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(incorporated in Hong Kong with limited liability)

(Stock Code: 0017)

**CONTINUING CONNECTED TRANSACTIONS
THE 2026 MASTER HOTEL LEASING AGREEMENT AND
THE 2026 MASTER HOTEL MANAGEMENT SERVICES AGREEMENT**

References are made to (i) the 2017 Announcement in respect of the 2017 Master Hotel Leasing Agreement and the 2017 Master Hotel Management Services Agreement, (ii) the 2020 Announcement in respect of setting of new annual caps of the 2017 Master Hotel Leasing Agreement and the 2017 Master Hotel Management Services Agreement for the three years ended 30 June 2023 and (iii) the 2023 Announcement in respect of setting of new annual caps of the 2017 Master Hotel Leasing Agreement and the 2017 Master Hotel Management Services Agreement for the three years ending 30 June 2026.

THE 2026 MASTER HOTEL LEASING AGREEMENT

On 10 April 2017, the Company and CTFE entered into the 2017 Master Hotel Leasing Agreement in relation to the HL Transactions.

The 2017 Master Hotel Leasing Agreement is for a term of ten years commencing from 1 July 2017 and expiring on 30 June 2027, unless terminated earlier in accordance with the 2017 Master Hotel Leasing Agreement.

On 24 April 2026, the Company and CTFE entered into the 2026 Master Hotel Leasing Agreement, pursuant to which the members of the Group will enter into the HL Transactions with the members of the CTFE Group, and agreed to terminate the 2017 Master Hotel Leasing Agreement upon the 2026 Master Hotel Leasing Agreement becoming effective on the Hotel Leasing Effective Date.

THE 2026 MASTER HOTEL MANAGEMENT SERVICES AGREEMENT

On 10 April 2017, the Company and CTFE entered into the 2017 Master Hotel Management Services Agreement in relation to the MS Transactions.

The 2017 Master Hotel Management Services Agreement is for a term of ten years commencing from 1 July 2017 and expiring on 30 June 2027, unless terminated earlier in accordance with the 2017 Master Hotel Management Services Agreement.

On 24 April 2026, the Company and CTFE entered into the 2026 Master Hotel Management Services Agreement, pursuant to which the members of the Group will enter into the MS Transactions with the members of the CTFE Group, and agreed to terminate the 2017 Master Hotel Management Services Agreement upon the 2026 Master Hotel Management Services Agreement becoming effective on the Management Services Effective Date.

LISTING RULES IMPLICATIONS

As at the date of this announcement, CTFE is a substantial shareholder of the Company and therefore a connected person of the Company. The Transactions constitute continuing connected transactions of the Company under Chapter 14A of the Listing Rules.

Since the highest of all the applicable percentage ratios (as defined under Rule 14.07 of the Listing Rules) in respect of the HL Annual Caps is more than 0.1% but less than 5%, the HL Annual Caps are subject to the reporting and announcement requirements but are exempt from the independent shareholders' approval requirement under Chapter 14A of the Listing Rules for the Company.

Since the highest of all the applicable percentage ratios (as defined under Rule 14.07 of the Listing Rules) in respect of the MS Annual Caps is more than 0.1% but less than 5%, the MS Annual Caps are subject to the reporting and announcement requirements but are exempt from the independent shareholders' approval requirement under Chapter 14A of the Listing Rules for the Company.

As the term of each of the 2026 Master Hotel Leasing Agreement and the 2026 Master Hotel Management Services Agreement exceeds three years, the Company has engaged Ballas Capital as the independent financial adviser to advise the reasons for the 2026 Master Hotel Leasing Agreement and the 2026 Master Hotel Management Services Agreement having a term that exceeds three years and to confirm whether this is normal business practice for the 2026 Master Hotel Leasing Agreement and 2026 Master Hotel Management Services Agreement to have such duration.

