

CALC

China Aircraft Leasing Group Holdings Limited

(Incorporated under the laws of the Cayman Islands with limited liability)

Stock code: 01848

Strategic Resolve Enduring Growth



2025

**ENVIRONMENTAL, SOCIAL
AND GOVERNANCE REPORT**



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ABOUT THIS REPORT

This report is the 12th Environmental, Social and Governance (“**ESG**”) Report (“**Report**”) published by China Aircraft Leasing Group Holdings Limited (“**CALC**” or the “**Company**”, together with its subsidiaries, “**Group**”). We are pleased to publish this Report, which highlights our achievements and progress in advancing environmental and social sustainability as we work toward a more sustainable future.

This Report is available in both Chinese and English, and can be accessed on the websites of the Company and the Hong Kong Exchanges and Clearing Limited. In case of any conflict or inconsistency between the Chinese and English versions, the English version shall prevail.

We appreciate your valuable comments and suggestions on this Report and our sustainability performance. Please send your comments to us at ir@calc.aero.

REPORTING PRINCIPLES

This Report has been prepared in accordance with Reporting Principles as set out in the Appendix C2 Environmental, Social and Governance Reporting Code (“**ESG Reporting Code**”) of the Rules Governing the Listing of Securities on the Stock Exchange of Hong Kong Limited (“**Listing Rules**”), for the delineation of reporting boundary. The report also makes reference to selected disclosures, or parts of their content, from the GRI Sustainability Reporting Standards (“**GRI Reporting Guide**”).

We have followed the four reporting principles below in the preparation of this Report:

Materiality	We identify the environmental, social, and governance-related topics, that are most material to us and our stakeholders, through a materiality assessment, which is reliably reflected in this Report.
Quantitative	We commit to quantifying the data accurately with clarification as far as practicable.
Balance	We present the positive and negative aspects of our business in a transparent manner.
Consistency	We maintain the same reporting approach as the previous year, where appropriate, to ensure clarity and comparability for our readers.

REPORTING SCOPE, BOUNDARY AND FREQUENCY

This Report covers the sustainability performances of our operations in which we have controlling interests¹, including our Hong Kong headquarters, Chinese Mainland offices and Ireland office during the period from 1 January 2025 to 31 December 2025 (“**Reporting Period**”). To facilitate meaningful comparisons of the Group’s annual performance over time, the structure of this Report is compiled as similar as possible to the previous report. Other differences in scope will be explained in the report. There is no significant difference between the reporting scope of this Report and the Environmental, Social and Governance Report 2024.

¹ Excludes data from sub contractors, outsourced services, associate companies or joint ventures, except when presented as case studies.

ABOUT THIS REPORT

DATA SOURCE

All information and data in the Report are extracted from Company documents or publicly available information. Information about the standards, methodologies, assumptions and/or calculation references, and sources of key emission factors used for the disclosed KPIs are stated in the accompanying footnotes where applicable.

REFERENCED GUIDELINES

This Report is prepared in accordance with the Rule 13.91 of the Listing Rules, the ESG Reporting Code and with reference to the GRI Reporting Guide.

The greenhouse gas (“**GHG**”) emissions analysis of this Report made reference to the guidelines published by GHG Protocol, the Hong Kong Environmental Protection Department, the Ministry of Ecology and Environment of the People’s Republic of China (“**PRC**”), and International Civil Aviation Organisation (“**ICAO**”), to ensure the credibility and accuracy of the data presented.

BOARD OVERSIGHT OF ESG AND CLIMATE-RELATED MATTERS

The Sustainability Steering Committee on Environmental, Social and Governance Issues (“**SSC**”) is responsible for assessing, managing, monitoring and reporting key ESG issues, including climate-related matters, to the board of directors (the “**Directors**”) of the Company (the “**Board**”) on a regular basis. Chaired by the Chief Executive Officer (“**CEO**”), the SSC comprises four members from the Board and the senior management team, where key members of the committee reviewed ESG and climate-related issues on an annual basis. The Board is responsible for overseeing the duties of SSC, the Group’s ESG performance, risks and opportunities, as well as the progress of ESG initiatives implemented by the SSC. The Board holds the ultimate authority to endorse ESG-related decisions, including the review and approval of this Report, with a view to ensuring that it presents an unbiased view of the Company’s ESG performance, and supports the Company’s aim of fully integrates ESG considerations into the Company’s business direction and strategy.

