective from 1 January 2025. Voluntary use includes SAF used in aircraft delivery flights, the Corporate Sustainable Aviation Fuel Programme, and the SAF Programme for individual customers. SAF consumption during the reporting period refers to the quantity of SAF purchased by Cathay Group and delivered to airport fuel tanks, thereby contributing to carbon dioxide emissions reduction, irrespective of the chain of custody models. It is calculated upon receiving appropriate documentation, including purchase records, delivery records and sustainability information, from SAF suppliers.

The calculation of CO₂ emissions reductions from the use of SAF follows the guideline published by ICAO Carbon Offsetting and Reduction Scheme for International Aviation (Annex 16 - Environmental Protection, Volume IV)⁶. We use the life cycle emissions factor for SAF, as specified in the suppliers' paperwork to determine the CO₂ emissions reduction. CO₂ emissions reductions from the use of SAF by Cathay Group can be deducted from Scope 1 gross emissions.

Carbon offsets

Cathay Pacific's carbon offsets under Fly Greener Programme are certified by Gold Standard and calculated as the tonnes of CO₂ purchased to reduce emissions relating to various activities, comprising promotional campaigns, flights taken by corporate clients and individual customers, cargo shipments and employee duty travel, and involving the use of either cash or Asia Miles as the method of payment. The price per tonne of CO₂ is determined by the retail price of the credits purchased. This price was adjusted to HK\$63.61 per tonne of CO₂, effective from 26 February 2025. The total tonnage of CO₂ reduced was computed based on the total amounts paid in respect of the above activities during the year.

Carbon offsets (voluntary – purchased by individual and corporate customers)

Individual customers can offset their carbon emissions via the following channels: the Cathay Fly Greener standalone website, the internet booking engine that enables passengers to offset carbon emissions when making online flight bookings, and donations on the Cathay Shop website. As for the Fly Greener standalone website and Cathay Shop website, Cathay Pacific recognises the carbon offsets in the reporting period in which they are purchased because they are not associated with any specific flight. As for the internet booking engine, the offsets are recognised in the period when the related flight booked departs because they are associated with a particular flight. Carbon offset offerings to individual customers have phased out in May 2025 as we started offering SAF option to them.

¹ Environmental Protection Department. (2010, February). Guidelines To Account For And Report On Greenhouse Gas Emissions And Removals For Buildings in Hong Kong. Retrieved from <https://enr1.gov.hk/en/green-business-and-infrastructure/policies-to-account-for-and-report-on-greenhouse-gas-emissions-and-removals-for-buildings-in-hong-kong/>

² Formed by international oil companies, the Joint Inspection Group performs regular inspections of their airport facilities to ensure that these are operated in accordance with their procedures for handling aviation fuel at airports and upstream aviation fuel facilities.

³ IPCC. (1999). Aviation and the Global Atmosphere. Cambridge: Cambridge University Press.

⁴ Greenhouse Gas Protocol (2023). Scope 3 Calculation Guidance. Retrieved from https://ghgprotocol.org/sites/default/files/2023-03/Scope3_Calculation_Guidance_09152023.pdf

⁵ ICAO (2023). Lower Carbon Aviation Fuels Technology Update. Retrieved from <https://www.icao.int/environmental-protection/Documents/LEAF/LEAF%20Technology%20Update%20-%202023.pdf>

⁶ ICAO (2023). Annex 16 - Environmental Protection, Volume IV, Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA). Retrieved from https://www.icao.int/environmental-protection/CORSIA/Pages/CORSIA_Annex_16_Volume_IV.aspx

EXTERNAL ASSURANCE - REPORTING METHODOLOGY

Corporate customers can contact Cathay Pacific directly to make contributions to mitigate the emissions induced by their business travel. Cathay Pacific recognises the carbon offsets relating to these contributions in the reporting period in which they are made, also because they are not associated with a particular flight.

HK Express¹ offers a separate Customer Carbon Offset Programme. Individual customers can offset their carbon emissions via the internet booking engine in the initial booking or Manage My Booking site on HK Express. The offsets are associated with a particular flight and are recognised in the period corresponding to the issuance of the flight ticket. These credits are verified by leading standards e.g. Verified Carbon Standard, Gold Standard sourced by external solution provider based on demand. We follow IATA Recommended Practice 1726 in the calculation of CO₂ emissions at the per-passenger level.

