

CONTENTS

Business Review

Performance Highlights	2
Chairman's Statement	4
Long-Term Development Strategy	7
Year at a Glance	8
CEO's Report	10
United Kingdom	12
Hong Kong	16
Australia, New Zealand	18
Mainland China, Thailand	24
Canada	26
Netherlands, Portugal	28



Environmental, Social and Governance Report

Environmental, Social and Governance Report	30
---	----



Corporate Governance

Board of Directors and Senior Management	44
Corporate Governance Report	48
Risk Management	70
Risk Factors	72
Financial Review	75
Report of the Directors	77



Financial Statements

Independent Auditor's Report	80
Consolidated Statement of Profit or Loss	84
Consolidated Statement of Comprehensive Income	85
Consolidated Statement of Financial Position	86
Consolidated Statement of Changes in Equity	87
Consolidated Cash Flow Statement	88
Notes to the Financial Statements	89
Five-Year Group Profit Summary and Group Statement of Financial Position	155



Other Information

Corporate Information	156
Financial Calendar and Share Information	