

CHOW TAI FOOK JEWELLERY GROUP

2026
ANNUAL RESULTS
INVESTORS
PRESENTATION

2026.06.11



RECORD HIGH RESULTS – FY2026

Validating successful transformation,
with further acceleration ahead

Revenue

HK\$94,398 million

▲ 5.3%

Operating profit

HK\$18,850 million

▲ 27.8%

Profit attributable to shareholders

HK\$9,004 million

▲ 52.2%

Gross profit margin

32.3%

▲ 2.8 % pts

Operating profit margin

20.0%

▲ 3.6 % pts

Dividend per share for the year¹

HK\$0.67

Payout ratio 73.4%

CHOW TAI FOOK JEWELLERY GROUP

¹The proposed final dividend of HK\$0.45 per share is subject to the approval of shareholders at the forthcoming annual general meeting



Yang Yang, Global Brand Ambassador

BRINGING CHOW TAI FOOK TO THE WORLD STAGE

Five strategic priorities powered by the three levers of growth



THE THREE Rs: OUR LEVERS OF GROWTH

REDEFINE

Chinese Luxury Globally

Redefining Chinese luxury globally, showcasing the contemporary Chinese culture, innovation and exquisite craftsmanship to the world

REJUVENATE

Portfolio and Operational Efficiency

Curating our product world and optimising our network portfolio and store formats to deliver a coherent and bespoke experience across segments

REIMAGINE

New Horizons

Extending the Chow Tai Fook universe into new geographies, channels, product categories, and experiences that resonate with the constantly evolving lifestyle and aspirations of customers

THE THREE Rs: OUR LEVERS OF GROWTH

REDEFINE

CHINESE LUXURY GLOBALLY

- Redefining Chinese luxury globally, showcasing the contemporary Chinese culture, innovation and exquisite craftsmanship to the world
- Leveraging High Jewellery to heighten brand desirability, reinforce craftsmanship and sharpen CTF's positioning as a luxury house
- Enriching signature collections to amplify brand distinctiveness while accelerating growth in fixed-price jewellery
- Elevating retail journey through accelerated rollout newly designed stores and flagship formats, delivering an elevated and experiential environment
- Innovating and broadening lifestyle product categories, creating a seamless universe that resonates with customers

REJUVENATE

PORTFOLIO AND OPERATIONAL EFFICIENCY

- Enhancing store productivity to improve SSSG and RSV through
 - Enhancing visual merchandising and retail excellence
 - Optimising product efficiencies and product mix
 - Optimising franchisee management and increasing self-operated mix
 - Accelerating digitalisation to leverage on AI and technology in empowering business

REIMAGINE

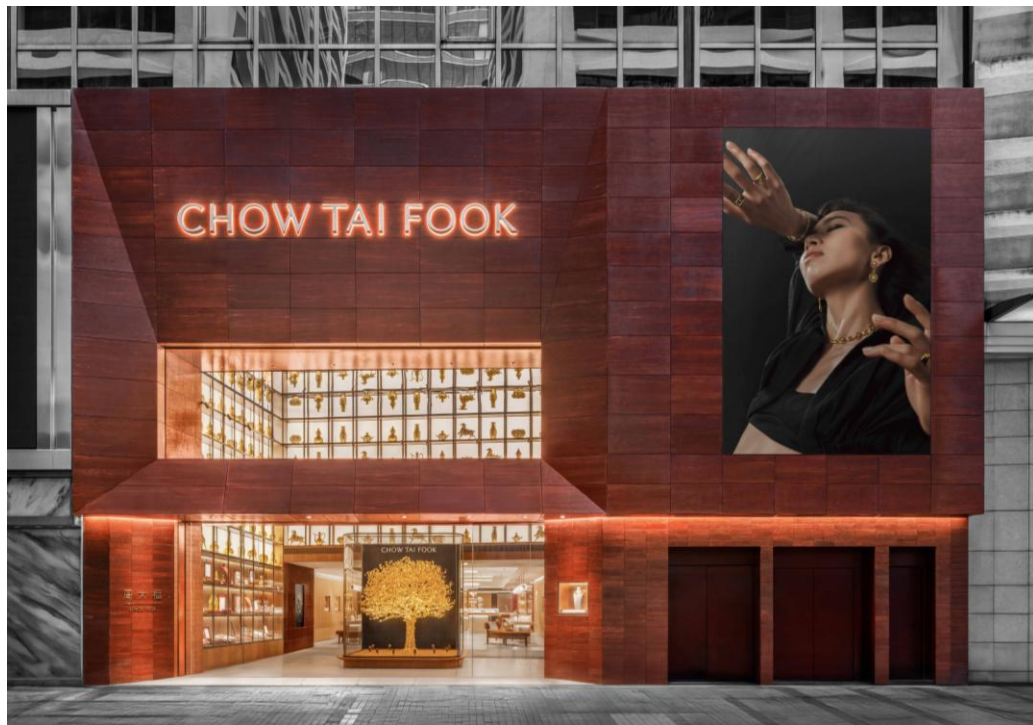
NEW HORIZONS

- Expanding international footprint to capture growth and amplify our global brand influence
- Accelerating expansion of e-commerce platforms in international markets to cultivate global customer base

FY2026 BRAND TRANSFORMATION PROGRESS

Unveiling our first global flagship store

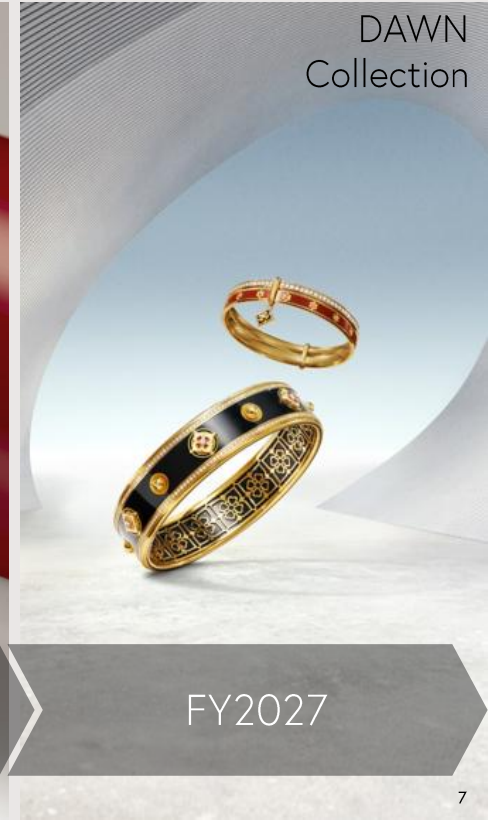
– A vibrant expression of our holistic brand experience and lifestyle