Carbon offsets (voluntary – purchased by the Group for promotional campaigns)

For promotional campaigns, Cathay Pacific sponsors carbon offsets for customers' travel on Cathay Pacific flights on selected days or for specific events initiated by departments, outposts, etc to reduce carbon emissions. Due to the time required for the processing of related data, these activities are reported in the period in which the costs of the events concerned are settled, rather than when the events themselves take place.

Carbon offsets (voluntary – purchased by the Group for duty travel)

For employee duty travel, we purchase carbon offsets to offset 90% of the carbon emissions from such travel made by all Cathay Pacific, Air Hong Kong, HK Express and ground subsidiaries employees (including ground staff as well as flight and cabin crew). For Cathay Pacific, the offsets are associated with particular flights but are reported in the month after relevant flights are taken due to the time required for the processing of related data. For Air Hong Kong, HK Express and ground subsidiaries, the offsets are associated with particular flights and are reported at the year-end.

We follow IATA Recommended Practice 1726 in the calculation of CO₂ emissions at the per-passenger level² for the above-mentioned activities.

Carbon offsets (voluntary – purchased for cargo shipments)

Cargo customers can mitigate the carbon emissions relating to their shipments via the Cathay Cargo Fly Greener website or the Click & Ship online booking platform. We follow IATA Recommended Practice 1678 for the calculation of CO₂ emissions at the shipment level³. The carbon offsets for cargo shipments are associated with particular flights but are reported in the month after relevant flights are taken due to the time required for the processing of related data.

Amount of carbon offset under Cathay Pacific's Fly Greener Programme and HK Express' Customer Carbon Offset Programme

Total carbon offsets under Cathay Pacific's Fly Greener Programme and HK Express' Customer Carbon Offset Programme equal the sum of voluntary offsets purchased by the Group (for duty travel and promotional campaigns), by individual and corporate customers, and by cargo customers for cargo shipments.

10% usage of SAF for employee duty travel

As part of Cathay Group's commitment to SAF, we have used SAF to compensate 10% of the carbon emissions from Cathay Pacific, Air Hong Kong, HK Express and ground subsidiaries employees' duty travel flights from 2024 onwards. The scope covers employee duty travel on both Cathay Pacific and other airlines.

¹ IATA (2022) IATA Recommended Practice RP 1726 Passenger CO₂ Calculation Methodology.

² IATA (2022) IATA Recommended Practice 1678 Cargo CO₂ Emissions Measurement Methodology.

Amount of SAF usage that relates to customers' contribution and emissions abatement derived under Cathay Pacific's B2C platform

Cathay Pacific launched a new programme in July 2025 to allow individual passengers to estimate the carbon emissions associated with their specific flight(s) and make voluntary contributions by purchasing SAF attributes. Carbon emission estimates follow the IATA Recommended Practice 1726. Individual passengers' voluntary contributions through this programme are used by Cathay Pacific to purchase voluntary SAF that is additional to and beyond the mandatory requirements.

Carbon Intensity per Revenue Tonne Kilometres (RTK)

Carbon intensity is expressed as CO₂ emissions generated from aviation fuel use in grammes per RTK across the Cathay Group.

The definition and calculation of the Cathay Group's CO₂ emissions from aircraft fuel consumption follows the same methodology outlined in the "Scope 1 emissions" section above.

RTK is a metric of the traffic volume. Cathay Group's total RTK is calculated by multiplying the revenue-generating payload transported in tonnes by the sector distance flown in kilometres for Cathay Pacific, Air Hong Kong and HK Express. For Cathay Pacific, RTK comprises the carriage of passengers (assumed at 0.095 tonnes per passenger), chargeable weight of cargo and mail uplifted and actual weight of excess baggage uplifted, with each component multiplied by sector distance. Air Hong Kong's RTK is derived from actual cargo weight multiplied by sector distance. HK Express calculates RTK using passenger weight (assumed at 0.085 tonnes per passenger) and actual cargo and mail weights, multiplied by sector distance.

Carbon intensity of all aircraft

Carbon intensity per RTK (excluding SAF emissions reduction) is calculated as CO₂ emissions from aircraft fuel consumption divided by Cathay Group's total RTK, prior to any emissions reduction from SAF.