INTRODUCTION

References are made to (i) the 2017 Announcement in respect of the 2017 Master Hotel Leasing Agreement and the 2017 Master Hotel Management Services Agreement, (ii) the 2020 Announcement in respect of setting of new annual caps of the 2017 Master Hotel Leasing Agreement and the 2017 Master Hotel Management Services Agreement for the three years ended 30 June 2023 and (iii) the 2023 Announcement in respect of setting of new annual caps of the 2017 Master Hotel Leasing Agreement and the 2017 Master Hotel Management Services Agreement for the three years ending 30 June 2026.

The background and general terms of the 2026 Master Hotel Leasing Agreement and the 2026 Master Hotel Management Services Agreement are set out below:

THE 2026 MASTER HOTEL LEASING AGREEMENT

Background

On 10 April 2017, the Company and CTFE entered into the 2017 Master Hotel Leasing Agreement in relation to the HL Transactions.

The 2017 Master Hotel Leasing Agreement is for a term of ten years commencing from 1 July 2017 and expiring on 30 June 2027, unless terminated earlier in accordance with the 2017 Master Hotel Leasing Agreement.

On 24 April 2026, the Company and CTFE entered into the 2026 Master Hotel Leasing Agreement, pursuant to which the members of the Group will enter into the HL Transactions with the members of the CTFE Group, and agreed to terminate the 2017 Master Hotel Leasing Agreement upon the 2026 Master Hotel Leasing Agreement becoming effective on the Hotel Leasing Effective Date.

Date

24 April 2026

Parties

- (i) the Company; and
- (ii) CTFE.

General terms of the HL Transactions

Relevant members of the Group may from time to time enter into HL Definitive Agreement(s) with relevant members of the CTFE Group in relation to any HL Transactions upon, and subject to, the terms and conditions in compliance with those of the 2026 Master Hotel Leasing Agreement as may be agreed between relevant members of the Group and relevant members of the CTFE Group. All existing agreements between relevant members of the CTFE Group and relevant members of the Group in respect of the HL Transactions (to the extent which they cover the HL Transactions on or after the Hotel Leasing Effective Date) will be treated as HL Definitive Agreements made pursuant to the 2026 Master Hotel Leasing Agreement as from the Hotel Leasing Effective Date and shall continue to be subject to the terms of the 2026 Master Hotel Leasing Agreement.

With effect from the Hotel Leasing Effective Date, the HL Transactions shall be conducted:

- (i) in the ordinary and usual course of business of the Group and the CTFE Group;
- (ii) on normal commercial terms or better (as defined in the Listing Rules); and
- (iii) in compliance with all applicable provisions of the Listing Rules (including the HL Annual Caps), the applicable laws, the 2026 Master Hotel Leasing Agreement and the relevant HL Definitive Agreement.

Duration

The 2026 Master Hotel Leasing Agreement is for a term of 15 years commencing from 1 July 2026 and expiring on 30 June 2041, unless terminated earlier in accordance with the 2026 Master Hotel Leasing Agreement. Subject to compliance with the relevant requirements of the rules of any stock exchange to which any of the parties to the 2026 Master Hotel Leasing Agreement is subject to, including, but not limited to, the Listing Rules or, alternatively, any waiver obtained from strict compliance with such requirements, upon expiration of the Initial Term or any subsequent renewal term, the 2026 Master Hotel Leasing Agreement will be automatically renewed for a successive period of 15 years, unless terminated earlier in accordance with the 2026 Master Hotel Leasing Agreement.

Payment terms

The terms in relation to the time and method of payment will be stated in the relevant HL Definitive Agreements and will be no less favourable to the Group than terms available to and/or from independent third parties.

Historical figures and the HL Annual Caps

The aggregate transaction amounts paid by the CTFE Group to the Group under the 2017 Master Hotel Leasing Agreement for each of the two financial years ended 30 June 2024 and 2025 and the six months ended 31 December 2025 were approximately HK\$281.0 million, HK\$272.1 million and HK\$146.1 million, respectively.