As outlined in the terms of reference of the SSC, the Board delegates the following authorities to the SSC:

- Formulate and review the Company’s ESG vision, strategy, and climate-related policies;
- Oversee, review, evaluate and make recommendations regarding (i) the annual plan for ESG functions and activities; (ii) the adequacy and effectiveness of actions taken by the Company based on its corporate responsibility and sustainability plans, strategies, priorities, policies and frameworks, and recommend improvements; (iii) the Company’s performance against the appropriate international or national standards (if any) on sustainability;
- Prepare and advise on the annual ESG report and any related public documents;
- Monitor the evolving legal and regulatory landscape, as well as emerging ESG issues, and make necessary operational and policy adjustments to ensure compliance with all legal and regulatory requirements;
- Oversight of climate-related risks and opportunities (“**CROs**”), including, determining whether appropriate skills and competencies are available or will be developed to oversee strategies designed to respond to CROs, determining how and how often the SSC shall be informed about CROs, taking into account CROs when making recommendations to the Strategy Committee or the Board regarding the Company’s strategy, decisions on major transactions, and risk management processes and related policies, and where applicable, setting and monitoring progress of CRO-related targets and including climate-related performance metrics into the remuneration policies.

2025 HIGHLIGHTS

2025 HIGHLIGHTS



MESSAGE FROM CEO

In 2025, China Aircraft Leasing Group Holdings Limited (“**CALC**”) continued its track record of steady growth since listing, while making further strides in its sustainability journey. Over the past year, we continued to leverage our core strengths as a full-chain aircraft solutions provider, stepped up investment in fuel-efficient aircraft models to facilitate the industry’s low-carbon transition, strengthened global partnerships, and expanded our market frontiers. With a deep sense of responsibility, we put the national strategy into practice and took concrete actions to support the aviation industry in achieving efficient and sustainable development goals.

I. Focusing on Fuel-efficient Aircraft Models to Promote a Low-carbon Transition in the Global Aviation Industry

With the core mission of “creating aircraft full life cycle solutions and promoting low-carbon sustainable development in the industry”, we have continuously increased our investments and presence in new-generation fuel-efficient models, and actively deepened our global cooperation network to provide flexible fuel-efficient fleet solutions for airlines worldwide. In 2025, the Group delivered 22 brand-new Airbus A320neo series fuel-efficient aircraft to airline customers globally. Leveraging advanced engine technology and aerodynamic design, this model reduces fuel consumption by 15% to 20% and significantly lowers carbon emissions, providing strong support for airlines’ low-carbon transition. To further consolidate the advantages of our fuel-efficient fleet portfolio, we added orders for another 30 Airbus A320neo series aircraft in December 2025, with aircraft model conversion rights. As at 31 December 2025, CALC has a total of 105 Airbus aircraft on backlog, laying a solid foundation for continuously assisting airlines in optimising their fleet portfolio and improving the levels of energy savings and emission reduction in the future.

In terms of global market layout, we actively expanded into emerging regional markets, reaching inaugural cooperation with multiple international airlines, including Icelandair, Air Cairo, Thai Airways International, and Uzbekistan Airways, to introduce high-efficiency and fuel-efficient models such as the A320neo and A321LR to the Nordic, Middle East and Africa, Southeast Asia, and Central Asian markets. These partnerships not only supported the fleet modernization and network expansion strategies of our airline partners but also achieved lower fuel consumption and reduced carbon emissions in route operations through technical upgrades, injecting fuel-efficient momentum into the sustainable development of the global aviation industry.

II. Serving the National Strategy and Continuously Promoting the Overseas Expansion of China-made Civil Aircraft

Serving the national civil aviation strategy and promoting China-made aircraft globally is an important direction that CALC has long been pursuing. In 2025, CALC continued to support the healthy development of its associated company, TransNusa in Indonesia, by delivering another 2 COMAC C909 aircraft (formerly known as “**ARJ21**”) to TransNusa, expanding its active C909 fleet to 5 aircraft, which has begun to take shape. As the flight reliability of the C909 aircraft gradually gains recognition, TransNusa launched several new cross-border routes between China and Indonesia during the year, including Manado to Shanghai Pudong and Manado to Shenzhen, operated by the C909 fleet. This further improved the scheduled route network connecting China’s tier-one and provincial capital cities with key cities in Indonesia. The successful operation of these commercial routes not only verifies the performance advantages and safety of China-made aircraft in long-distance commercial operations but also enhances the recognition and influence of China-made aircraft in the global market, while also promoting the further development of cross-border leasing settled in offshore Chinese Yuan.

III. Deepening the Aviation Circular Economy and Building a Sustainable Industry Ecosystem

We actively explored new paths for the green development of the aviation industry, deepening our involvement in the aviation circular economy with aircraft full life cycle management at its core. In 2025, CALC’s two recycling bases continued to make strong efforts, completing the disassembly and recycling of high-value components of multiple aircraft throughout the year. Among them, FLARI successfully completed the off-site aircraft disassembly project of an Airbus A319, dismantling over 1,300 aircraft components and achieving compliant reuse. UAM introduced initiatives for the resource utilization of hazardous waste, transforming electronic waste generated from aircraft disassembly into precious metals such as gold, silver, and nickel through technical cooperation, further reducing environmental impact and contributing to the development of a low-carbon economy. In December 2025, CALC’s associated company focusing on the aviation aftermarket, China Aviation Aftermarket Holdings Limited (“**CAAM**”), signed a Retired Aircraft Import and Trading Cooperation (《退役飛機進口與交易合作》) agreement with Zhongzi Huan International Venture Capital (Shenzhen) Co., Ltd. (中資環國際創業投資(深圳)有限公司). The two parties will engage in in-depth cooperation on comprehensive solutions for the aviation aftermarket, particularly in the import of retired aircraft, asset management, aircraft disassembly and recycling, and the circular economy of aircraft components. Together, they aim to enhance the asset value of retired aircraft and promote the green recycling of national aviation resources as well as the efficient synergy and upgraded development of the complete value chain.