Canton Road, Hong Kong

BRAND TRANSFORMATION

Transformation in motion – successful iconic collections drive growth



FY2026 BRAND TRANSFORMATION PROGRESS

Celebrating success of signature collections with lifestyle offerings

Mainland fixed-price jewellery
RSV contribution

35.4%
FY2026

45-50%
FY2030



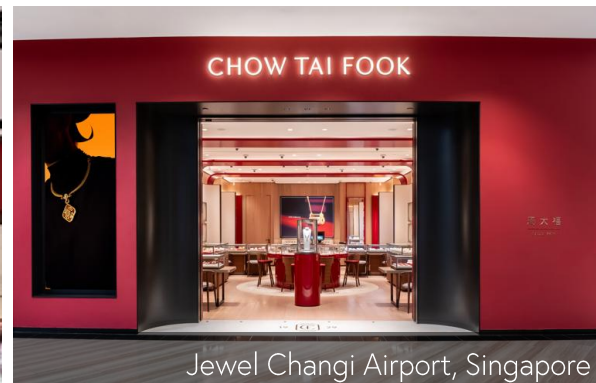
CTF Accessories



Chow Tai Fook Home

FY2026 BRAND TRANSFORMATION PROGRESS

Reimagine new horizons globally



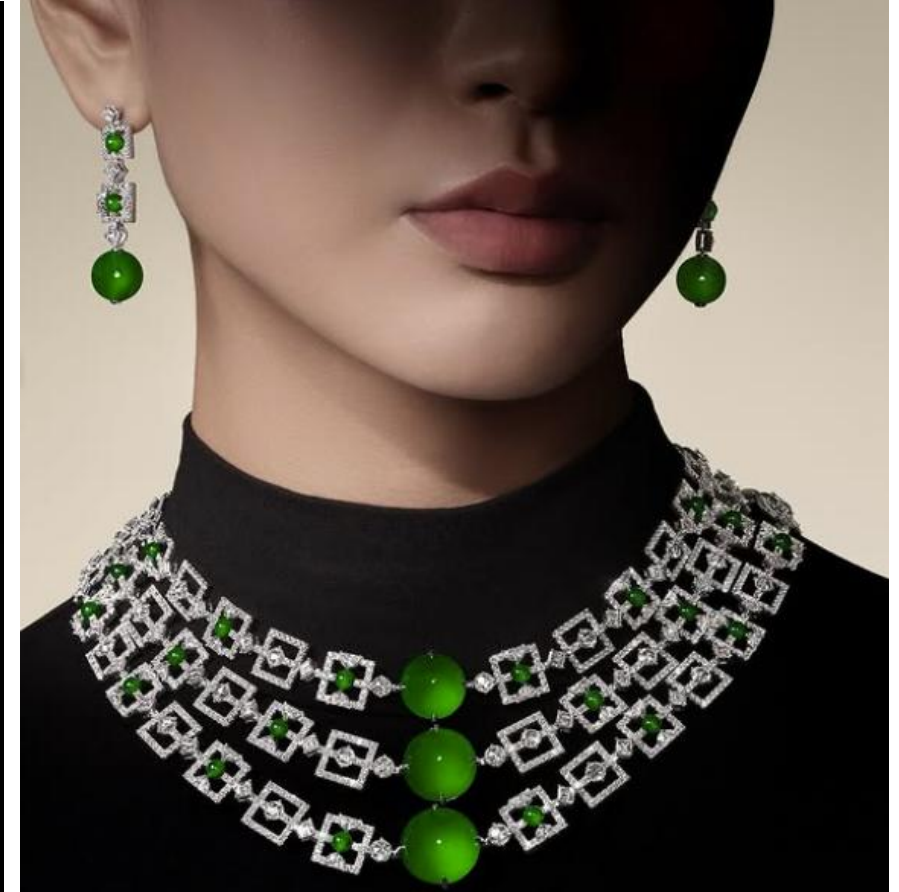
FY2026 BRAND TRANSFORMATION PROGRESS

IP collaborations: Acquiring new and younger customers



FY2026 BRAND TRANSFORMATION PROGRESS

Formally establish Chow Tai Fook's presence in the High Jewellery sector





WE ARE BUILDING THE
CHOW TAI FOOK
UNIVERSE

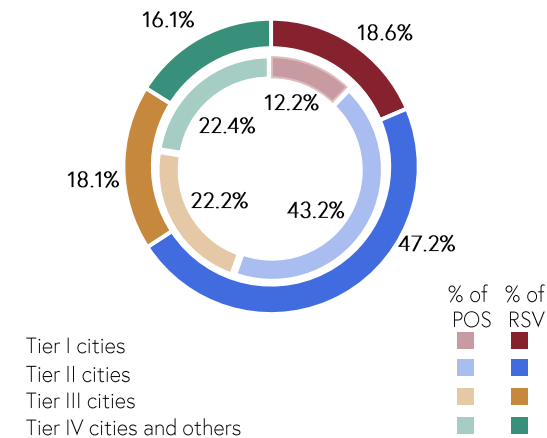


BUSINESS
UPDATE

CHINESE MAINLAND – CHOW TAI FOOK JEWELLERY POS

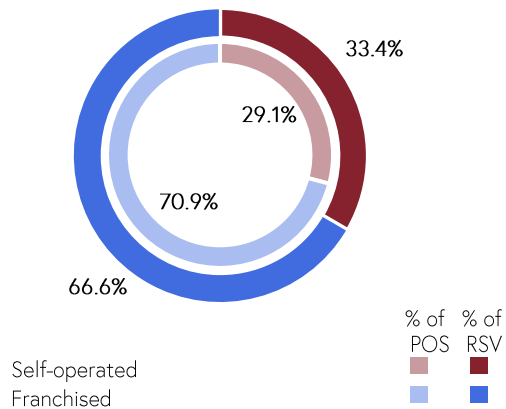
A smarter network through retail experience elevation and disciplined portfolio optimisation

RSV and POS by tier of cities ¹



	RSV YoY	Gross openings	Gross closures
Tier I cities	11.7%	+21	-132
Tier II cities	0.0%	+45	-417
Tier III cities	-5.5%	+23	-241
Tier IV cities and others	-6.3%	+15	-283

RSV and POS by operating model



	RSV YoY	Net POS movement
Self-operated	12.7%	-20
Franchised	-5.6%	-949

FY2026 Highlights

- Overall quality of our POS network have improved, thanks to holistic retail experience elevation and rigorous POS rationalisation to close underperforming stores
- Self-operated stores and POS in higher tier cities demonstrated robust RSV growth
- POS closures moderated in 2HFY2026 compared with 1HFY2026 (1HFY2026: 611; 2HFY2026: 358)

FY2027 Strategies

- Expect significantly fewer closures in FY2027, supporting a gradual stabilisation of the POS network. Combined with continued premiumisation of our stores, RSV of Chinese Mainland is well positioned to extend growth

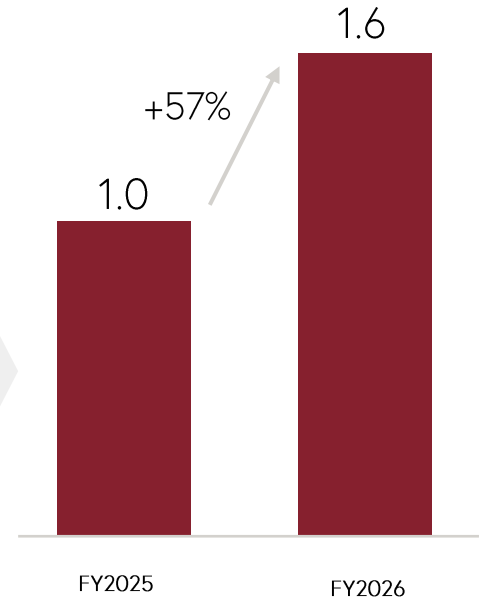
¹Adoption of the city-tier ranking released by Yicai Global on 28 May 2025

CHINESE MAINLAND – CHOW TAI FOOK JEWELLERY POS

Strategically executed new openings driving substantial productivity improvement



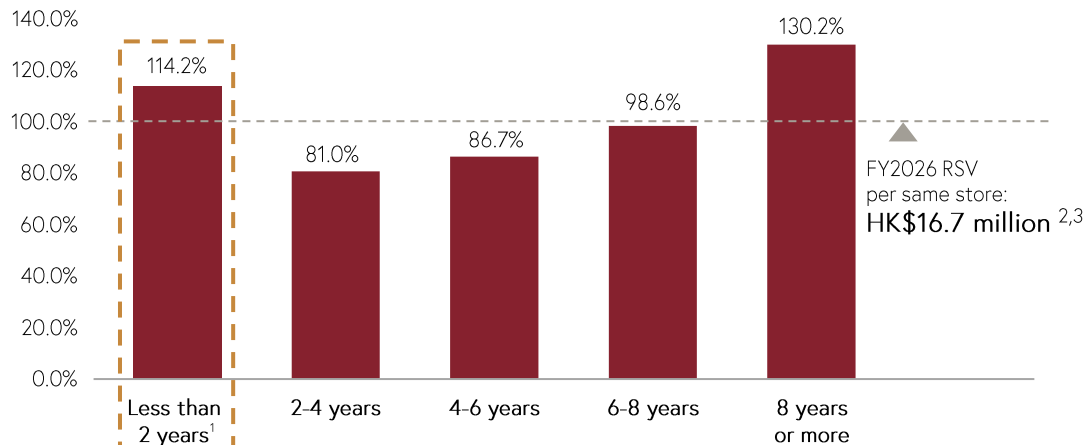
Average monthly sales per new store¹ (HK\$ million)



CHINESE MAINLAND – CHOW TAI FOOK JEWELLERY POS

Solid drivers powering future topline and SSS growth

RSV per store as a % of average same store



POS opening date	4/2024-3/2026	4/2022-3/2024	4/2020-3/2022	4/2018-3/2020	3/2018 or before	Total
POS	439	1,297	1,323	808	1,438	5,305
% of POS	8.3%	24.4%	24.9%	15.2%	27.1%	100.0%

¹ For POS of age less than 1 year, RSV is adjusted on an annualised basis

² Value-added tax ("VAT") included

³ Self-operated and franchised POS included for same store calculation

- 3 growth levers to drive revenue and SSS, positioning us well for stronger business momentum in the next 3-5 years

- 1) Maturity of newly opened stores (i.e. store age <24 months) to contribute to SSS,
- 2) Accelerated rollout of newly designed stores, and
- 3) Continued premiumisation and upgrade of our broader store portfolio

- On track to grow the number of newly designed luxury-format stores in the Mainland from 8 in FY2026 to a target of 50 by FY2030

- Full renovation and elevation of our POS portfolio complete by FY2030, creating a cohesive and distinctly CTFJ retail experience across all our locations

CHINESE MAINLAND – E-COMMERCE BUSINESS

Robust growth momentum anchored by enhanced customer engagement

RSV

▲ 23.0%

FY2025

▲ 3.6%

Contribution to respective RSV

7.1%

FY2025

5.8%

Contribution to respective retail sales volume

16.5%

FY2025

13.8%

Average selling price

HK\$3,300

FY2025

HK\$2,500

FY2026 Highlights

- Robust performance of Mainland e-commerce, anchored by enhanced customer engagement, such as in-house livestreaming studio and the deployment of AI-live hostesses
- CTFMall recorded 48% RSV growth, driven by targeted marketing initiatives leveraging the CTF Club's strong member base

FY2027 Strategies

- Strengthening strategic partnerships with leading e-commerce platforms, through initiatives such as premium livestreaming and enriched content quality, to broaden traffic acquisition and amplify brand visibility
- Accelerating development of investment gold tailored for e-commerce exclusive channels to capture incremental gold demand
- Partnering with digital platforms to diversify and expand our e-commerce footprint internationally, capturing incremental growth opportunities across markets