The HL Annual Caps for each of the three financial years ending 30 June 2027, 2028 and 2029 will be HK\$334.2 million, HK\$342.7 million and HK\$350.8 million, respectively. The Company will re-comply with the Listing Rules in relation to the determination of the annual caps for the HL Transactions for the remaining term of the 2026 Master Hotel Leasing Agreement.

Each of the HL Annual Caps has been determined based on (i) the historical transaction amounts under the 2017 Master Hotel Leasing Agreement; (ii) the possibility of entering into new HL Transactions with the CTFE Group, taking into account the expected growth and business development of the Group and the CTFE Group; (iii) the prevailing and projected market rates for similar hotels in the nearby area; (iv) the forecast of the revenue of the relevant hotels; (v) the valuation by the independent professional property valuer; and (vi) the inflation factor.

Pricing policy

In determining the hotel leasing/licensing fees, the relevant member(s) of the Group will provide a quote to the relevant member(s) of the CTFE Group after conducting research for similar market comparables (with comparable conditions including but not limited to location, hotel ranking, number of rooms, available facilities and rental period) and/or review comparable transactions with independent third parties, if available and considering factors such as the forecast of the revenue of the relevant hotels.

Reasons for and benefits of entering into the 2026 Master Hotel Leasing Agreement

The HL Transactions are expected to be of a recurrent nature and will occur on a regular and continuing basis in the ordinary and usual course of business of the Group and the CTFE Group.

The Directors consider that the 2026 Master Hotel Leasing Agreement provides a single basis for the Group to regulate the existing or future hotel leasing and/or licensing of related licences with the relevant members of the CTFE Group under a common framework agreement.

The Directors (including the independent non-executive Directors) consider that the terms of the 2026 Master Hotel Leasing Agreement have been negotiated on an arm's length basis, on normal commercial terms or better (as defined in the Listing Rules) and within the ordinary and usual course of business of the Group and are fair and reasonable and in the interests of the Group and the Shareholders as a whole and that the HL Annual Caps are fair and reasonable and in the interests of the Group and the Shareholders as a whole.

THE 2026 MASTER HOTEL MANAGEMENT SERVICES AGREEMENT

Background

On 10 April 2017, the Company and CTFE entered into the 2017 Master Hotel Management Services Agreement in relation to the MS Transactions.

The 2017 Master Hotel Management Services Agreement is for a term of ten years commencing from 1 July 2017 and expiring on 30 June 2027, unless terminated earlier in accordance with the 2017 Master Hotel Management Services Agreement.

On 24 April 2026, the Company and CTFE entered into the 2026 Master Hotel Management Services Agreement, pursuant to which the members of the Group will enter into the MS Transactions with the members of the CTFE Group, and agreed to terminate the 2017 Master Hotel Management Services Agreement upon the 2026 Master Hotel Management Services Agreement becoming effective on the Management Services Effective Date.

Date

24 April 2026

Parties

- (i) the Company; and
- (ii) CTFE.

General terms of the MS Transactions

Relevant members of the Group may from time to time enter into MS Definitive Agreement(s) with relevant members of the CTFE Group in relation to any MS Transactions upon, and subject to, the terms and conditions in compliance with those of the 2026 Master Hotel Management Services Agreement as may be agreed between relevant members of the Group and relevant members of the CTFE Group. All existing agreements between relevant members of the CTFE Group and relevant members of the Group in respect of the MS Transactions (to the extent which they cover the MS Transactions on or after the Management Services Effective Date) will be treated as MS Definitive Agreements made pursuant to the 2026 Master Hotel Management Services Agreement as from the Management Services Effective Date and shall continue to be subject to the terms of the 2026 Master Hotel Management Services Agreement.