MESSAGE FROM CEO

IV. Strengthening Financing with Widely Recognised Credit Profile

In financing sector, China Asset Leasing Company Limited (“**CALC Tianjin**”), an wholly owned subsidiary of CALC, successfully issued a RMB1.5 billion ordinary bonds in 2025, along with two perpetual bonds in RMB1 billion and RMB500 million, respectively. CALC Tianjin also maintained the highest AAA issuer rating from two domestic credit rating agencies, CCXI and Dagong Global, demonstrating the capital market’s strong recognition of the Group’s sustainable operating model and promising growth prospects.

During the year, CALC expanded its inaugural warehouse aviation financing facility to US\$700 million to support financing for new-generation, fuel-efficient aircraft, refinancing of existing aircraft, and other growth initiatives. The transaction attracted participation from 20 leading international banks and became a benchmark deal in Asia’s aircraft leasing industry since 2015. In addition, CALC successfully issued a three-year US\$160 million corporate bonds in overseas markets in 2025, achieving a diversified financing presence across both domestic and international capital markets. These diversified and innovative financing channels further enhanced the Group’s financial flexibility and sustainable development capability.

V. People-Oriented and Giving Back to the Community

We always adhere to a people-oriented approach, and employees are CALC’s most valuable assets. We are committed to creating a diverse, inclusive, and friendly workplace environment, and continuously improving our talent training and employee care systems. Throughout 2025, we provided employees with 4,453 hours of professional training covering key areas such as internal control management and anti-bribery compliance. Through initiatives such as flexible working hours, nursing rooms, and the Employee Assistance Program¹⁰ we are committed to continuously enhancing the sense of career fulfilment and well-being among our staff. Regarding corporate social responsibility, we organized 10 public welfare activities during the year, with our employees participating in charitable activities for a total of 618 hours. Through various forms such as book donations, ecological conservation, and community cleaning, we continuously contributed to bolstering education, nature conservation, and social welfare initiatives.

Looking ahead, CALC will continue to focus on sustainable value creation, deepen key strategies such as investing in fuel efficient aircraft models, accelerating the construction of the aviation circular economy, and promoting the overseas operation of China-made aircraft. We will continue leveraging our advantages in the complete value chain and join hands with industry partners to build a more innovative and resilient aviation sector. We will advance the integrated management of ESG with firm determination, striving to become a leader in the low-carbon transition of the global aviation industry, a practitioner of the national strategy, an enabler of employee growth, and a promoter of social progress, as we move forward together toward a more sustainable future.

POON Ho Man

Executive Director and Chief Executive Officer

Hong Kong, 24 March 2026

ABOUT CALC



ABOUT CALC

Established in 2006 and headquartered in Hong Kong, CALC was Asia's first listed aircraft lessor under stock code 01848.HK in July 2014. As the first aircraft operating lessor in PRC, CALC has become currently the largest independent lessor in PRC. As at 31 December 2025, the Group's fleet totalled 176 aircraft, including 149 owned aircraft and 27 managed aircraft. By offering comprehensive, one-stop aircraft solutions and maintaining a in-demand quality fleet portfolio, CALC has successfully positioned itself as a key player in the global aircraft leasing market. The Group has a diverse client base. As at 31 December 2025, the Group's owned and managed aircraft were leased to 40 airlines across 20 countries and regions.

CALC is the founder and the largest shareholder of Aircraft Recycling International Limited ("**ARI**"), which is a multi-strategy aviation company providing asset management services and comprehensive solutions for mid to end-of-life aircraft. Its comprehensive service offerings include aircraft and engine leasing, direct purchases and portfolio trades, aircraft purchase and leaseback, supply of serviceable aircraft components, disassembly and recycling, MRO, aircraft conversion and more. A vital part of CALC's complete value chain operations, China Aviation Aftermarket Holdings Limited ("**CAAM**") and Universal Asset Management ("**UAM**") – ARI's wholly-owned subsidiaries – strive to maximise synergies across different business segments such as aircraft sales, engine solutions, MRO, and stub-life leasing. With the full operation of two recycling bases in PRC and the US, CALC continues working in synergy to expand its technical know-how in the aircraft recycling business, to ensure the maximised value has been extracted from the aircraft when it is inducted into end-of-life program.

