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THE HONGKONG AND SHANGHAI HOTELS, LIMITED
香港上海大酒店有限公司
(Incorporated in Hong Kong with limited liability)
(Stock Code: 45)

**Resignation of Executive Directors and
Retirement of Independent Non-Executive Directors**

The Board of Directors (the “Board”) of The Hongkong and Shanghai Hotels, Limited (the “Company”) announces the following changes:

Resignation of Executive Directors

Ms Christobelle Yi Ching Liao (“Ms Liao”), Mr Keith James Robertson (“Mr Robertson”), and Mr Gareth Owen Roberts (“Mr Roberts”), will step down from their positions as Executive Directors of the Company with effect from the conclusion of the annual general meeting of the Company to be held on 13 May 2026 (the “2026 AGM”).

Following the conclusion of the 2026 AGM, each of Ms Liao, Mr Robertson and Mr Roberts will continue to serve the Company in their respective roles as Chief Corporate and Governance Officer, Chief Financial Officer and Chief Operating Officer. The above changes relate solely to a re-alignment of governance and management roles as the Company is moving towards a two-tiered management framework, under which the Board will, save for the Chief Executive Officer, be comprised entirely of Non-Executive Directors, thereby enhancing the independence and supervisory function of the Board.

Each of Ms Liao, Mr Robertson and Mr Roberts have confirmed that they do not have any disagreement with the Board and that there is no matter relating to their cessation as Executive Directors that needs to be brought to the attention of the shareholders of the Company.

Retirement of Independent Non-Executive Directors

Mr Pierre Roger Boppe (“Mr Boppe”) and Dr William Kwok Lun Fung (“Dr Fung”) have decided to retire as Independent Non-Executive Directors of the Company at the conclusion of the 2026 AGM. Mr Boppe has served the Board since 1996 and Dr Fung since 2011. Dr Fung is also a member of the Nomination Committee. After having served on the Board for 30 years and 15 years respectively, Mr Boppe and Dr Fung have chosen not to seek re-election and as such will retire from their positions. Dr Fung will also cease to be a member of the Nomination Committee at the conclusion of the 2026 AGM. Mr Boppe will become a Senior Advisor to the Chairman following his retirement as an Independent Non-Executive Director at the conclusion of the 2026 AGM.

Each of Mr Boppe and Dr Fung have confirmed that they do not have any disagreement with the Board and that there is no matter relating to their retirement that needs to be brought to the attention of the shareholders of the Company.

The Company is in the process of identifying candidates to succeed Mr Boppe and Dr Fung as Independent Non-Executive Directors. Further announcement(s) will be made by the Company as and when appropriate.

The Board would like to express its sincere gratitude to Mr Boppe and Dr Fung for their valuable contributions to the Company during their distinguished service on the Board and wishes them a very happy retirement.

By order of the Board
Till Lembke
Company Secretary

Hong Kong, 18 March 2026

As at the date of this announcement, the Board of Directors of the Company comprises the following Directors:

Non-Executive Chairman
The Hon. Sir Michael Kadoorie

Non-Executive Deputy Chairman
Philip Lawrence Kadoorie

Executive Directors
Chief Executive Officer
Benjamin Julien Arthur Vuchot

Chief Corporate and Governance Officer
Christobelle Yi Ching Liao

Chief Financial Officer
Keith James Robertson

Chief Operating Officer
Gareth Owen Roberts

Non-Executive Directors
Nicholas Timothy James Colfer
Andrew Clifford Winawer Brandler
James Lindsay Lewis
Diego Alejandro González Morales
Peter Camille Borer

Independent Non-Executive Directors
Dr the Hon. Sir David Kwok Po Li
Patrick Blackwell Paul
Pierre Roger Boppe
Dr William Kwok Lun Fung
Dr Rosanna Yick Ming Wong
Dr Kim Lesley Winser
Ada Koon Hang Tse