HONG KONG & MACAO OF CHINA AND OTHER MARKETS

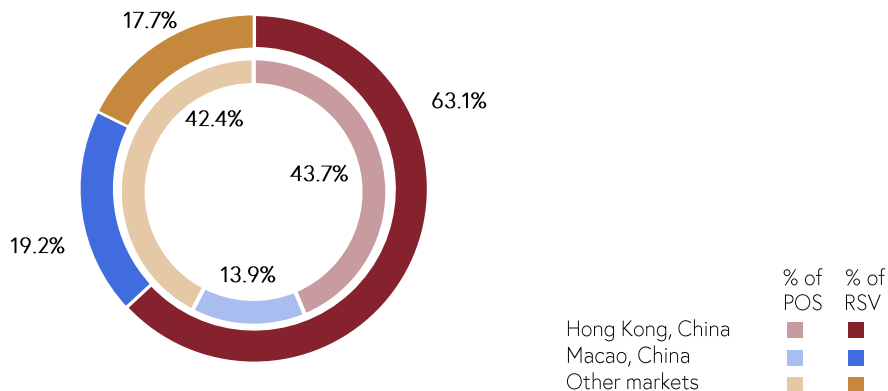
Elevated retail experience and high-quality store additions to strengthen brand desirability



HONG KONG & MACAO OF CHINA AND OTHER MARKETS

Solid tourism revival and enhanced retail experience driving robust business recovery

RSV and POS by geography



	RSV YoY	Net POS movement
Hong Kong, China	19.4%	+2
Macao, China	38.0%	+5
Other markets	50.0%	+1

FY2026 Highlights

Overall upgrade in experience and customer journey in Hong Kong and Macao, supported by

- Enhanced visual merchandising and in-store presentation delivering a compelling and differentiated experience across customer segments
- Curated targeted product selections and effective promotional campaigns deepening customer engagement and connection
- Strengthened data-driven decisions to optimise customer journey and VIC engagement

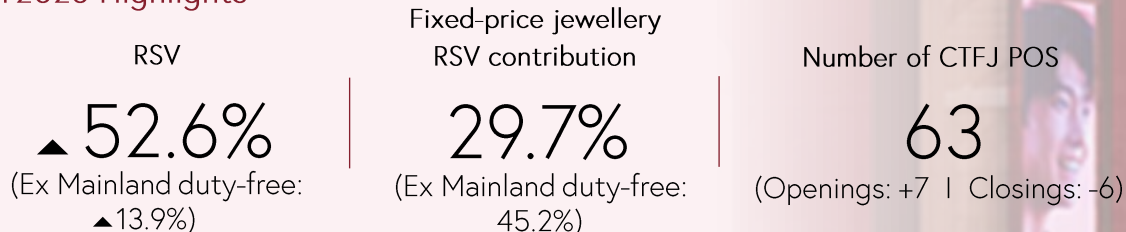
FY2027 Strategies

- Accelerating strategic store revamp
- Elevating retail excellence and deepen customer engagement and connection
- Identifying high-potential locations for expansion and relocation to capture business opportunities

OTHER MARKETS – CHOW TAI FOOK JEWELLERY POS

Expanding into high-potential markets to accelerate global brand reach and influence

FY2026 Highlights



FY2026 Highlights

- Debut of the Group's first newly designed store in Southeast Asia ("SEA") at Singapore Jewel Changi Airport
- Established our presence in Siam Paragon, Bangkok, enhancing our visibility in leading luxury retail destinations
- Strategic entry into Australian market at Westfield Sydney, a prominent luxury hub in Oceania

FY2027 Strategies

- Launching newly designed stores across select markets, including SEA and North America
- Middle East expansions anchoring our ambition to redefine global luxury and accelerate our brand influence on global audiences

FY2030 Ambition

Doubling
the segment RSV
vs FY2026



FINANCIAL REVIEW

FY2026 INCOME STATEMENT HIGHLIGHTS

Record high profits confirm transformation success

Revenue

HK\$94,398 million ▲ 5.3%

Gross profit

HK\$30,500 million ▲ 15.3%

SG&A

HK\$12,343 million ▼ 1.2%

Operating profit

HK\$18,850 million ▲ 27.8%

Profit attributable to shareholders

HK\$9,004 million ▲ 52.2%

CHOW TAI FOOK JEWELLERY GROUP

Revenue YoY on constant fx

▲ 4.5%

Gross profit margin

32.3% | FY2025 29.5%

SG&A ratio

13.1% | FY2025 13.9%

Operating profit margin

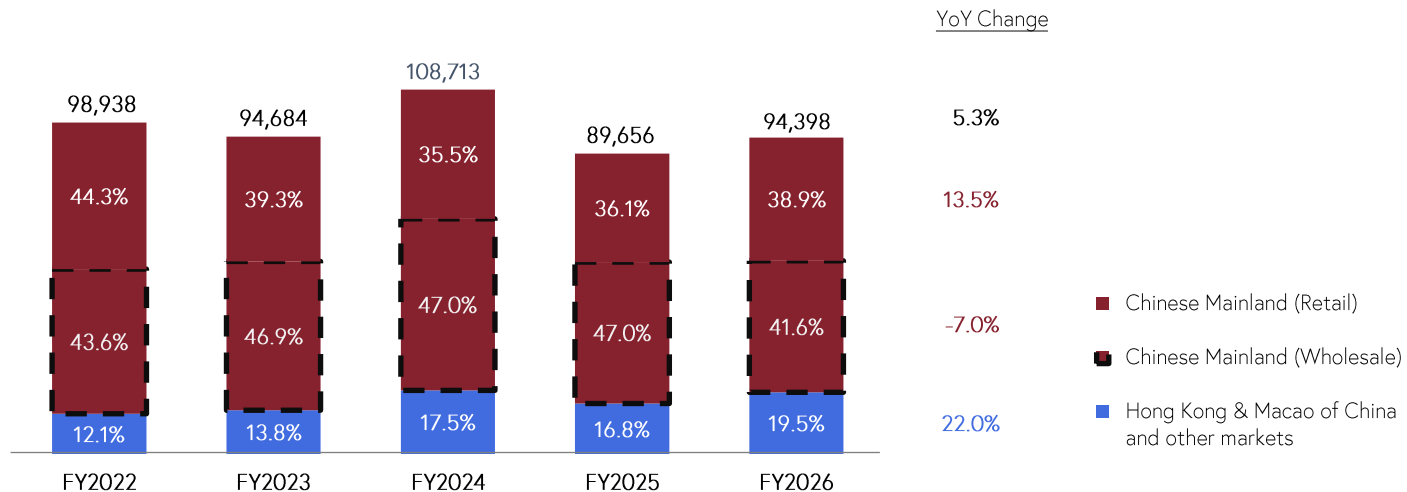
20.0% | FY2025 16.4%

Dividend per share for the year¹

HK\$0.67 | Payout ratio 73.4%

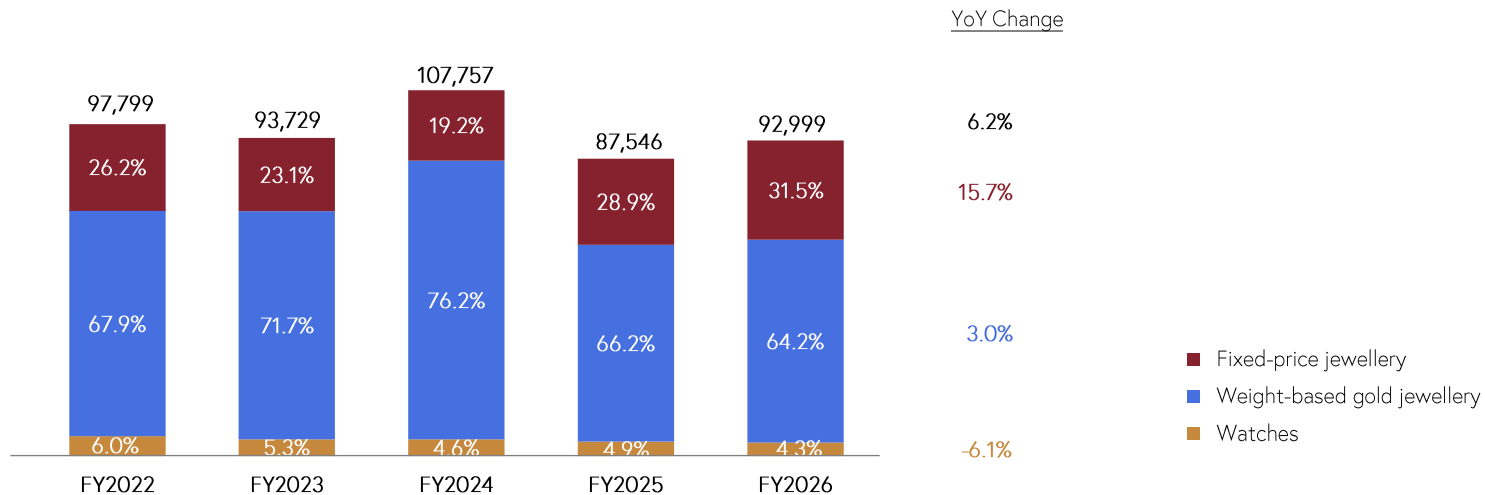
¹ The proposed final dividend of HK\$0.45 per share is subject to the approval of shareholders at the forthcoming annual general meeting

REVENUE BREAKDOWN – REPORTABLE SEGMENT (HK\$M)