Net carbon intensity of all aircraft

Net carbon intensity per RTK (inclusive of mandatory SAF-derived carbon emissions abatement) is determined by calculating Cathay Group's CO₂ emissions from aircraft fuel consumption, subtracting mandatory SAF-derived carbon emissions abatement, and dividing it by the Cathay Group's total RTK. Mandatory SAF use includes SAF mandates, which are obligations to use a minimum share of SAF imposed by governments on suppliers or buyers, e.g. RefuelEU mandate and UK SAF mandate effective from 1 January 2025.

Net carbon intensity per RTK (inclusive of mandatory and voluntary SAF-derived carbon emissions abatement) is determined by calculating Cathay Group's CO₂ emissions from aircraft fuel consumption, subtracting all SAF-derived carbon emissions abatement, and dividing it by the Cathay Group's total RTK. In addition to mandatory use, SAF is voluntarily used in aircraft delivery flights, the Corporate Sustainable Aviation Fuel Programme, the SAF Programme for individual customers and any other voluntary initiatives.

The calculation of CO₂ emissions reductions from the use of SAF follows the same methodology outlined in the "Standard of SAF used and the CO₂ emissions reductions" section above.

HKEX ESG REPORTING CODE CONTENT INDEX

Mandatory Disclosure Requirements	Relevant section(s)
Governance Structure	Governance – Oversight by the Board of Directors Governance – Role of management
Reporting Principles	Overview – Reporting standards and principles
Reporting Boundary	Overview – Reporting scope

Aspects, General Disclosure, KPIs	Description	References and 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 emissions, discharges into water and land, and generation of hazardous and non-hazardous waste	Overview – Sustainability strategy Our Performance – Compliance with laws and regulations Sustainable Development Policy
KPI A1.1	The types of emissions and respective emissions data	Our Performance – 2025 Key performance indicators
KPI A1.2	[Repealed 1 Jan 2025]	
KPI A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity	Our Performance – 2025 Key performance indicators
KPI A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity	Our Performance – 2025 Key performance indicators
KPI A1.5	Description of emissions target(s) set and steps taken to achieve them	Climate Change – Climate targets Climate Change – Sustainable Aviation Fuel
KPI A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them	Circular Economy – Single-use plastics Circular Economy – Resource management



Aspects, General Disclosure, KPIs	Description	References and Remarks
A. Environmental		
Aspect A2	Use of Resources	
General Disclosure	Policies on the efficient use of resources, including energy, water and other raw materials	Overview – Sustainability strategy Sustainable Development Policy
KPI A2.1	Direct and/or indirect energy consumption by type in total (kWh in '000s) and intensity	Our Performance – 2025 Key performance indicators
KPI A2.2	Water consumption in total and intensity	Our Performance – 2025 Key performance indicators Note: Considered irrelevant because water is not one of our material topics
KPI A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them	Climate Change – Climate targets Climate Change – Sustainable Aviation Fuel
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	Note: Considered irrelevant because water is not one of our material topics
KPI A2.5	Total packaging material used for finished products (in tonnes), and if applicable, with reference to per unit produced	Our Performance – 2025 Key performance indicators
Aspect A3	The Environment and Natural Resources	
General Disclosure	Policies on minimising the issuer's significant impacts on the environment and natural resources	Sustainable Development Policy Sustainable Development Cargo Carriage Policy
KPI A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them	Climate Change – Climate performance Climate Change – Sustainable Aviation Fuel Biodiversity
Aspect A4	Climate Change	
General Disclosure	[Repealed 1 Jan 2025]	
A4.1	[Repealed 1 Jan 2025]	

Aspects, General Disclosure, KPIs	Description	References and Remarks
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 opportunity, diversity, antidiscrimination, and other benefits and welfare	Our People – Talent attraction Our Performance – Compliance with laws and regulations Diversity and Inclusion Policy Our Recruitment Policy communicates our recruitment approach while the Human Rights Policy covers topics such as compensation, working hours and rest periods, etc. We have internal Disciplinary Policies in place, which sets out a framework for how we deal with disciplinary and performance matters, including dismissal, involving our employees.
KPI B1.1	Total workforce by gender, employment type, age group and geographical region	Our Performance – 2025 Key performance indicators
KPI B1.2	Employee turnover rate by gender, age group and geographical region	Our Performance – 2025 Key performance indicators
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	Safety – Occupational health and safety Our Performance – Compliance with laws and regulations
KPI B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year	Our Performance – 2025 Key performance indicators
KPI B2.2	Lost days due to work injury	Our Performance – 2025 Key performance indicators
KPI B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored	Safety – Occupational health and safety