With effect from the Management Services Effective Date, the MS Transactions shall be conducted:

- (i) in the ordinary and usual course of business of the Group and the CTFE Group;
- (ii) on normal commercial terms or better (as defined in the Listing Rules); and
- (iii) in compliance with all applicable provisions of the Listing Rules (including the MS Annual Caps), the applicable laws, the 2026 Master Hotel Management Services Agreement and the relevant MS Definitive Agreement.

Duration

The 2026 Master Hotel Management Services Agreement is for a term of 15 years commencing from 1 July 2026 and expiring on 30 June 2041, unless terminated earlier in accordance with the 2026 Master Hotel Management Services Agreement. Subject to compliance with the relevant requirements of the rules of any stock exchange to which any of the parties to the 2026 Master Hotel Management Services Agreement is subject to, including, but not limited to, the Listing Rules or, alternatively, any waiver obtained from strict compliance with such requirements, upon expiration of the Initial Term or any subsequent renewal term, the 2026 Master Hotel Management Services Agreement will be automatically renewed for a successive period of 15 years, unless terminated earlier in accordance with the 2026 Master Hotel Management Services Agreement.

Payment terms

The terms in relation to the time and method of payment will be stated in the relevant MS Definitive Agreements and will be no less favourable to the Group than terms available to and/or from independent third parties.

Historical figures and the MS Annual Caps

The aggregate transaction amounts paid by the Group to the CTFE Group under the 2017 Master Hotel Management Services Agreement for each of the two financial years ended 30 June 2024 and 2025 and the six months ended 31 December 2025 were approximately HK\$220.6 million, HK\$227.4 million and HK\$118.9 million, respectively.

The MS Annual Caps for each of the three financial years ending 30 June 2027, 2028 and 2029 will be HK\$328.3 million, HK\$338.6 million and HK\$347.8 million, respectively. The Company will re-comply with the Listing Rules in relation to the determination of the annual caps for the MS Transactions for the remaining term of the 2026 Master Hotel Management Services Agreement.

Each of the MS Annual Caps has been determined based on the following:

- (i) For existing hotel management services contracts: the fee structure as stipulated under the existing hotel management services contracts, the forecast of the revenue and gross profit of the hotels with reference to their operational budgets in the next three years;
- (ii) For prospective hotel management services contracts: the estimated fee structures and the forecast of the revenue and gross profit of the relevant hotels in the next three years; and

- (iii) For pre-opening technical consultancy services contracts: the fee structures as stipulated under the respective services contracts.

Pricing policy

The hotel management fees generally comprise basic management fees, marketing fees, and/or incentive management fees which are linked with the total revenue and gross operating profit of the relevant hotels owned by the Group, as well as centralised marketing fees and technical services fees. All hotels under the same brand of the CTFE Group would apply the same standard service fee rate, which will be subject to adjustments based on different locations of the hotels. The Group will monitor industry practices on a regular basis to ensure that the terms offered to the Group are either equivalent to or better than the prevailing market prices.

Reasons for and benefits of entering into the 2026 Master Hotel Management Services Agreement

The MS Transactions are expected to be of a recurrent nature and will occur on a regular and continuing basis in the ordinary and usual course of business of the Group and the CTFE Group.

The Directors consider that the 2026 Master Hotel Management Services Agreement provides a single basis for the Group to regulate the existing or future hotel management services contracts and pre-opening technical consultancy services agreements with the relevant members of the CTFE Group under a common framework agreement.

The Directors (including the independent non-executive Directors) consider that the terms of the 2026 Master Hotel Management Services Agreement have been negotiated on an arm's length basis, on normal commercial terms or better (as defined in the Listing Rules) and within the ordinary and usual course of business of the Group and are fair and reasonable and in the interests of the Group and the Shareholders as a whole and that the MS Annual Caps are fair and reasonable and in the interests of the Group and the Shareholders as a whole.