The Group's maintenance, repair and overhaul ("**MRO**") joint venture unit, FL ARI Aircraft Maintenance & Engineering Co., Ltd ("**FL ARI**") received the Civil Aviation Administration of China ("**CAAC**") Part 145 maintenance approval certificate, recognising FL ARI's ability to provide line maintenance support for Boeing 737 NG series and Airbus A320 series aircraft. Building on this, FL ARI was awarded the Part 145 maintenance approval certificate for A320 series aircraft by CAAC, our aircraft recycling facility in Harbin has been approved to be included in the flight zone of Harbin Taiping International Airport, further enhancing its capability in servicing aircraft.

Being one of the few companies that provide one-stop aircraft full-lifecycle services, CALC and its associated companies have obtained a wide spectrum of licences across the PRC and the US, including aircraft maintenance, aircraft disassembly and recycling, and aircraft component sales.

ABOUT CALC

OUR BUSINESS

The Group provides one-stop aircraft full life cycle solutions for the global aviation industry. The Group offers services at every stage of an aircraft life cycle, from new aircraft, mid-aged aircraft to retired aircraft, capturing the asset value of its fleet through proactive asset management. The Group's scope of business includes regular operations such as aircraft leasing, purchase and leaseback, structured finance and asset management, as well as value-added services including fleet planning, fleet upgrades, aircraft MRO, aircraft disassembly and recycling, as well as aircraft components trading.



Aircraft Procurement

The Group sources new and used aircraft as well as engines from manufacturers and international secondary markets. Direct purchases from Original Equipment Manufacturers ("**OEMs**") allow us to optimise our aircraft portfolio in terms of model, age mix, and residual value extraction, thereby helping us to also manage climate-related risks and opportunities.

The Group continues to supply new-generation fuel-efficient aircraft models to airline customers from its order book, helping them upgrade their fleets and reduce energy use and emissions. As at 31 December 2025, the Group completed the delivery 26 aircraft, including 24 brand new aircraft from its order book and two used aircraft, and successfully completed the sale of 36 aircraft. The deliveries of the new-generation fuel-efficient aircraft from our order book and portfolio trading further optimised the Group's fleet portfolio. As at 31 December 2025, the Group had a total of 130 aircraft on backlog, including 105 Airbus A320neo series and 25 COMAC C909 aircraft. The number of aircraft on backlog exceeded 87.25% of the Group's owned fleet size as of 31 December 2025, providing strong support for future development.

ABOUT CALC

**Case Study****CALC Places Additional Order for 30 Airbus A320neo Aircraft to Advance Fleet Modernisation**

In December 2025, the Group placed additional orders for 30 Airbus A320neo series aircraft, reinforcing its long-term commitment to building a future-ready fleet and deepening its strong partnership with Airbus. The order includes conversion rights to other variants of the A320 Airbus family and is scheduled for delivery in stages up to 2033.

The transaction brings CALC's cumulative Airbus orders reached 282 aircraft, with 105 Airbus aircraft on backlog, making CALC one of the manufacturer's largest lessor clients.

The A320neo family offers operational efficiency, including a 20% fuel burn and 10% less fuel consumption in direct routings than A320ceo aircraft, aligning with CALC's sustainability goals and its role as a full value-chain aircraft solutions provider².



² The data is referenced from "A320neo | Creating higher customer value" 07 October 2024. Airbus. (07 October 2024). <https://www.aircraft.airbus.com/en/newsroom/case-study/2024-10-a320neo-creating-higher-customer-value>

ABOUT CALC

Aircraft Leasing

CALC maintains close contact with existing airline customers and explores leasing opportunities with prospective airline customers. Our aircraft leasing business operates through direct purchase-and-lease or purchase-and-leaseback transactions, both under long-term leases. We also tailor transaction structures to meet airlines' specific requirements.

**Case Study****CALC-SalamAir Partnership - Driving Asset Redeployment and Cross-market Collaboration**

In October 2025, CALC signed lease agreements with SalamAir, Oman's low-cost carrier, for two Airbus A320ceo aircraft scheduled for delivery in the second quarter of 2026. The transaction involves two aircraft, coming off leases from CALC's current PRC fleet, highlights CALC's capability to leverage its aircraft portfolio to build new relationships in global markets whilst offering end-to-end fleet solutions, including aircraft remarketing and transition management, as part of its full value-chain services.

**Case Study****CALC and Icelandair Embark on First Collaboration, Advancing Northern Europe Expansion**

In September 2025, CALC signed lease agreements with Icelandair, Iceland's flag carrier, for two new Airbus A321LR aircraft scheduled for delivery in late 2026 from CALC's direct orderbook with Airbus. This marks the first cooperation between CALC and Icelandair, extending CALC's footprint into Northern Europe while supporting Icelandair's ongoing fleet renewal strategy.