Aspects, General Disclosure, KPIs	Description	References and Remarks
B. Social		
Employment and Labour Practices		
Aspect B3	Development and Training	
General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities	Human Rights Policy
KPI B3.1	The percentage of employees trained by gender and employee category	Our Performance – 2025 Key performance indicators
KPI B3.2	The average training hours completed per employee by gender and employee category	Our Performance – 2025 Key performance indicators
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 and forced labour	Governance – Code of Conduct Our Performance – Compliance with laws and regulations
KPI B4.1	Description of measures to review employment practices to avoid child and forced labour	Governance – Code of Conduct Governance – Modern slavery and human rights
KPI B4.2	Description of steps taken to eliminate such practices when discovered	Governance – Code of Conduct Governance – Modern slavery and human rights
Operating Practices		
Aspect B5	Supply Chain Management	
General Disclosure	Policies on managing environmental and social risks of the supply chain	Governance – Sustainable procurement
KPI B5.1	Number of suppliers by geographical region	Our Performance – 2025 Key performance indicators
KPI B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored	Governance – Sustainable procurement
KPI B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored	Governance – Sustainable procurement
KPI B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored	Governance – Sustainable procurement

Aspects, General Disclosure, KPIs	Description	References and Remarks
B. Social		
Operation Practices		
Aspect B6	Product Responsibility	
General Disclosure	Information on:	
	(a) the policies; and	Governance – Corporate compliance
	(b) compliance with relevant laws and regulations that have a significant impact on the issuer	Our Performance – Compliance with laws and regulations
	relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress	Quality Policy
KPI B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons	Note: KPI B6.1 is not applicable to Cathay
KPI B6.2	Number of products and service related complaints received and how they are dealt with	Governance – Corporate compliance
KPI B6.3	Description of practices relating to observing and protecting intellectual property rights	Governance – Code of Conduct
KPI B6.4	Description of quality assurance process and recall procedures	Safety – Operational safety
KPI B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored	Governance – Corporate compliance
Aspect B7	Anti-corruption	
General Disclosure	Information on:	
	(a) the policies; and	Governance – Corporate compliance
	(b) compliance with relevant laws and regulations that have a significant impact on the issuer	Our Performance – Compliance with laws and regulations
	relating to bribery, extortion, fraud and money laundering	
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	Governance – Corporate compliance
KPI B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored	Governance – Corporate compliance
KPI B7.3	Description of anti-corruption training provided to directors and staff	Governance – Corporate compliance

Aspects, General Disclosure, KPIs	Description	References and Remarks
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	Community – Our approach
KPI B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport)	Community – Our approach
KPI B8.2	Resources contributed (e.g. money or time) to the focus area	Community – Fundraising and donations
Governance		
19 (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	Governance – Oversight by the Board of Directors
	(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	Governance – Role of Management
	(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)	

Aspects, General Disclosure, KPIs	Description	References and Remarks
Governance		
19 (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:	Governance – Role of Management
	(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	
Strategy		
Climate-related Risks and Opportunities		
20 (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	Climate Change – Climate-related risks and opportunities
20 (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	
20 (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	
20 (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	
Business Model and Value Chain		
21 (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	Climate Change – Climate-related risks and opportunities Climate Change – Sustainable aviation fuel Climate Change – Aircraft
21 (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)	Climate Change – Climate-related risks and opportunities



Aspects, General Disclosure, KPIs	Description	References and Remarks
Strategy		
Strategy and Decision-making		
	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	Climate Change – Climate-related risks and opportunities Climate Change – Sustainable aviation fuel Climate Change – Aircraft
22 (a)	(ii) Current and anticipated adaptation and mitigation efforts (whether direct or indirect)	Climate Change – Sustainable aviation fuel Climate Change – Aircraft Climate Change – Operations Climate Change – New technology Climate Change – Market-based measures
	(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	Climate Change – Climate Transition Plan
	(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	Climate Change – Sustainable aviation fuel Climate Change – Aircraft
22 (b)	Information about how the issuer is resourcing, and plans to resource, the activities disclosed in accordance with paragraph 22(a)	Climate Change – Sustainable aviation fuel Climate Change – Aircraft
23	An issuer shall disclose information about the progress of plans disclosed in previous reporting periods in accordance with paragraph 22(a)	Climate Change – Sustainable aviation fuel Climate Change – Aircraft