(HK\$m)	1H2026	2H2026	FY2026	1H2026/ 1H2025 Change	2H2026/ 2H2025 Change	FY2026/ FY2025 Change
Chinese Mainland	32,194	43,779	75,974	-2.5%	5.4%	1.9%
Hong Kong & Macao of China and other markets	6,792	11,633	18,425	6.5%	33.3%	22.0%
Overall	38,986	55,412	94,398	-1.1%	10.3%	5.3%

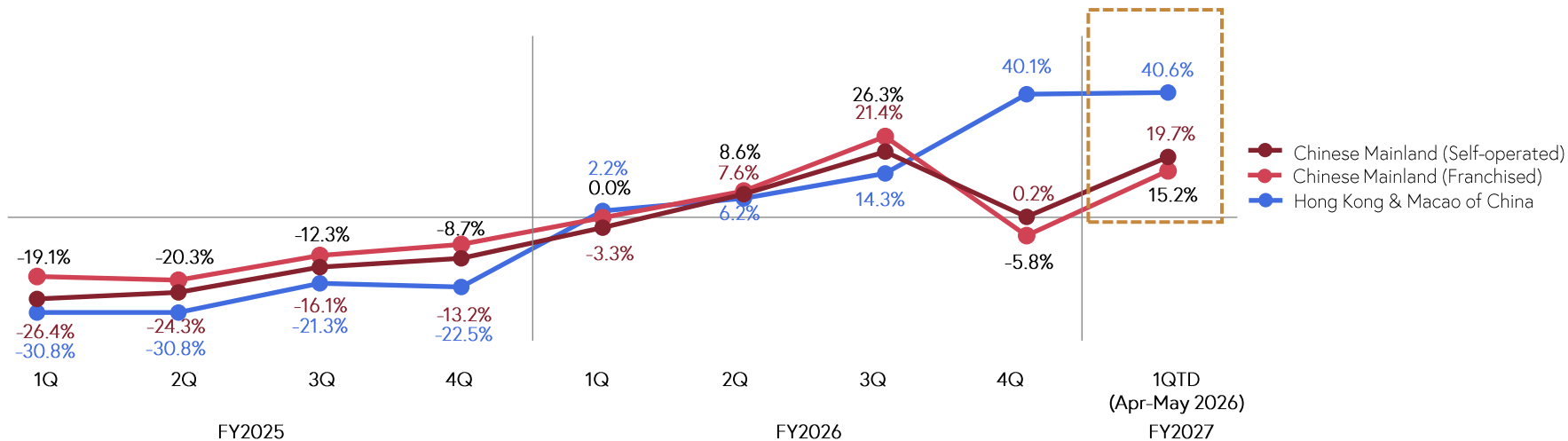
REVENUE BREAKDOWN – PRODUCT (HK\$M) (EXCLUDING JEWELLERY TRADING AND SERVICE INCOME FROM FRANCHISEES)



% of revenue	1H2025	2H2025	1H2026	2H2026
Fixed-price jewellery	26.9%	30.5%	29.6%	32.8%
Weight-based gold jewellery	67.4%	65.3%	65.2%	63.5%
Watches	5.7%	4.2%	5.2%	3.7%

SAME STORE SALES GROWTH ("SSSG") – KEY MARKETS

SSSG recovery drives steady trajectory despite extreme gold price volatility in 4Q



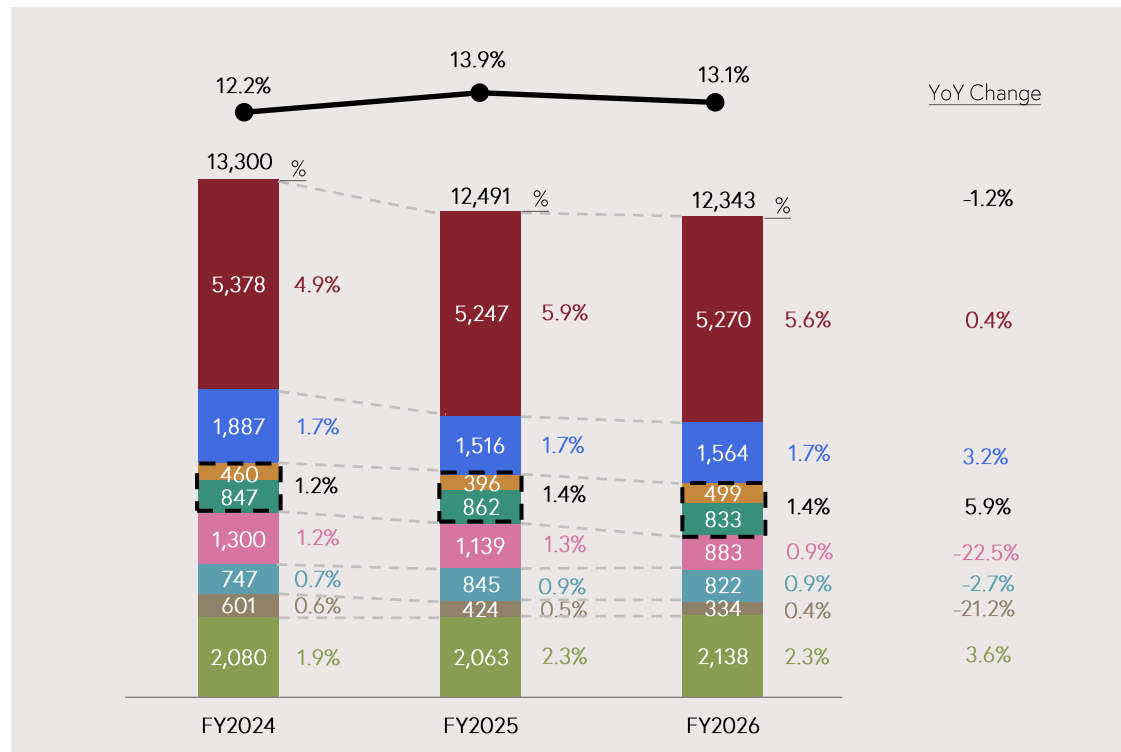
Chinese Mainland (Self-operated) (FY2026)	SSSG	SSS volume growth	SS ASP ¹	Hong Kong & Macao of China (FY2026)	SSSG	SSS volume growth	SS ASP ¹
Overall	6.9%	-17.8%	-	Overall	16.8%	-13.7%	-
Fixed-price jewellery	11.4%	-11.8%	-	Fixed-price jewellery	7.0%	-15.2%	-
- Fixed-price gold jewellery	-	-	HK\$7,700	- Fixed-price gold jewellery	-	-	HK\$7,000
- Gem-set jewellery	-	-	HK\$8,600	- Gem-set jewellery	-	-	HK\$17,100
Weight-based gold jewellery	6.9%	-21.8%	HK\$10,000	Weight-based gold jewellery	28.3%	-11.6%	HK\$18,700

MOVEMENTS IN GROSS PROFIT MARGIN

Robust margin supported by transformation initiatives and gold price strength



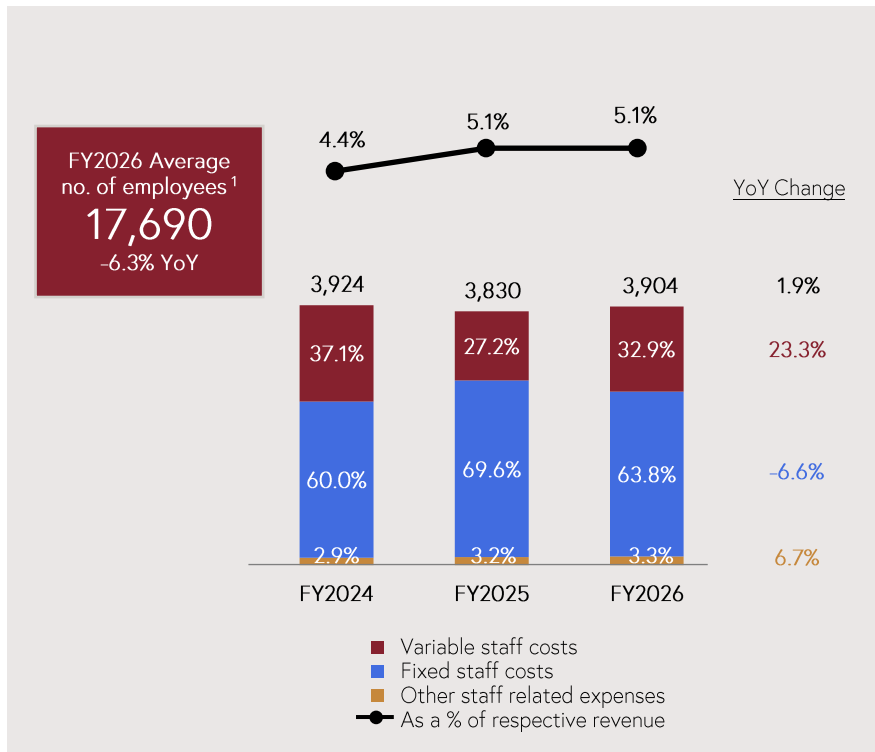
SG&A ANALYSIS (HK\$M)