ABOUT CALC

Case Study

CALC and Air Cairo Partnership Advances EMEA Growth with A320neo Innovation

In July 2025, CALC signed lease agreements with Air Cairo, one of the Egypt's leading airlines, for two new Airbus A320neo aircraft powered by fuel-efficient CFM LEAP-1A engines, which are scheduled for delivery in the second quarter of 2026. This deal further expands CALC's presence in the EMEA (Europe, Middle East, and Africa) region and supports Air Cairo's strategic fleet growth and route expansion plans.

Building on its existing partnership with Air Cairo, CALC's Aircraft Configuration & Delivery (AC&D) team will work closely with the airline to lead Air Cairo's first head-of-version Airspace cabin configuration, bringing next-generation passenger comfort and operational flexibility to the carrier's fleet.

Case Study

CALC and Uzbekistan Airways Partnership Strengthens Central Asia Connectivity

In May 2025, CALC signed lease agreements with Uzbekistan Airways for two Airbus A321neo aircraft from its direct Airbus orderbook, which are scheduled for delivery in 2026. This latest agreement marks a further strengthening of the relationship between CALC and Uzbekistan Airways, following their initial collaboration in 2023.

Case Study

Strengthening Southeast Asia Presence through partnership with Thai Airways

In April 2025, CALC signed lease agreements with Thai Airways International Public Company Limited ("**Thai Airways**"), Thailand's flag carrier, for nine Airbus A321neo aircraft scheduled for delivery in phases from 2026 to 2028. This deal supports Thai Airways' fleet modernization and network expansion with fuel-efficient neo aircraft, reducing emissions through advanced engine technology and operational efficiency.

This transaction marks CALC's first collaboration with Thai Airways, a globally recognized full-service carrier and one of Southeast Asia's most established flag carriers. The partnership also reflects CALC's continued efforts to grow its customer base in the Asia-Pacific region, aligning with its long-term strategy of working with top-tier operators across emerging and established markets.

ABOUT CALC

Fleet Upgrade

CALC provides fleet upgrade services by trading in older aircraft and leasing new ones from our order book. With our varied trading channels and robust remarketing capabilities to place used aircraft in the global market, CALC is one of the few lessors in China that offers fleet upgrades to meet the increasing demand for flexible fleet planning from airline clients.

Purchase and Leaseback

CALC purchases aircraft or accepts transfer of relevant purchase commitments from airline operators and leases the aircraft back to them. The airline operators select the suitable aircraft, and we provide leasing services to them. It allows lessor to enlarge its owned fleet size while deepening its long-term cooperative relationship with the airline and providing support to their financial status.

Aircraft Trading

CALC is also engaged in trading of either a standalone aircraft or a lease-attached aircraft when suitable opportunities arise. We are therefore able to take into account various metrics of our aircraft portfolio, such as aircraft type, age and mix, as well as client portfolio in terms of airline type and geographic presence.

Aircraft Recycling

Disassembly of retired aircraft and the subsequent reuse of high-value second-hand components, after appropriate inspection and restoration procedures, is a common practice among major reputable airlines, reducing their maintenance costs. CALC, together with CAAM, owns and operates two fully licensed aircraft recycling and disassembly facilities, which cumulatively disassembled more than 423 aircraft and transacted more than 145 engines in total. One of these facilities is in Mississippi, the US, ("**Mississippi Base**") held under Universal Assent Management Inc. ("**UAM**"), a subsidiary of CAAM, which provides aftermarket services for all kinds of commercial aircraft. The other one, located in Harbin, the PRC ("**Harbin Base**") is one of the first large scale aircraft recycling facility in Asia. Leveraging our aircraft trading and asset management expertise, we offer win-win solutions that maximize remaining aircraft life and residual value, promoting sustainable development and a low-carbon economy via Aircraft Fleet Recycling Association "Diamond Status" accredited aircraft disassembly services.

Case Study

CAAM's Collaboration with Zhongzi Huan International Venture Capital (Shenzhen) Co., Ltd. (中資環國際創業投資(深圳)有限公司) to Advance Aviation Circular Economy

CAAM signed a retired aircraft import and trading cooperation (《退役飛機進口與交易合作》) agreement with Zhongzi Huan International Venture Capital (Shenzhen) Co., Ltd. (中資環國際創業投資(深圳)有限公司), to develop comprehensive aviation aftermarket solutions. The partnership focuses on bonded management of aircraft components, transparent aircraft acquisition, compliant parts sales, disassembly, and recycling of retired aircraft, creating a full-cycle circular economy ecosystem that maximises residual value and minimises waste.

This collaboration advances high-value reuse of aviation assets, supporting China's dual carbon goals and industrial upgrading through sustainable resource recycling.

ABOUT CALC

Case Study

Advancing Sustainable Aircraft Recycling and Resource Recovery at UAM

At UAM, all hazardous waste removed from aircrafts and associated components are managed in full compliance with relevant U.S. Environmental Protection Agency (“EPA”) guidelines.

