We Do It Right

We Do It Right is a business philosophy that extends beyond our core business and embraces the initiatives we undertake on behalf of our staff, the community and the environment. We believe this is fundamental to our success and helps us win the trust of our stakeholders.

In this annual report we describe the progress we have made during the year, using meaningful metaphors to signify our efforts to create unmatched value for our cherished shareholders, tenants and customers.

As Hang Lung's business continues to grow, we will continue to maintain our high standards in order to become a highly admired national commercial property developer in Hong Kong and mainland China.

CONTENTS

- **04** Financial Highlights
- 08 Chairman's Letter to Shareholders
- **28** Review of Operations
- **70** Financial Review
- 84 Sustainable Development
- 92 Risk Management



- 96 Corporate Governance Report
- **120** Profile of the Directors
- **126** Profile of Key Executives
- **127** Report of the Directors
- **136** Independent Auditor's Report
- **141** Financial Statements