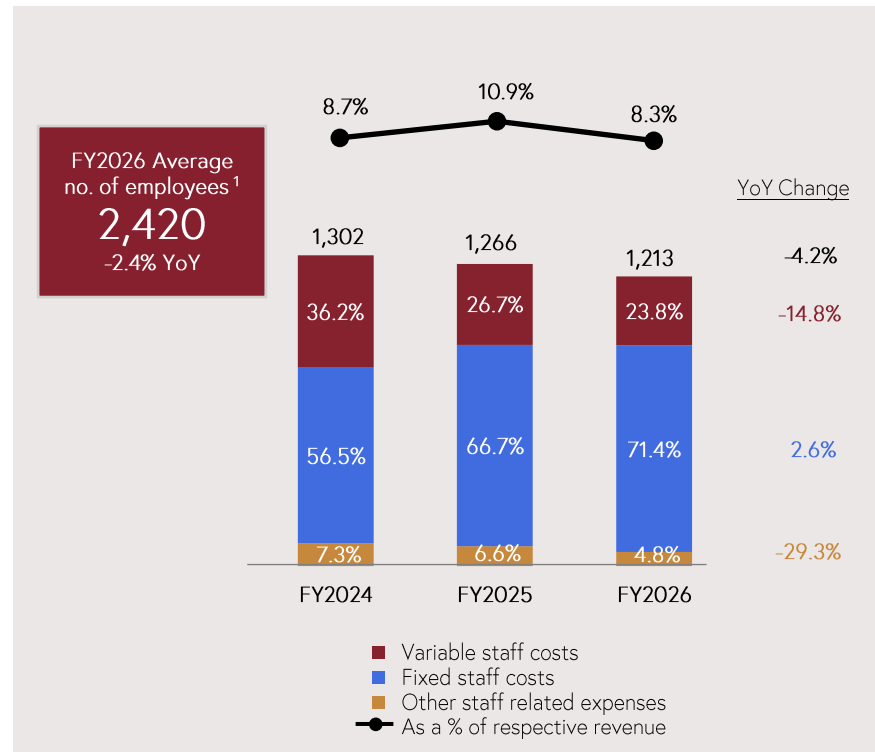
- Staff costs and related expenses
- Concessionaire fees
- Rental expenses
- Depreciation and amortisation (Right-of-use assets, "ROUA")
- Depreciation and amortisation (Property, plant and equipment)
- Advertising and promotion expenses
- Packaging materials
- Other SG&A
- As a % of revenue

SG&A – STAFF COSTS AND RELATED EXPENSES (HK\$M)

Chinese Mainland

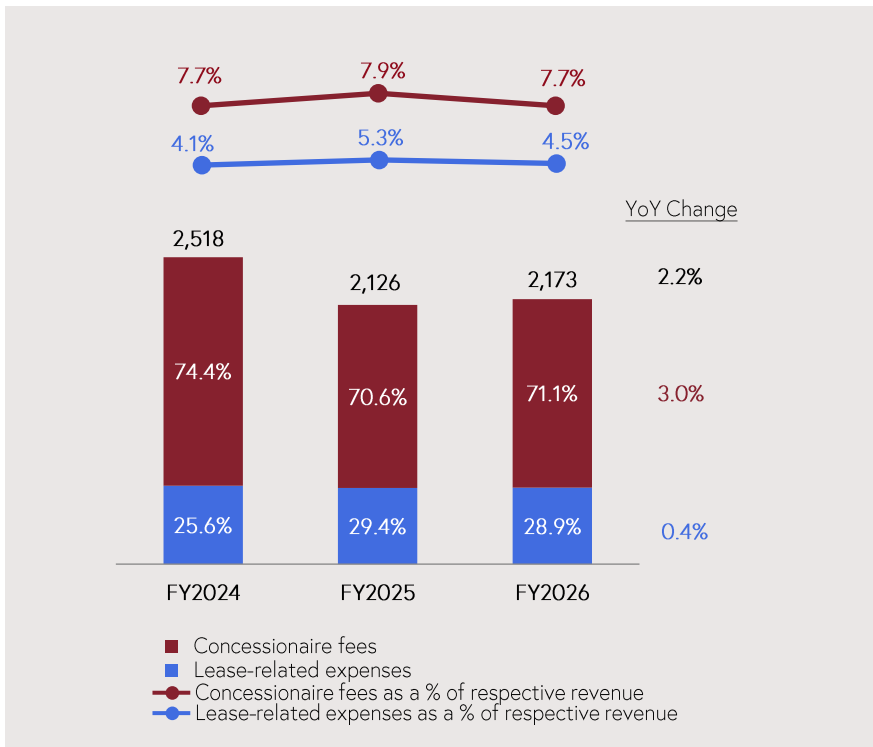


Hong Kong & Macao of China

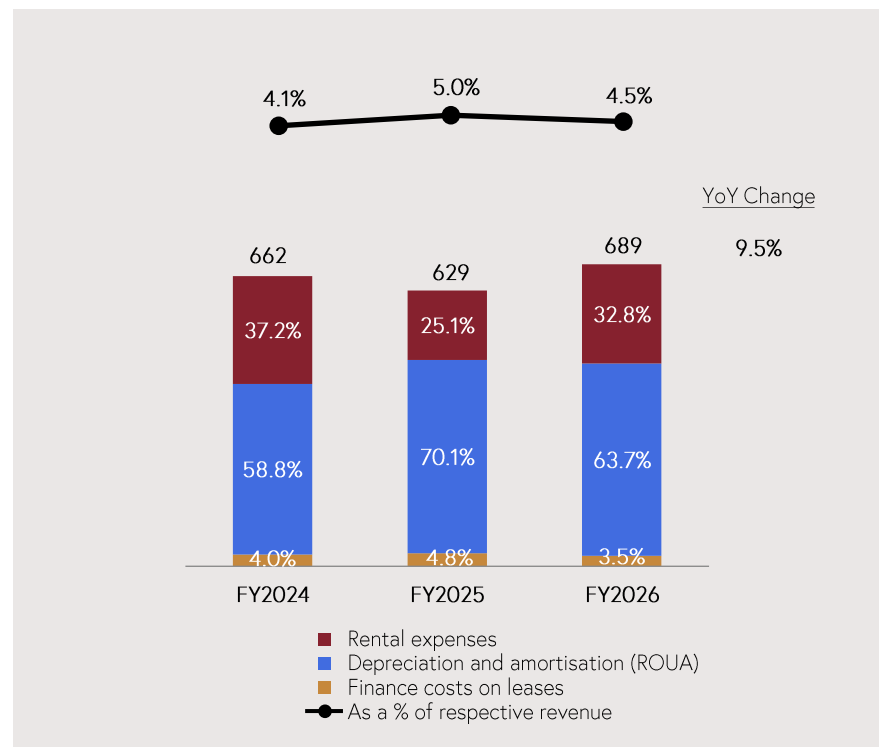


SG&A – CONCESSIONAIRE FEES AND LEASE – RELATED EXPENSES (HK\$M)

Chinese Mainland



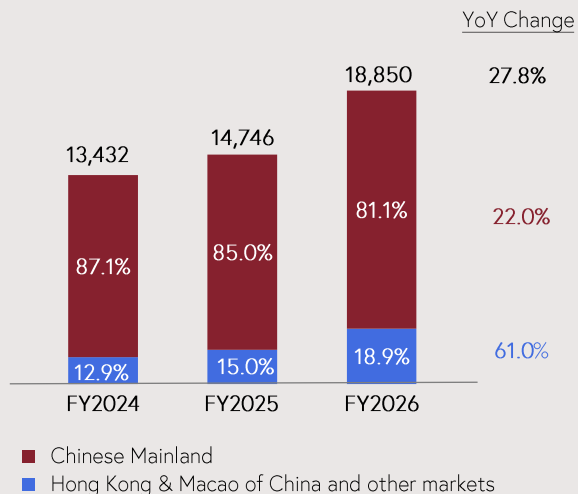
Hong Kong & Macao of China



OPERATING PROFIT AND PROFITABILITY ANALYSIS

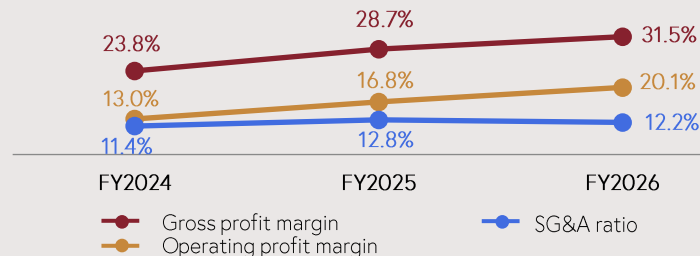
A five-year high profitability with sustained improvement

Operating profit by reportable segment (HK\$m)

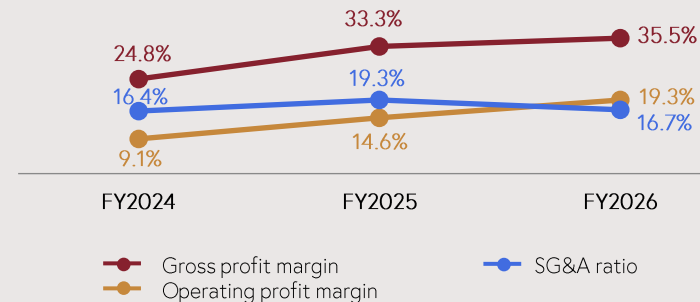


Operating profit YoY	1H2026	2H2026	FY2026
Chinese Mainland	-5.4%	47.5%	22.0%
Hong Kong & Macao of China and other markets	50.6%	66.2%	61.0%