UAM’s non-hazardous wastes are directed to its recycling partner, where recoverable metals and materials are sorted and repurposed. These reclaimed resources are then supplied to facilities across Mississippi for use in new product manufacturing, further promoting resource conservation and sustainable material reuse.

To further strengthen its waste management practices, UAM has introduced a new initiative to enhance expanded recycling to include the recovery of valuable materials from electronic waste. Initial steps were underway in 2025 and the initiative will be expanded in the first quarter of 2026. Electronic scrap will be further disassembled to extract precious metals such as gold, silver, platinum, and nickel will be harvested from recycled electronic waste. This initiative underscores UAM’s commitment to circular resource management and continuous improvement in environmental performance.



Electrostatic discharge-safe electric waste disassembly and precious metal harvesting

ABOUT CALC

Case Study

Waste Disposal from Aircraft Dismantling Project at FL ARI

Hazardous waste generated at FL ARI were managed strictly throughout storage, transfer, and treatment processes. Waste oil generated from dismantling activities were also directed to our waste oil recycling partner for recycling and resource utilisation. Aviation chemical hazardous waste were also handed to our specialist partners for harmless treatment through the kiln method, an advanced thermal process that safely decomposes hazardous chemicals, ensuring proper disposal of all hazardous waste, reducing potential environmental pollution.

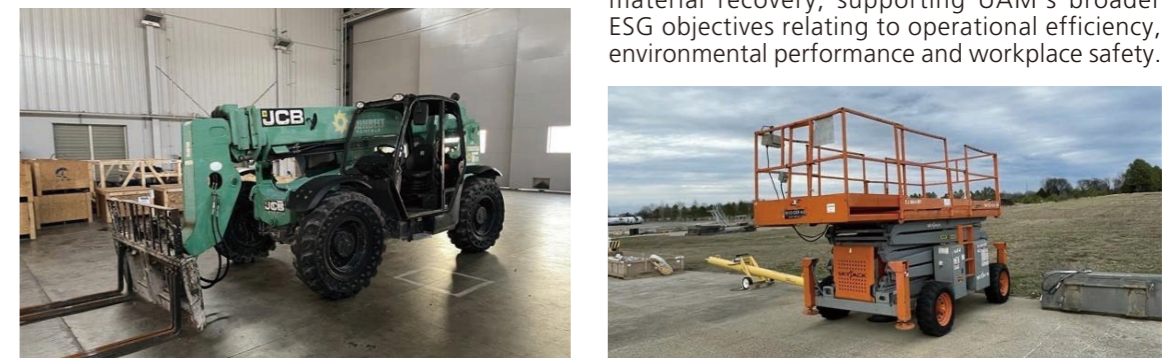


Case Study

Operational Efficiency and ESG Improvements from Upgrades in Ground Support Equipment

The deployment of upgraded ground support equipment including a JCB telehandler and a Skyjack scissor lift at UAM has enhanced efficiency and safety of its aircraft disassembly operations.

The deployment of these equipment has reduced setup time, equipment idle time and lift cycles while improving workflow coordination. These improvements have shortened disassembly timelines, lowered fuel use associated with ground-support equipment, and enhanced material recovery, supporting UAM’s broader ESG objectives relating to operational efficiency, environmental performance and workplace safety.



Component Supply

By forging logistics partnerships and a global MRO network, we have set up component warehouses in locations around the world to meet critical parts needs for various aircraft models, drawing from our inventory of over one hundred thousand component types.

ABOUT CALC

Aircraft Investment Platform and Asset Management

Through aircraft investment and asset management platforms, CALC aims to provide aviation financial products and diverse financing options with stable returns, enriching product variety among capital markets.



Case Study

Supporting Sustainable Aviation Through Sustainable Finance

In 2024, CALC's wholly owned subsidiary, China Asset Leasing Company Limited ("CALC (Tianjin)"), issued sustainability linked medium term notes ("MTNs"), linking the Group's financing with sustainability. With financing proceeds supporting the purchase of new-generation fuel-efficient aircraft, progress was made in 2025 based on new aircrafts acquired. We will continue to support the aviation industry's transition to more sustainable, low carbon operations, and report on the progress against the sustainability targets in the sustainability-linked MTNs in due course.

Looking ahead, CALC will continue to explore further opportunities in green and sustainable finance. By integrating sustainability considerations into external financing, the Group aims to obtain competitive funding while contributing to the aviation industry's broader decarbonisation journey.



ABOUT CALC

Aviation Finance

CALC explores aviation finance products with stable return profiles, expanding the diversity of options within capital markets. CALC's primary objective in the green finance aspect is to mobilise capital and accelerate the transition to a sustainable, low carbon economy.



