

Cheung Kong Group Annual Dinner 2013
Speech by Mr. Li Ka-shing

Dear Directors and Colleagues, Happy New Year!

2012 was an outstanding year for our Group. Despite external pressures from the sluggish US and European economies, our core operations in 52 countries around the globe still achieved solid performances. This should not be ascribed to chance, but to the fact that we have always been a motivated group dedicated to doing our best. On behalf of all our shareholders, I would like to take this opportunity to express my deepest appreciation to each and every one of you for the engaging hard work and contributions over the past year.

The unexpected though, was the unfortunate ferry accident off Lamma Island, turning a festive evening into tragic sadness for some of our colleagues, their families and friends. I also want to say a heartfelt thank you to those who demonstrated camaraderie during this critical moment to see each other through difficult times.

The geopolitical and economic landscape is ever changing and challenges abound in the future, as before we shall continue our strategy of “Growth with Stability”, we will maintain a healthy debt ratio, we will vigilantly strengthen our core business and operations, and be agile on investments and technological opportunities. This will ensure our steady advancement amid a perennially challenging market. I have confidence in the short, medium and long-term prospects of the Group.

2013 will herald in the Chinese Year of the Snake. I would especially like to wish our 260,000 colleagues around the world continued success and good health in the coming year. Thank you.