Profitability – Chinese Mainland



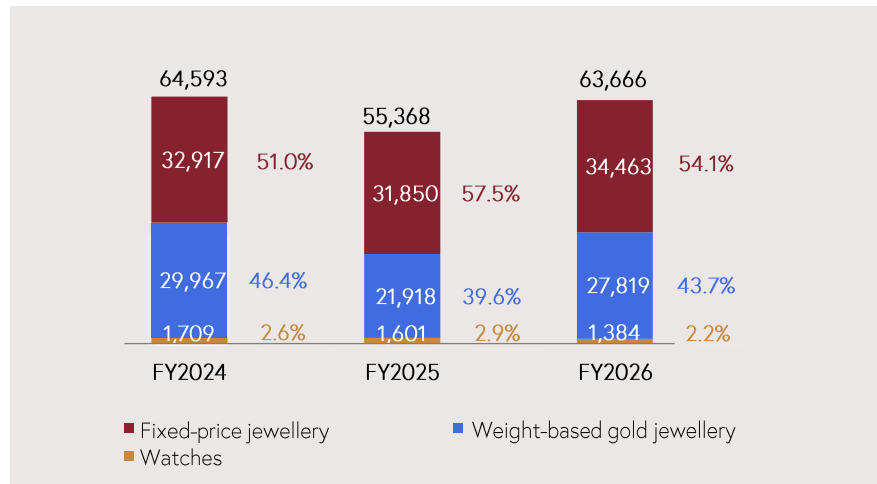
Profitability – Hong Kong & Macao of China and other markets



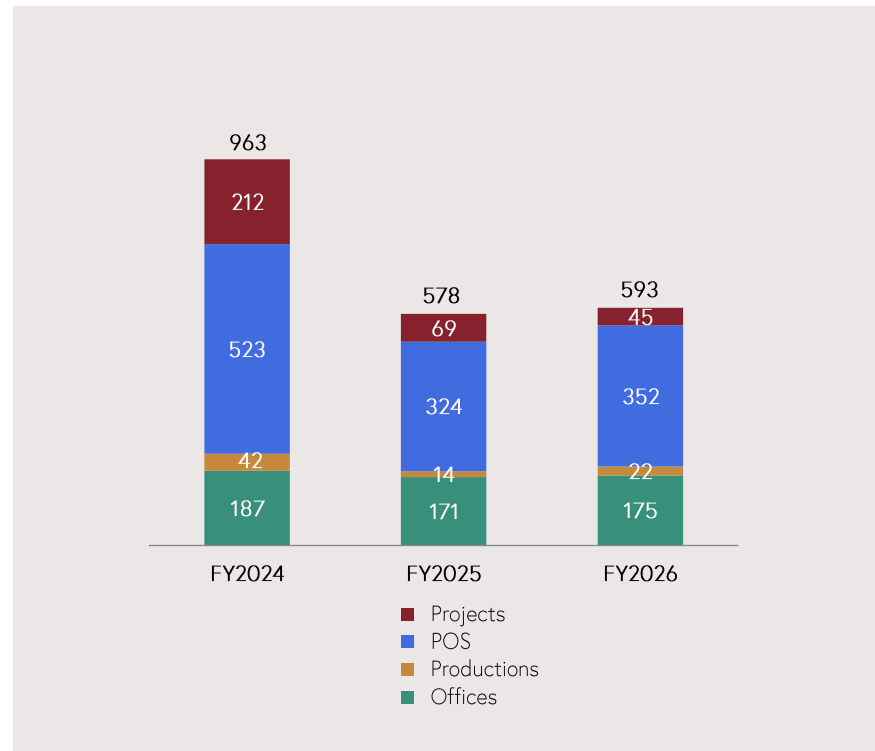
INVENTORY AND CAPITAL EXPENDITURE (HK\$M)

Capital discipline across inventory management and capex spend

Inventory balances by product ¹



Capex by function



Inventory turnover period by category ² (day)

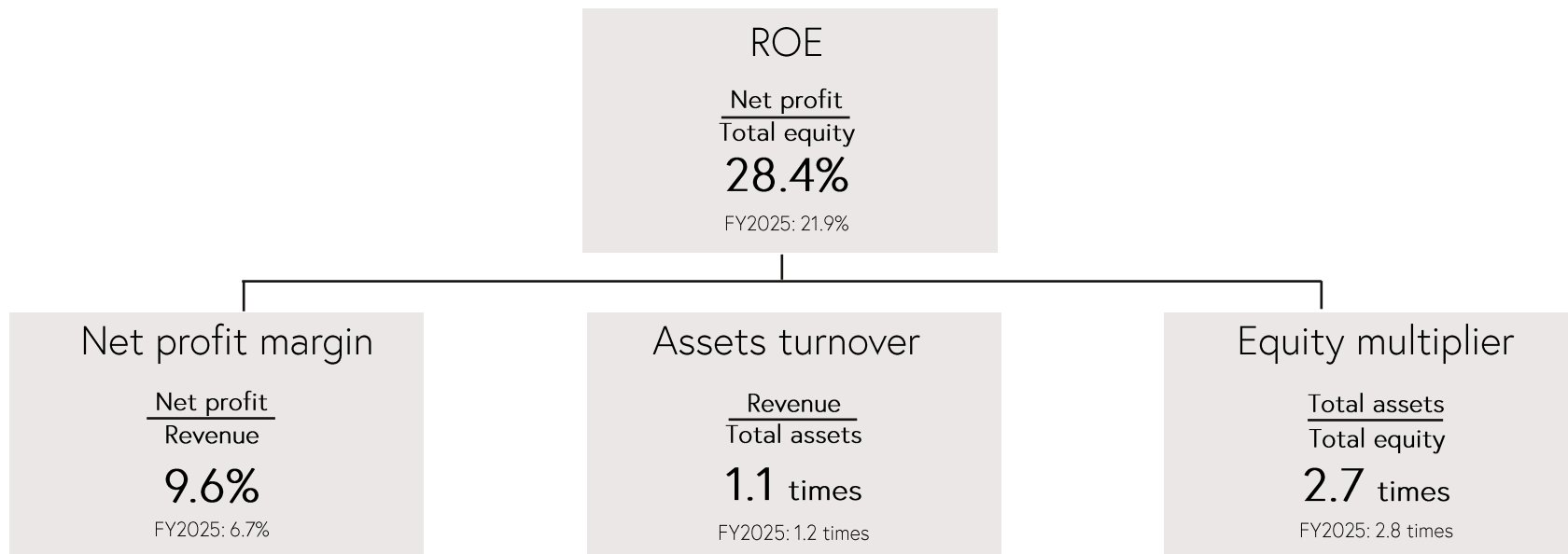
	FY2024	FY2025	FY2026
Finished goods	221	236	277
Raw materials	65	84	87
Overall	286	320	364

¹ Packaging materials excluded

² Inventory turnover period = Closing inventory balances (excluding packaging materials) / cost of goods sold x 365 or 366