Case Study

Upsizing Inaugural Warehouse Facility to US\$700 million in support of the Group's sustainable growth

CALC reached a major milestone in sustainable aviation finance by upsizing its inaugural warehouse facility to US\$700 million, with participation from 20 leading banks worldwide. This milestone marks one of the largest aviation finance syndications in the past decades, underscoring CALC's strong financial position and the market's confidence in its long-term growth strategy. The syndicate comprises a diverse group of 16 banks across China, Europe, and other Asian markets, bringing the total number of lenders to 20.

The expanded facility strengthens CALC's financial flexibility to support sustainable fleet growth and to respond efficiently to evolving market and customer needs.

The facility also supported CALC's aircraft delivery programme, including the first Airbus A321neo delivered to United Airlines, part of its growing portfolio of fuel-efficient, next-generation aircraft. This underscores CALC's dedication to fleet modernisation, decarbonisation, and sustainable growth.

Through disciplined financial management and strong partnerships, CALC continues to build a resilient funding platform that integrates business stability with environmental and social value creation, positioning the Group to capitalise on renewed optimism in the aviation sector.










STAKEHOLDER ENGAGEMENT AND MATERIALITY ASSESSMENT






STAKEHOLDER ENGAGEMENT AND MATERIALITY ASSESSMENT

STAKEHOLDER ENGAGEMENT

CALC is dedicated to fostering open and transparent relationships with its stakeholders, acknowledging their essential role in shaping the Group’s strategic direction and sustainability agenda. We engage through multiple communication channels to ensure stakeholders remain informed and actively involved. Their perspectives are instrumental in guiding both the development of this report and our broader decision-making processes. These ongoing interactions enable us to better understand stakeholder expectations and concerns, while providing a platform to share our sustainability progress. By embedding stakeholder feedback into our strategic planning, we strive to align with their priorities, strengthen long-term trust, and drive collaborative progress in sustainability and value creation.

Major Stakeholders	Expectations	Communication and Reponses
 Board of Directors	<ul style="list-style-type: none"> Align corporate growth with long-term vision and mission Maintain compliance amid evolving regulatory requirements 	<ul style="list-style-type: none"> Deliver regular performance and compliance updates Actively assess internal/external factors impacting the organisation and adjust strategies/policies accordingly
 Senior/Middle Management	<ul style="list-style-type: none"> Clearly defined roles and responsibilities Effective risk management and operational efficiency 	<ul style="list-style-type: none"> Provide regular performance reports and strategic updates Maintain open communication channels for bidirectional feedback and collaboration
 Employees	<ul style="list-style-type: none"> Protect employees’ fundamental rights and benefits Provide career development and training opportunities Prioritise occupational health and safety 	<ul style="list-style-type: none"> Enhance employee benefits and protective measures Foster a supportive environment for collaboration and growth Provide capacity-building opportunities to enhance employee skills Create safe and healthy working environments
 Shareholders/ Investors	<ul style="list-style-type: none"> Create sustainable value and long-term wealth Strengthen risk management controls and procedures Ensure timely, transparent financial disclosures for informed decision-making 	<ul style="list-style-type: none"> Engage proactively with shareholders and investors Regularly publish financial, reports, performance reports, and other disclosure documents
 Customers	<ul style="list-style-type: none"> Protect information security and privacy Enhance service quality and customer satisfaction 	<ul style="list-style-type: none"> Strength information and network security Deliver safe and reliable products

STAKEHOLDER ENGAGEMENT AND MATERIALITY ASSESSMENT

Major Stakeholders	Expectations	Communication and Reponses
 Financiers/Bankers	<ul style="list-style-type: none"> Transparent and timely financial reporting to support informed risk management Ensuring strong financial resilience and sustainable growth 	<ul style="list-style-type: none"> Publish financial reports promptly and reliable Proactively address risks and pursue growth opportunities
 Suppliers/Contractors	<ul style="list-style-type: none"> Fair and balanced contractual terms that ensure mutual business benefit Consistent purchasing patterns with clear volume commitments 	<ul style="list-style-type: none"> Provide transparent bidding information and evaluation criteria Offer constructive performance feedback Support ongoing improvement initiatives
 Government and Regulators	<ul style="list-style-type: none"> Comply with all applicable laws and regulations Generate job opportunities Contribute to industry development 	<ul style="list-style-type: none"> Ensure full regulatory compliance in operations Promote equal employment opportunities Align business activities with global megatrends and sustainable development
 NGOs	<ul style="list-style-type: none"> Ensure transparency and accountability in operations Implement sustainable practices for positive environmental and social impact 	<ul style="list-style-type: none"> Pursue partnerships with NGOs to tackle social and environmental issues Uphold rigorous business ethics standards
 Media	<ul style="list-style-type: none"> Provide timely and accurate business updates 	<ul style="list-style-type: none"> Maintain open media communication channels Respond to inquiries promptly and transparently to build trust