Aspects, General Disclosure, KPIs	Description	References and Remarks
Financial Position, Financial Performance and Cash Flows		
<i>Current financial effect</i>		
24 (a)	How climate-related risks and opportunities have affected its financial position, financial performance and cash flows for the reporting period	Climate Change – Climate-related risks and opportunities
24 (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	N/A
<i>Anticipated financial effect</i>		
25 (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 (ii) Its planned sources of funding to implement its strategy	Climate Change – Climate-related risks and opportunities
25 (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	
Climate Resilience		
26 (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 (iii) The issuer's capacity to adjust, or adapt its strategy and business model to climate change over the short, medium or long term	Climate Change – Scenario analysis

Aspects, General Disclosure, KPIs	Description	References and Remarks
Climate Resilience		
26 (b)	How and when the climate-related scenario analysis was carried out, including:	Climate Change – Scenario analysis
	(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	
	(7) What scope of operations the issuer used in the analysis (for example, the operation, locations and business units used in the analysis)	
	(ii) The key assumptions the issuer made in the analysis	
	(iii) The reporting period in which the climate-related scenario analysis was carried out	
Risk management		
27 (a)	The processes and related policies it uses to identify, assess, prioritise and monitor climate-related risks, including information about:	Climate Change – Scenario analysis
	(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)	

Aspects, General Disclosure, KPIs	Description	References and Remarks
Risk management		
27 (a)	The processes and related policies it uses to identify, assess, prioritise and monitor climate-related risks, including information about:	Climate Change – Climate-related risks and opportunities
	(iv) Whether and how the issuer prioritises climate-related risks relative to other types of risks	
	(v) How the issuer monitors climate-related risks	
	(vi) Whether and how the issuer has changed the processes it uses compared with the previous reporting period	No changes
27 (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)	We have not identified any material climate-related opportunities
27 (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	Climate Change – Climate-related risks and opportunities
Metrics and Targets		
Climate-related metrics		
Greenhouse gas emissions		
28 (a)	Scope 1 greenhouse gas emissions	Our Performance – 2025 key performance indicators
28 (b)	Scope 2 greenhouse gas emissions	
28 (c)	Scope 3 greenhouse gas emissions	
29 (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	Our Performance – 2025 key performance indicators
29 (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	No changes
	(iii) Any changes the issuer made to the measurement approach, inputs and assumptions during the reporting period and the reasons for those changes	

Aspects, General Disclosure, KPIs	Description	References and Remarks
Metrics and Targets		
Climate-related metrics		
<i>Greenhouse gas emissions</i>		
29 (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	Our Performance – 2025 key performance indicators
29 (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)	Climate Change – Climate performance
<i>Climate-related transition risks</i>		
30	An issuer shall disclose the amount and percentage of assets or business activities vulnerable to climate-related transition risks	Our Performance – 2025 key performance indicators
<i>Climate-related physical risks</i>		
31	An issuer shall disclose the amount and percentage of assets or business activities vulnerable to climate-related physical risks	Our Performance – 2025 key performance indicators
<i>Climate-related opportunities</i>		
32	An issuer shall disclose the amount and percentage of assets or business activities aligned with climate-related opportunities	Our Performance – 2025 key performance indicators
<i>Capital deployment</i>		
33	An issuer shall disclose the amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities	Climate Change – Sustainable aviation fuel Climate Change – Aircraft
<i>Internal carbon prices</i>		
34 (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)	Climate Change – Carbon price
34 (b)	The price of each metric tonne of greenhouse gas emissions the issuer uses to assess the costs of its greenhouse gas emissions	