FY2026 RETURN ON EQUITY

High-quality earnings and shareholder value





CAPITAL MANAGEMENT

CAPITAL STRUCTURE HIGHLIGHTS

Effective capital management for sustainable financial stability and performance

Bank deposits and cash equivalents¹

HK\$8,262 million | As at 31 Mar 25
HK\$7,582 million

Bank borrowings

HK\$4,760 million | As at 31 Mar 25
HK\$3,825 million

Total equity

HK\$31,959 million | As at 31 Mar 25
HK\$27,393 million

Gold loans

HK\$13,681 million | As at 31 Mar 25
HK\$15,867 million

Net gearing ratio²

54.4% | As at 31 Mar 25
44.2%

Excluding gold loans

11.6%

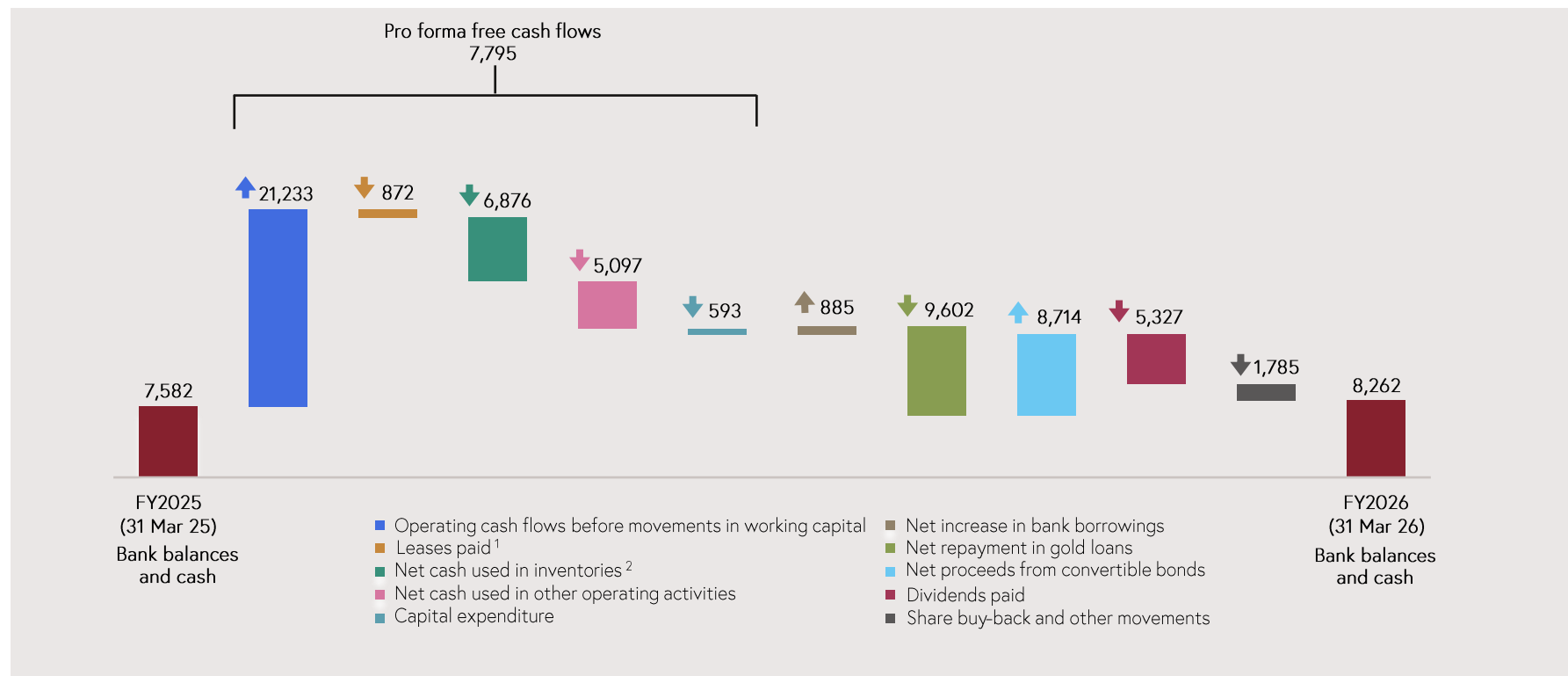
Convertible bonds

HK\$7,218 million | As at 31 Mar 25
Nil

¹ Bank balances and cash included

² Aggregate of bank borrowings, gold loans, convertible bonds, net of bank deposits and cash equivalents, divided by total equity

SUMMARY – MOVEMENTS IN CASH FLOWS (HK\$M)



¹ With adoption of IFRS 16, leases paid was included in financing activities

² Net cash used in inventories excluded net drawdown/repayment of gold loans

FAIR VALUE CHANGE ON GOLD LOAN

A balanced and pragmatic hedging approach sustained margin resilience

(HK\$m)		FY2025	FY2026
Revenue		89,656	94,398
	<i>YoY Change</i>	-17.5%	+5.3%
Weight-based gold jewellery revenue			
	<i>YoY Change</i>	-29.4%	+3.0%
Gross profit		26,455	30,500
Gross profit margin		29.5%	32.3%
Gold price fluctuation gain to overall revenue		8.0%	10.3%
Fair value loss on gold loans		6,180	6,275
% to overall revenue		6.9%	6.6%
Profit before tax		7,917	11,946
% to overall revenue		8.8%	12.7%

London gold price (US\$/ounce)	FY2025	FY2026
As of beginning of the period	2,214	3,115
As of the end of the period	3,115	4,608
<i>Change</i>	+40.7%	+47.9%

Hedging ratio (by weight)	FY2025	FY2026
As of beginning of the period	69.1%	55.4%
As of the end of the period	55.4%	39.0%

Fair value loss on gold loans (HK\$m)	FY2025	FY2026
Settled	4,641	5,114
Unsettled	1,539	1,161



MARKET OUTLOOK

MARKET OUTLOOK

Accelerating transformation with purpose and precision

- The success of our brand transformation strategy is evidenced our resilient financial and operational performance in FY2026 and in FY2027 to date
- We are now entering the definitive phase of our multi-year transformation journey to our centenary in 2029. We are accelerating the pace and ensuring the precision of our full-scale strategic execution in FY2027 and beyond. Our sharpened focus is on elevating brand desirability, enriching the retail experience, and strengthening product differentiation
- Despite continuing external volatilities and macroeconomic uncertainties, we remain cautiously optimistic on the markets we operate. We shall be firmly committed to our brand transformation journey — redefining Chinese luxury globally, rejuvenating portfolio and operational efficiency and reimagining new horizons
- We will continue to rigorously uphold financial discipline in cost and capital management, driving high-quality growth and sustainable earnings and returns for our shareholders





FY2030 AMBITIONS

Driving high-quality shareholder value

REVENUE

Above-market growth

ROE

Stay high at above 25%

SUSTAINABILITY

50% reduction in GHG emissions
(Base year: FY2024)

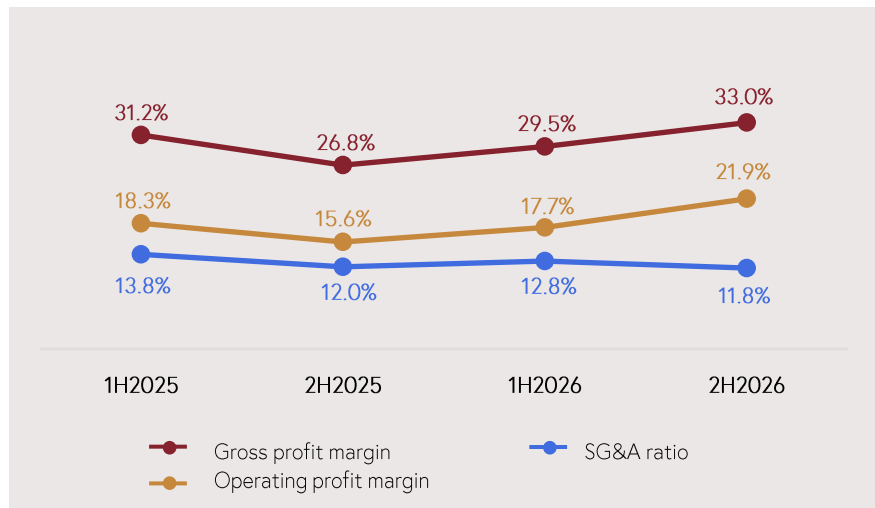
APPENDIX

APPENDIX I – INCOME STATEMENT SUMMARY

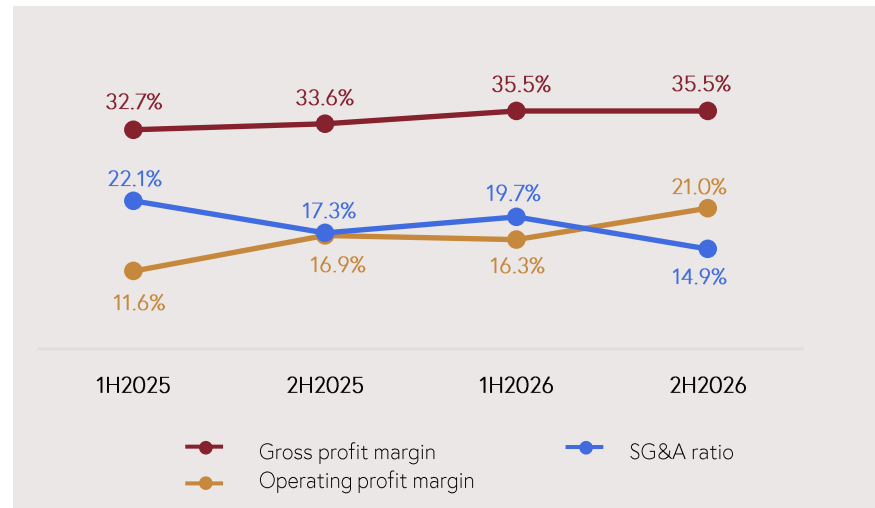
For the year ended 31 March (HK\$m)	2024	2025	2026	YoY Change
Revenue	108,713	89,656	94,398	5.3%
Gross profit	26,042	26,455	30,500	15.3%
Gross profit margin	24.0%	29.5%	32.3%	2.8% pts
Selling and distribution costs and general and administrative expenses ("SG&A")	13,300	12,491	12,343	-1.2%
SG&A to revenue ratio	12.2%	13.9%	13.1%	-0.8% pts
Operating profit	13,432	14,746	18,850	27.8%
Operating profit margin	12.4%	16.4%	20.0%	3.6% pts
Profit before taxation	8,728	7,917	11,946	50.9%
Profit attributable to shareholders	6,499	5,916	9,004	52.2%
Earnings per share				
Basic	HK\$0.65	HK\$0.59	HK\$0.91	53.7%
Diluted	HK\$0.65	HK\$0.59	HK\$0.90	52.5%
Full year dividend per share	HK\$0.55	HK\$0.52	HK\$0.67 ¹	N/A