INTERNAL CONTROL PROCEDURES

To ensure that the Master Agreements and the Transactions contemplated thereunder adhere to normal commercial terms or better (as defined in the Listing Rules) and the amounts of the Transactions do not exceed the related Annual Caps, the Company has implemented the following internal control procedures:

(1) Definitive Agreement review and assessment: Prior to entering into any Definitive Agreement under the scope of the Master Agreements, the relevant personnel of the Group will review and assess the terms of the relevant Definitive Agreements to ensure that they are consistent with the principles and provisions set out in the relevant Master Agreements. The pricing policies and other terms of the Definitive Agreements will be determined by the relevant personnel of the Group on normal commercial terms or better (as defined in the Listing Rules), negotiated on an arm's length basis and on basis similar to that with independent third parties.

(2) Transactions monitoring and reporting: The finance department of the Group will consistently record and monitor the amounts of the Transactions to ensure that the applicable Annual Caps are not exceeded. Periodic reports, which are compiled twice a year, including lists of continuing connected transactions conducted during the reporting period and utilisation of the relevant Annual Caps will be submitted to the Audit Committee for review.

(3) Biannual review by internal audit function: The group audit and management services department of the Group will perform a biannual review of the internal controls for the continuing connected transactions for the preceding financial year.

(4) Annual review by external auditors and independent non-executive Directors: The Company's external auditor along with the independent non-executive Directors will perform annual review of the continuing connected transactions for the preceding financial year in accordance with the Listing Rules.

INFORMATION ON THE GROUP AND CTFE GROUP

The Group is principally engaged in property development, property investment, and investment in and/or operation of hotels and other strategic businesses.

As of the date of this announcement and based on publicly available information, CTFE is a wholly-owned subsidiary of Chow Tai Fook (Holding) Limited; Chow Tai Fook (Holding) Limited is an approximately 90.52%-owned subsidiary of Chow Tai Fook Capital Limited; and Chow Tai Fook Capital Limited is owned as to approximately 48.98% and approximately 46.65% by Cheng Yu Tung Family (Holdings) Limited and Cheng Yu Tung Family (Holdings II) Limited, respectively. To the best knowledge of the Directors, CTFE is principally engaged in investment holding.

LISTING RULES IMPLICATIONS

As at the date of this announcement, CTFE is a substantial shareholder of the Company and therefore a connected person of the Company. The Transactions constitute continuing connected transactions of the Company under Chapter 14A of the Listing Rules.

Since the highest of all the applicable percentage ratios (as defined under Rule 14.07 of the Listing Rules) in respect of the HL Annual Caps is more than 0.1% but less than 5%, the HL Annual Caps are subject to the reporting and announcement requirements but are exempt from the independent shareholders' approval requirement under Chapter 14A of the Listing Rules for the Company.

Since the highest of all the applicable percentage ratios (as defined under Rule 14.07 of the Listing Rules) in respect of the MS Annual Caps is more than 0.1% but less than 5%, the MS Annual Caps are subject to the reporting and announcement requirements but are exempt from the independent shareholders' approval requirement under Chapter 14A of the Listing Rules for the Company.

APPROVAL BY THE BOARD OF DIRECTORS

Each of Dr. Cheng Kar-Shun, Henry, Mr. Ho Gilbert Chi-Hang, Mr. Cheng Kar-Shing, Peter and Mr. Cheng Chi-Heng is a director of CTFE. Dr. Cheng Kar-Shun, Henry, Mr. Cheng Kar Shing, Peter, Mrs. Sun Cheng Lai Ha, Cecilia and Mrs. Doo Cheng Sau-Ha, Amy, collectively hold a majority interest in each of Cheng Yu Tung Family (Holdings) Limited and Cheng Yu Tung Family (Holdings II) Limited. Having regard to their family relationship and/or their directorships in CTFE, each of Dr. Cheng Kar-Shun, Henry, Ms. Cheng Chi-Man, Sonia, Mr. Ho Gilbert Chi-Hang, Mr. Doo Wai-Hoi, William, Mr. Cheng Kar-Shing, Peter, Mr. Cheng Chi-Heng and Mr. Cheng Chi-Ming, Brian were considered to have material interests in the entering into of the 2026 Master Hotel Leasing Agreement and the 2026 Master Hotel Management Services Agreement. As such, all of them (except for Mr. Doo Wai-Hoi, William who was not present at the relevant meeting of the board of Directors) have abstained from voting on the resolutions approving the entering into of the 2026 Master Hotel Leasing Agreement and the 2026 Master Hotel Management Services Agreement at the meeting of the Board.