Aspects, General Disclosure, KPIs	Description	References and Remarks
Climate-related metrics		
<i>Remuneration</i>		
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)	Governance – Role of Management
<i>Industry-based metrics</i>		
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	Our Performance – 2025 key performance indicators
<i>Climate-related targets</i>		
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:		
37 (a)	The metric used to set the target	Climate Change – Climate targets
37 (b)	The objective of the target (for example, mitigation, adaptation or conformance with science-based initiatives)	
37 (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)	
37 (d)	The period over which the target applies	
37 (e)	The base period from which progress is measured	No interim targets
37 (f)	Milestones or interim targets (if any)	
37 (g)	If the target is quantitative, whether the target is an absolute target or an intensity target	Climate Change – Climate targets
37 (h)	How the latest international agreement on climate change, including jurisdictional commitments that arise from that agreement, has informed the target	

Aspects, General Disclosure, KPIs	Description	References and Remarks
Metrics and Targets		
Climate-related targets		
An issuer shall disclose information about its approach to setting and reviewing each target, and how it monitors progress against each target, including:		
38 (a)	Whether the target and the methodology for setting the target has been validated by a third party	Climate Change – Climate targets
38 (b)	The issuer’s processes for reviewing the target	Governance – Role of Management
38 (c)	The metrics used to monitor progress towards reaching the target	Our Performance – 2025 key performance indicators
38 (d)	Any revisions to the target and an explanation for those revisions	No revisions
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	Climate Change – Climate performance
For each greenhouse gas emissions target disclosed in accordance with paragraphs 37 to 39, an issuer shall disclose:		
40 (a)	Which greenhouse gases are covered by the target	Climate Change – Climate targets
40 (b)	Whether Scope 1, Scope 2 or Scope 3 greenhouse gas emissions are covered by the target	
40 (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	
40 (d)	Whether the target was derived using a sectoral decarbonisation approach	
40 (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	Climate Change – Market-based measures
	(ii) Which third-party scheme(s) will verify or certify the carbon credits	Note: The exact extent is highly dependent on the scale and pace of the decarbonisation levers. We will continue to monitor and align with industry best-practices, including alignment on an appropriate balance of nature-based offsets and technological carbon removals.
	(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 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)	
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)	Our Performance – 2025 key performance indicators



Global Reporting Initiative Content Index

GRI Standard	Disclosure	Reference and Remarks
GRI 2: General disclosures 2021		
Organisational profile		
2-1	Organisation details	About Cathay Annual Report
2-2	Entities included in the Organisation's sustainability reporting	About this report
2-3	Reporting period, frequency and contact point	About this report
2-4	Restatements of information	2025 Key performance indicators
2-5	External assurance	External assurance
Activities and workers		
2-6	Activities, value chain and other business relationships	About Cathay Governance – Sustainable procurement Annual Report
2-7	Employees	Social indicators table
2-8	Workers who are not employees	Social indicators table
Governance		
2-9	Governance structure and composition	Governance Annual Report
2-10	Nomination and selection of the highest governance body	Annual Report
2-11	Chair of the highest governance body	Annual Report
2-12	Role of the highest governance body in overseeing the management of impacts	Governance Annual Report
2-13	Delegation of responsibility for managing impacts	Governance Annual Report
2-14	Role of the highest governance body in sustainability reporting	Governance – Sustainability governance

GRI Standard	Disclosure	Reference and Remarks
	2-15 Conflicts of interest	Code of Conduct
	2-16 Communication of critical concerns	Stakeholder engagement
	2-17 Collective knowledge of the highest governance body	Annual Report
	2-18 Evaluation of the performance of the highest governance body	Annual Report
	2-19 Remuneration policies	Remuneration Policy
	2-20 Process to determine remuneration	Remuneration Policy
	2-21 Annual total compensation ratio	Annual Report
Strategy, policies, and practices		
	2-22 Statement on sustainable development strategy	Message from the CEO Governance – Sustainability governance
	2-23 Policy commitments	Sustainability strategy Governance – Corporate compliance ESG Policies
	2-24 Embedding policy commitments	Sustainability strategy Governance – Code of Conduct Governance – Corporate compliance
	2-25 Processes to remediate negative impacts	Stakeholder engagement Governance – Speak Up and Whistleblowing Policy
	2-26 Mechanisms for seeking advice and raising concerns	Stakeholder engagement Governance – Speak Up and Whistleblowing Policy
	2-27 Compliance with laws and regulations	Compliance with laws and regulations
	2-28 Membership associations	Climate change – Climate-related engagement
Stakeholder engagement		
	2-29 Approach to stakeholder engagement	Stakeholder engagement Governance – Customer support and complaint handling

