

Cheung Kong Group 2004 Annual Dinner

January 21, 2004

Directors and colleagues,

Happy New Year!

It is my great pleasure to share this evening with over 1,100 of our directors, managers, and staff.

2003 was a year of trials and tribulations. Hong Kong experienced its fifth consecutive year of deflation, the economy was stagnant, and on top of all that, there was the SARS outbreak. Fortunately, the dedication of our medical professionals and the vigilance of the community at large brought the virus under control. New Central Government-supported policies in the latter half of the year aimed at stimulating economic activity such as CEPA, the lifting of restrictions for individual travelers from the mainland, and the opening up of the Reminbi clearing business in Hong Kong have helped to bring about an economic revival. Hong Kong also has its own natural advantages such as geographic location, access to the mainland market, free economy, international ties, well-developed financial, transport and communications systems, and well-established commercial law. I believe that if we can regain our confidence and meet challenges head on, we will be able to identify and seize new opportunities and reach new heights.

Despite increasingly intense global competition, the Group's various businesses continued to grow over the past year. I take this opportunity to thank all our executives and colleagues for their hard work and dedication. 3G will continue to be our Group's primary focus in a number of countries this year. The new 3G handsets will be launched in Hong Kong within one week and will be available in other markets within three weeks. We are confident that this revolutionary service will create new excitement in the market for multimedia mobile communications, and that with the continuous improvement in technology, 3G will soon

become a necessity in our modern life. Our number of employees has increased to 170,000, and we now have investments and operations in 39 countries. We will continue to build on our philosophy of merging eastern and western styles of management. With our outstanding management and staff, and solid financials, I am positive that we can continue to seize new opportunities and forge new growth. Despite the many challenges that lie in our path, I have complete confidence in our Group's future prospects.

Thank you, and I wish you all a happy and successful New Year.

Li Ka Shing