Save as disclosed, no other Director is regarded as having a material interest in the entering into of the 2026 Master Hotel Leasing Agreement and the 2026 Master Hotel Management Services Agreement, and hence no other Director is required under the Listing Rules to abstain from voting on the resolutions approving the entering into of the 2026 Master Hotel Leasing Agreement and the 2026 Master Hotel Management Services Agreement at the meeting of the Board.

OPINION FROM THE INDEPENDENT FINANCIAL ADVISER

Rule 14A.52 of the Listing Rules requires that the term of an agreement governing continuing connected transactions of an issuer must not exceed three years except in special circumstances. As the term of each of the 2026 Master Hotel Leasing Agreement and the 2026 Master Hotel Management Services Agreement exceeds three years, the Company has engaged Ballas Capital as the independent financial adviser to advise on the reasons for each of the 2026 Master Hotel Leasing Agreement and the 2026 Master Hotel Management Services Agreement having a term that exceeds three years and to confirm whether this is normal business practice for the 2026 Master Hotel Leasing Agreement and the 2026 Master Hotel Management Services Agreement to have such duration.

2026 Master Hotel Leasing Agreement

Ballas Capital noted that owing to the unique nature of the hotel industry, hotel leasing contracts are commonly long term transactions and a contract of three-year duration is not practical and commercially sensible because from the perspective of hotel tenants, they usually incur substantial initial outlay for the marketing and branding of new hotels and it may take several years to establish systems which fit the particular requirements of the hotels to achieve the desired results.

In addition, having a longer duration of more than three years for the 2026 Master Hotel Leasing Agreement will allow the CTFE Group, as lessee/licensee, to formulate the long term strategic plan for the development of the relevant hotels and to realise synergies among the hotel business of the Group and the CTFE Group. Tenancies of a short duration might give rise to business uncertainties and may be commercially disadvantageous to the relevant hotels.

Ballas Capital also noted certain comparable transactions involving the entering into of leasing-type hotel transactions with long term tenure of companies listed on the Main Board of the Stock Exchange. These leasing-type hotel agreements identified commonly involve medium to long tenures, including terms of ranging from approximately 14 years to 25 years. Therefore, Ballas Capital is of the view that the Initial Term of 15 years under the 2026 Master Hotel Leasing Agreement is justifiable and it is normal business practice for agreements of this type to have such duration.

2026 Master Hotel Management Services Agreement

Ballas Capital noted that it is common in the market that hotel management contracts are long term contracts due to the unique nature of the hotel industry. Hotel managers usually incur substantial initial outlay for the marketing and branding of new hotels and it will take several years to establish systems which fit in the particular requirements of the hotels to achieve the desired results. Therefore, it is not desirable from the perspective of a hotel manager to sign short term (such as three years) management contracts.

From the hotel owners' perspective, it is also not in their commercial interest to sign short term management agreements with hotel managers because if a hotel manager is replaced, the hotel owners will have to incur substantial cost and time to re-establish the hotels to the standards and specifications of the new hotel managers.

Ballas Capital also noted certain comparable transactions involving the entering into of hotel management or closely comparable hotel operation/serviced residence management arrangements with long term tenure of companies listed on the Main Board of the Stock Exchange.