GRI Standard	Disclosure	Reference and Remarks
	2-30 Collective bargaining agreements	Not applicable. The majority of our employees are in Hong Kong, where there is no legal framework for collective bargaining arrangements with trade unions. Where our employees are represented by a legally recognised union, we are committed to establishing a constructive dialogue with union representatives.
GRI 3: Material Topics 2021		
Material Topics		
	3-1 Process to determine material topics	Stakeholder engagement Materiality
	3-2 List of material topics	Materiality
TOPIC SPECIFIC DISCLOSURES		
GRI 200 ECONOMIC STANDARDS SERIES		
GRI 201: Economic Performance 2016		
	3-3 Management of material topics	Stakeholder engagement Materiality Annual Report
	201-1 Direct economic value generated and distributed	Economic indicators table
	201-2 Financial implications and other risks and opportunities due to climate change	Climate change – Climate-related risks and opportunities
	201-3 Defined benefit plan obligations and other retirement plans	Our people – Talent attraction Annual Report
GRI 204: Procurement Practices 2016		
	3-3 Management of material topics	Stakeholder engagement Materiality Governance – Sustainable procurement
	204-1 Proportion of spending on local suppliers	Social indicators table



GRI Standard	Disclosure		Reference and Remarks
GRI 205: Anti-corruption 2016			
	3-3	Management of material topics	Stakeholder engagement Materiality
	205-2	Communication and training on anti-corruption policies and procedures	Governance – Anti-Bribery, Corruption, Anti-Money Laundering and Terrorist Financing Policy
	205-3	Confirmed incidents of corruption and actions taken	Compliance with laws and regulations
GRI 206: Anti-competitive behaviour 2016			
	3-3	Management of material topics	Governance – Competition Law Compliance Policy
	206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	
GRI 207: Tax 2019			
	207-1	Approach to tax	Governance – Tax transparency Annual report
	207-2	Tax governance, control, and risk management	
	207-3	Stakeholder engagement and management of concerns related to tax	
	207-4	Country-by-country reporting	Annual report
GRI 300 ENVIRONMENTAL STANDARDS SERIES			
GRI 301: Materials 2016			
	3-3	Management of material topics	Stakeholder engagement Materiality Circular economy – Our approach
	301-1	Materials used by weight or volume	Environmental indicators table

GRI Standard	Disclosure	Reference and Remarks
GRI 302: Energy 2016		
3-3	Management of material topics	Stakeholder engagement Materiality Climate change – Our approach
302-1	Energy consumption within the organisation	Environmental indicators table
302-3	Energy intensity	Environmental indicators table
302-4	Reduction of energy consumption	Climate change – Sustainable aviation fuel
302-5	Reductions in energy requirements of products and services	Climate change – Aircraft Climate change – Operations Climate change – Ground operations
GRI 303: Water and Effluents 2018		
303-1	Interactions with water as a shared resource	Stakeholder engagement
303-2	Management of water discharge-related impacts	Materiality Circular economy – Facility management
303-3	Water withdrawal	Environmental indicators table
GRI 305: Emissions 2016		
3-3	Management of material topics	Stakeholder engagement Materiality Climate change – Our approach Climate change – Climate-related risks and opportunities
305-1	Direct (Scope 1) GHG emissions	Climate change – Climate performance
305-2	Energy indirect (Scope 2) GHG emissions	Climate change – Sustainable aviation fuel
305-3	Other indirect (Scope 3) GHG emissions	Climate change – Aircraft
305-4	GHG emissions intensity	Climate change – Operations
305-5	Reduction of GHG emissions	Climate change – Ground operations
305-7	Nitrogen oxides (NO _x), sulphur oxides (SO _x) and other significant air emissions	Environmental indicators table



GRI Standard	Disclosure	Reference and Remarks
GRI 306: Waste 2020		
306-1	Waste generation and significant waste-related impacts	Stakeholder engagement
306-2	Management of significant waste-related impacts	Materiality Circular economy – Single-use plastics Circular economy – Cabin waste Circular economy – Resource management
306-3	Waste generated	Environmental indicators table
306-4	Waste diverted from disposal	
306-5	Waste directed to disposal	
GRI 308: Supplier environmental assessment 2016		
3-3	Management of material topics	Stakeholder engagement Materiality Governance – Sustainable procurement Procurement approach
308-1	New suppliers that were screened using environmental criteria	All new suppliers were screened using environmental criteria through our procurement process in 2025.
GRI 400 SOCIAL STANDARDS SERIES		
GRI 401: Employment 2016		
3-3	Management of material topics	Stakeholder engagement Materiality Our people – Our approach
401-1	New employee hires and employee turnover	Social indicators table
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Our people – Talent attraction