APPENDIX II – PROFITABILITY ANALYSIS – 1H/2H

Profitability - Chinese Mainland



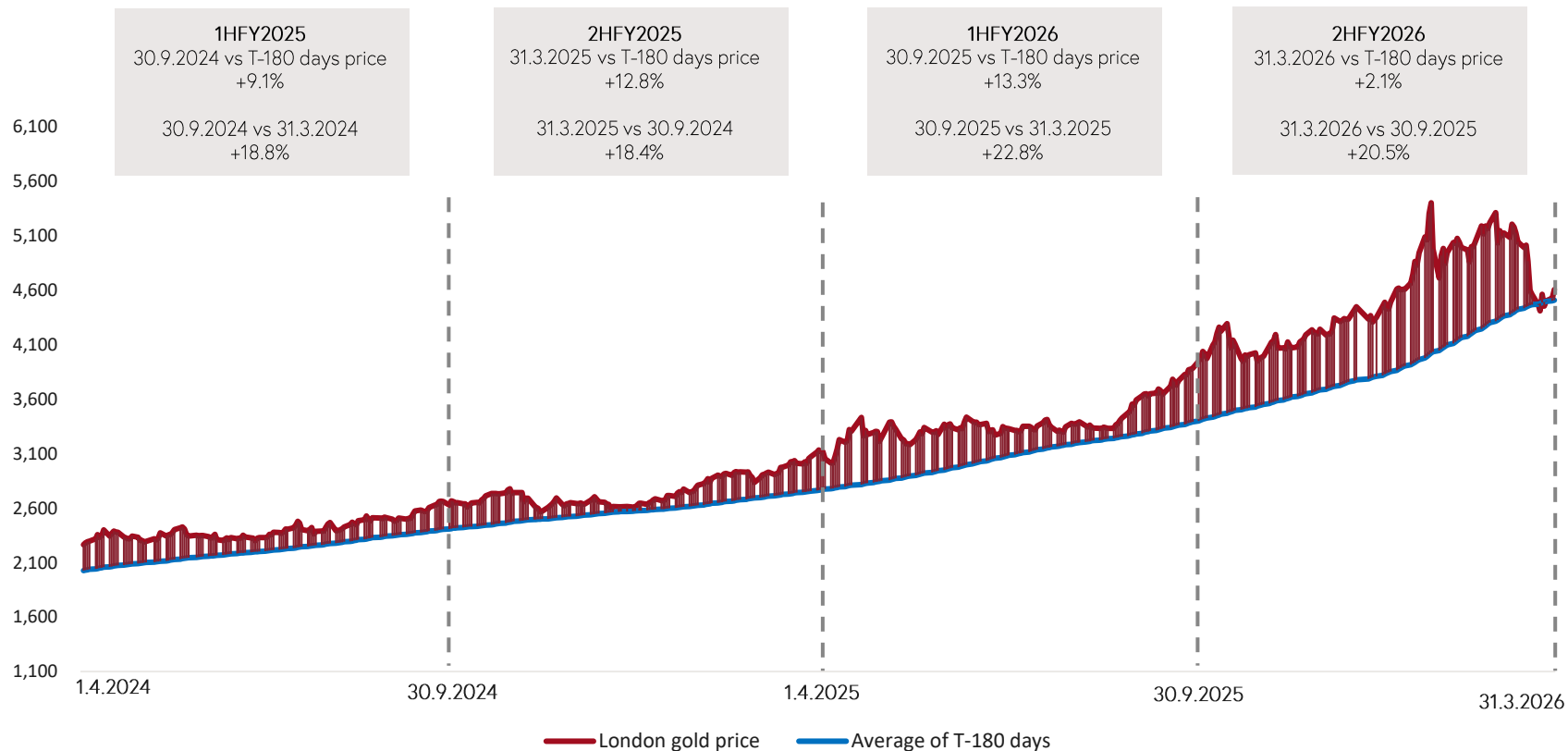
Profitability - Hong Kong & Macao of China and other markets



% of revenue	1H2026	2H2026
Fixed-price jewellery	29.5%	33.6%
Weight-based gold jewellery	65.5%	62.8%
Watches	5.0%	3.6%

% of revenue	1H2026	2H2026
Fixed-price jewellery	29.9%	29.4%
Weight-based gold jewellery	64.1%	66.2%
Watches	6.1%	4.3%

APPENDIX III – LONDON GOLD PRICE (US\$ PER OUNCE)



APPENDIX IV – OUR SUSTAINABILITY

Sustainability 2049

ENVIRONMENT

Conserve • Preserve

PEOPLE

Cultivate • Collaborate

INDUSTRY

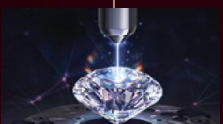
Innovate • Advocate



Circularity

Procure precious metals from recycled sources

- Increase recycled gold content in product portfolio
- Introduce collections made with 100% Recycled Gold from 2025 onward



Traceability

Ensure traceability of raw materials from known, responsible sources

- Aim towards 100% T-MARK Diamonds Traceable to country of origin by 2029
- Aim towards 100% Precious Metals and Gemstones Traceable to origin by 2030



Low-impact Operations

Reduce environmental impacts and emissions in operations and value chain

- Achieve Net-zero Emission by 2049, reduce emissions by 50% by 2030
- Reduce usage intensity of harmful substances in jewellery production
- Reduce Environmental Impact of Packaging Materials by 50% by 2030



Chinese Culture

Preserve and cultivate an appreciation of Chinese culture among audiences of all background and generations

- Promote Chinese culture (Towards 15% world population by 2030)



Future Talents

Nurture and develop NEXT-GEN talents to realise their creative potential



Well-being for All

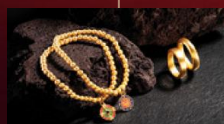
Ensure protection of human rights in value chain

- Ensure 100% protection of human rights in raw material value chain
- Enhance family well-being of employees and those in the broader communities



Recycled and Traceable Gold Jewellery Standards

Develop an industry standard for recycled gold jewellery and for gold jewellery traceability to known and responsible sources



Clean Jewellery Production

Develop a clean jewellery production standard

Key Programmes and FY2026 Updates

- Chow Tai Fook ING Jian 100% recycled gold collection
- MONOLOGUE 100% Recycled Gold Products
- "Golden Tuesday" gold buyback and value-added exchange programme

- 100% newly T-MARK diamonds traceable to country of origin
- 66.7% of T-MARK diamonds traceable to country of origin
- Country-of-origin declaration requirements extended to newly sourced gemstones, pearl and Fei Cui

- Science-based decarbonisation roadmap
- Customer packaging reduction pilot rollout
- Replacement and reduction of harmful substances in production

- Medals Design and Sponsorship for China's 15th National Games, the 12th National Games for Persons with Disabilities and the 9th National Special Olympic Games
- New collections inspired by traditional Chinese culture and rooted in Chinese craftsmanship and aesthetics
- Partnerships with the Palace Museum in Beijing and Hong Kong, and the Art Museum of The Chinese University of Hong Kong

- Support for the Hong Kong team preparing for the WorldSkills Competition 2026
- Partnership with the Education Bureau on the Junior Secondary Business Case Competition 2025/26
- Partnership with Hong Kong Design Institute

- Implementation of Supplier Best Practice Principles and due diligence
- Employee engagement in "Family Blessings • Family Love" programme
- Global Volunteer Month

- Development of Corporate Standard for Recycled Gold Adornment

- Development of Group Standard on Clean Production for jewellery industry

APPENDIX IV – OUR SUSTAINABILITY FY2026 HIGHLIGHTS



ENVIRONMENT

Circularity

- **11.5%** recycled gold as a share of total gold feed
- **JIAN** in ING collection of Chow Tai Fook brand launched adopting **100%** recycled gold

Traceability

- **100%** newly sourced T-MARK diamonds traceable to country of origin
- Country-of-origin declaration requirements extended to **100%** newly sourced gemstones, pearl and Fei Cui

Low-Impact Operations

- **44.7%** of Scope 3 GHG emissions reduction compared with 2024
- **81** high-volume packaging items assessed for baseline data
- **4** Types of harmful substances replaced or reduced*

* We replaced two carcinogens and reduced the use of two acids in key production steps.



PEOPLE

Chinese Culture

- **5,000+** kindergarten children and teachers reached through the Chinese Gold Craftsmanship Heritage Education Programme
- Designing and crafting the medals, alongside sponsorship of China's 15th National Games

Future Talents

- **HK\$500K+** scholarships granted and **7,350+** students nurtured through scholarships and Educational Initiatives

Well-being for All

- **20,166** hours of volunteer services
- **23,770+** beneficiaries served
- **850** families served in the "Family Blessings • Family Love" programme
- **100%** of suppliers signed the Best Practice Principles for suppliers to ensure protection of human rights



INDUSTRY

Recycled and Traceable Gold

- Corporate Standard for Recycled Gold Adornment published

Clean Production

- Group Standard on Clean Production published

APPENDIX IV – OUR SUSTAINABILITY Reporting principles and recognitions

Reporting principles

In additions to the Environmental, Social and Governance Reporting Guide of HKEX, our sustainability disclosure is also prepared with reference to the recommendations from:

- Global Reporting Initiative Sustainability Reporting Standards
- The Task Force on Climate-Related Financial Disclosures

Recognitions

Constituent of Hang Seng Corporate Sustainability Index Series



Constituent of FTSE4Good Developed Index



2026 Dow Jones Best-in-class Index (Asia Pacific)



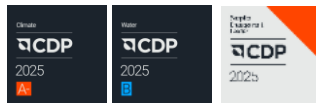
S&P Global Sustainability Yearbook (China) 2026



MSCI ESG Rating: AA



CDP 2025 Scores
Climate: A-
Water: B
Supplier Engagement Assessment: A



Member of Sustainalytics# 2025 ESG Top-Rated Company (Asia Pacific)



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