The duration of these comparable hotel management-type agreements ranged from 10 years to 30 years, with several precedents involving renewal mechanics beyond the initial term. Therefore, Ballas Capital is of the view that the Initial Term of 15 years under the 2026 Master Hotel Management Services Agreement is justifiable and it is normal business practice for agreements of this type to have such duration.

DEFINITIONS

The following terms have the following meanings in this announcement, unless the context otherwise requires:

"2017 Master Hotel Leasing Agreement"	the master hotel leasing agreement in relation to the HL Transactions entered into between the Company and CTFE on 10 April 2017
"2017 Master Hotel Management Services Agreement"	the master hotel management services agreement in relation to the MS Transactions entered into between the Company and CTFE on 10 April 2017
"2017 Announcement"	the announcement of the Company dated 10 April 2017 in respect of the 2017 Master Hotel Leasing Agreement and the 2017 Master Hotel Management Services Agreement
"2020 Announcement"	the announcement of the Company dated 8 May 2020 in respect of setting of new annual caps of the 2017 Master Hotel Leasing Agreement and the 2017 Master Hotel Management Services Agreement for the three years ended 30 June 2023
"2023 Announcement"	the announcement of the Company dated 28 April 2023 in respect of setting of new annual caps of the 2017 Master Hotel Leasing Agreement and the 2017 Master Hotel Management Services Agreement for the three years ending 30 June 2026
"2026 Master Hotel Leasing Agreement"	the master hotel leasing agreement in relation to the HL Transactions entered into between the Company and CTFE on 24 April 2026
"2026 Master Hotel Management Services Agreement"	the master hotel management services agreement in relation to the MS Transactions entered into between the Company and CTFE on 24 April 2026
"Annual Caps"	the HL Annual Caps and/or MS Annual Caps (as the case may be)

"associate"	has the meaning ascribed to it under the Listing Rules
"Audit Committee"	the audit committee of the Company
"Ballas Capital"	Ballas Capital Limited, a corporation licensed to carry on Type 1 (dealing in securities) and Type 6 (advising on corporate finance) regulated activities under the Securities and Futures Ordinance (Chapter 571 of the Laws of Hong Kong), being the independent financial adviser to advise the reasons for each of the 2026 Master Hotel Leasing Agreement and the 2026 Master Hotel Management Services Agreement having a term that exceeds three years and to confirm whether this is normal business practice for the 2026 Master Hotel Leasing Agreement and the 2026 Master Hotel Management Services Agreement to have such duration
"Company"	New World Development Company Limited (新世界發展有限公司), a company incorporated in Hong Kong with limited liability, the shares of which are listed on the Main Board of the Stock Exchange (Stock Code: 0017)
"connected person"	has the meaning ascribed to it under the Listing Rules
"CTFE"	Chow Tai Fook Enterprises Limited, a company incorporated in Hong Kong with limited liability, being a substantial shareholder of the Company
"CTFE Group"	CTFE, (a) any other company which is its subsidiary or holding company or is a fellow subsidiary of any such holding company, and/or (b) any other company in the equity capital of which CTFE and such other companies referred to in (a) above taken together are directly or indirectly interested so as to exercise or control the exercise of 30% (or such other amount as may from time to time be specified in the Code on Takeovers and Mergers as being the level for triggering a mandatory general offer) or more of the voting power at general meetings, or to control the composition of a majority of the board of directors and any other company which is its subsidiary, and for the purpose of the 2026 Master Hotel Leasing Agreement, the 2026 Master Hotel Management Services Agreement and this announcement, such term shall exclude members of the Group
"Definitive Agreement(s)"	the HL Definitive Agreement(s) and/or the MS Definitive Agreement(s) (as the case may be)
"Directors"	the directors of the Company