GRI Standard	Disclosure	Reference and Remarks
GRI 402: Labour/Management relations 2016		
3-3	Management of material topics	Stakeholder engagement Materiality Our people – Talent management The implementation of any significant operational changes is governed by the Employment Ordinance of Hong Kong.
402-1	Minimum notice periods regarding operational changes	We provided notice of operational changes to our employees as soon as they occur and maintained open and constant communication with affected employees.
GRI 403: Occupational Health and Safety 2018		
403-1	Occupational health and safety management system	Stakeholder engagement
403-2	Hazard identification, risk assessment, and incident investigation	Materiality
403-3	Occupational health services	Safety – Our approach Safety – Safety policy
403-4	Worker participation, consultation, and communication on occupational health and safety	Safety – Operational safety
403-5	Worker training on occupational health and safety	Safety – Occupational health and safety
403-6	Promotion of worker health	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	
403-8	Workers covered by an occupational health and safety management system	
403-9	Work-related injuries	Safety – Occupational health and safety Social indicators table

GRI Standard	Disclosure	Reference and Remarks
GRI 404: Training and education 2016		
3-3	Management of material topics	Stakeholder engagement Materiality Our people – Talent development
404-1	Average hours of training per year per employee	Social indicators table
404-2	Programmes for upgrading employee skills and transition assistance programs	Our people – Talent development
404-3	Percentage of employees receiving regular performance and career development reviews	Social indicators table
GRI 405: Diversity and equal opportunity 2016		
3-3	Management of material topics	Stakeholder engagement Materiality Governance – Modern slavery and human rights Our people – Belonging @ Cathay Diversity and Inclusion Policy Board Diversity Policy
405-1	Diversity of governance bodies and employees	Social indicators table
GRI 406: Non-discrimination 2016		
3-3	Management of material topics	Stakeholder engagement Materiality Governance – Modern slavery and human rights Our people – Belonging @ Cathay Diversity and Inclusion Policy
406-1	Incidents of discrimination and corrective actions taken	Compliance with laws and regulations
GRI 408: Child labour 2016		
3-3	Management of material topics	Stakeholder engagement Materiality
408-1	Operations and suppliers at significant risk for incidents of child labour	Governance – Modern slavery and human rights Governance – Sustainable procurement Our people – Our approach



GRI Standard	Disclosure	Reference and Remarks
GRI 409: Forced or compulsory labour 2016		
3-3	Management of material topics	Stakeholder engagement
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Materiality Governance – Modern slavery and human rights Governance – Sustainable procurement Our people – Our approach
GRI 413: Local communities 2016		
3-3	Management of material topics	Stakeholder engagement Materiality Community – Our approach
413-1	Operations with local community engagement, impact assessments, and development program	Community – Cathay Volunteer Team Community – Community programmes
GRI 414: Supplier social assessment 2016		
3-3	Management of material topics	Stakeholder engagement Materiality Governance – Sustainable procurement Procurement approach
414-1	New suppliers that were screened using social criteria	All new suppliers were screened using social criteria through our procurement process in 2025
GRI 416: Customer health and safety 2016		
3-3	Management of material topics	Stakeholder engagement Materiality Governance – Customer support and complaint handling Safety – Our approach Safety – Operational safety Safety – Passenger health and safety
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Compliance with laws and regulations



<i>GRI Standard</i>	<i>Disclosure</i>	<i>Reference and Remarks</i>
GRI 417: Marketing and labelling 2016		
3-3	Management of material topics	Stakeholder engagement Materiality Governance – Advertising and labelling practice
417-2	Incidents of non-compliance concerning product and service information and labelling	Compliance with laws and regulations
417-3	Incidents of non-compliance concerning marketing communications	Compliance with laws and regulations
GRI 418: Customer privacy 2016		
3-3	Management of material topics	Stakeholder engagement Materiality Governance – Privacy and data protection
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Compliance with laws and regulations