"Group"	the Company and its subsidiaries from time to time
"HK\$"	Hong Kong dollars, the lawful currency of Hong Kong
"HL Annual Caps"	the annual caps amounts payable by the CTFE Group to the Group in respect of the HL Transactions for each of the three financial years ending 30 June 2027, 2028 and 2029
"HL Definitive Agreement(s)"	hotel leasing agreement(s) which may be entered into between any member(s) of the Group and any member(s) of the CTFE Group from time to time in relation to any of the HL Transactions at any time during the term of the 2026 Master Hotel Leasing Agreement
"HL Transactions"	all transactions between members of the Group and members of the CTFE Group regarding the leasing of hotels and licensing of related licences to members of the CTFE Group from members of the Group
"Hong Kong"	the Hong Kong Special Administrative Region of the People's Republic of China
"Hotel Leasing Effective Date"	1 July 2026
"Hotel Management and Consultancy Services"	the provision of management and consultancy services including but not limited to hotel pre-opening consultancy services, and ongoing management, sales and marketing services such as (a) formulation of business strategy, operational plans, pricing policy and setting guidelines on the operating standard of the relevant hotel; (b) assistance in the preparation of budgets and overseeing the financial accounting and treasury management function; (c) overseeing the decoration, maintenance of facilities and assistance in the procurement of furniture, equipment, groceries and other supplies; (d) supervision of hotel personnel, advising on recruitment and remuneration policies and provision of staff training; and (e) monitoring the advertising, marketing and promotional activities of the relevant hotel and attending to the leasing matters
"Initial Term"	the period commencing from 1 July 2026 up to and including 30 June 2041
"Listing Rules"	the Rules Governing the Listing of Securities on the Stock Exchange
"Management Services Effective Date"	1 July 2026

"Master Agreements"	the 2026 Master Hotel Leasing Agreement and/or the 2026 Master Hotel Management Services Agreement (as the case may be)
"MS Annual Caps"	the annual caps amounts payable by the Group to the CTFE Group in respect of the MS Transactions for each of the three financial years ending 30 June 2027, 2028 and 2029
"MS Definitive Agreement(s)"	hotel management services agreement(s) and pre-opening technical consultancy services agreement(s) which may be entered into between any member(s) of the Group and any member(s) of the CTFE Group from time to time in relation to any of the MS Transactions during the term of the 2026 Master Hotel Management Services Agreement
"MS Transactions"	all transactions between members of the Group and members of the CTFE Group regarding the provision of the Hotel Management and Consultancy Services by members of the CTFE Group to members of the Group
"Shareholders"	shareholders of the Company
"Stock Exchange"	The Stock Exchange of Hong Kong Limited
"subsidiary"	any entity which falls within the definition of "subsidiary" under the Listing Rules or the Companies Ordinance (Chapter 622 of the Laws of Hong Kong)
"substantial shareholder"	has the meaning ascribed to it under the Listing Rules
"Transactions"	the HL Transactions and/or the MS Transactions (as the case may be)
"%"	per cent.

By order of the board of
New World Development Company Limited
(新世界發展有限公司)
Lau Fu-Keung Hui Ka-Wai
Joint Company Secretaries

Hong Kong, 24 April 2026

As at the date of this announcement, (a) the executive directors of the Company are Dr. Cheng Kar-Shun, Henry; Ms. Huang Shaomei, Echo; Ms. Cheng Chi-Man, Sonia; Mr. Sitt Nam-Hoi; Ms. Chiu Wai-Han, Jenny; Mr. Ho Gilbert Chi-Hang; Mr. Lau Fu-Keung; and Mr. Chan Yiu-Ho; (b) the non-executive directors of the Company are Mr. Doo Wai-Hoi, William; Mr. Cheng Kar-Shing, Peter; Mr. Cheng Chi-Heng; and Mr. Cheng Chi-Ming, Brian; and (c) the independent non-executive directors of the Company are Mr. Lee Luen-Wai, John; Mr. Ip Yuk-Keung, Albert; Mr. Chan Johnson Ow; Mrs. Law Fan Chiu-Fun, Fanny; Ms. Lo Wing-Sze, Anthea; and Ms. Wong Yeung-Fong, Fonia.