MATERIALITY ASSESSMENT

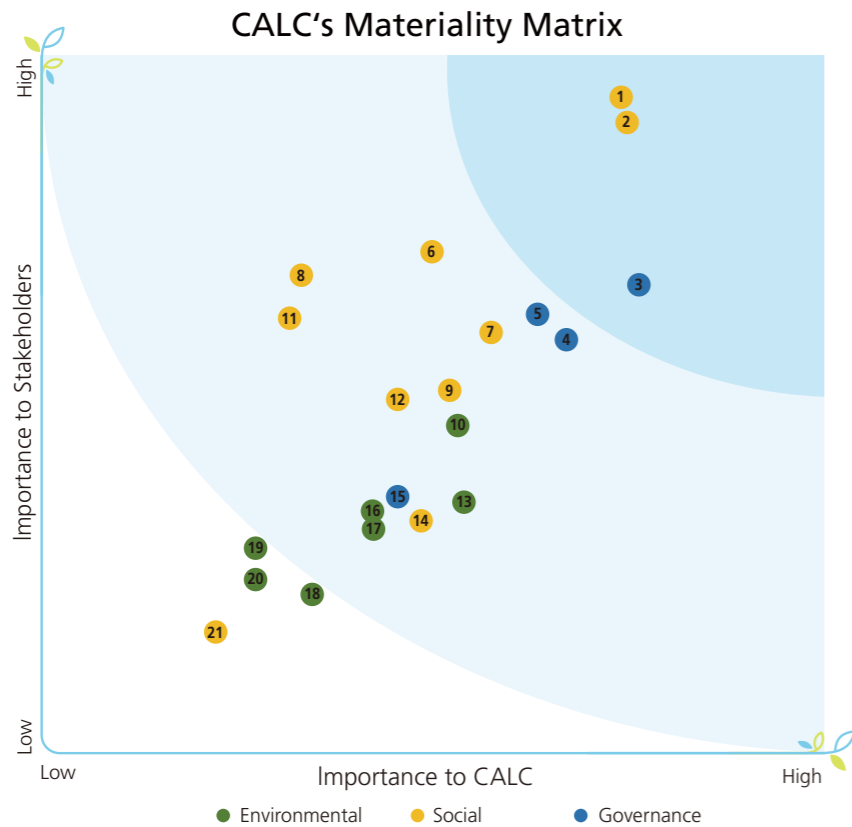
Building on the comprehensive materiality assessment conducted last year, which identified issues most material to both CALC and our stakeholders, we undertook a streamlined review this year to ensure continued relevance and alignment. The process involved a desktop review of emerging ESG trends and industry benchmarks, refinement of topics to reflect evolving business priorities and external expectations, and validation by senior management to ensure strategic alignment and accountability. Through this approach, we confirmed that the 21 material topics identified last year remain highly relevant and continue to reflect the priorities of both our organisation and our stakeholders, reaffirming CALC’s dedication to maintaining a consistent and transparent ESG strategy while ensuring our focus areas remain responsive to the dynamic operating environment.

STAKEHOLDER ENGAGEMENT AND MATERIALITY ASSESSMENT

DETERMINATION OF MATERIALITY

Review of Material Topics	To maintain the relevance of our material topics and ensure alignment with leading global practices, we undertook a thorough desktop review that drew on international sustainability frameworks, national policy developments, peer reporting, and emerging industry trends. This exercise reaffirmed that the 21 material topics highlighted last year continue to be central to the Group's operations and long-term strategy. By validating these topics against both external benchmarks and internal priorities, we strengthened our confidence that they capture the issues most critical to our organisation's sustainable growth and stakeholder expectations.
Refining Material Topics	We reviewed the findings to validate and strengthen the alignment of the identified topics with our organisational objectives and action plans. At the same time, we ensured these topics accurately reflect stakeholder expectations, reinforcing both their inclusivity and ongoing relevance.
Confirmation and Validation	After a comprehensive review by our management team, we validated the most critical topics emerging from the analysis and confirmed their alignment with our strategic priorities. This process reinforced the framework for guiding and prioritising our ESG initiatives going forward.

MATERIALITY MATRIX



STAKEHOLDER ENGAGEMENT AND MATERIALITY ASSESSMENT

Importance	Rank	Material Topic
Highly Important	1	Employee Compensation and Benefits
	2	Employee Training and Development
	3	Corporate Governance
Important	4	Risk Management and Compliance Management
	5	Anti-Corruption and Business Ethics
	6	Labour Standard
	7	Customer Service and Communication
	8	Occupational Health and Safety
	9	Information Security and Customer Privacy Protection
	10	Addressing Climate Change
	11	Equal and Diverse Employment
	12	Green Leasing/Green Finance
	13	Greenhouse Gas Emissions Management
	14	Supplier Management
	15	Investor Relations Management
	16	Material Management
	17	Energy Management
Less Important	18	Waste Management
	19	Water Management
	20	Biodiversity Conservation
	21	Local Community

CORPORATE GOVERNANCE

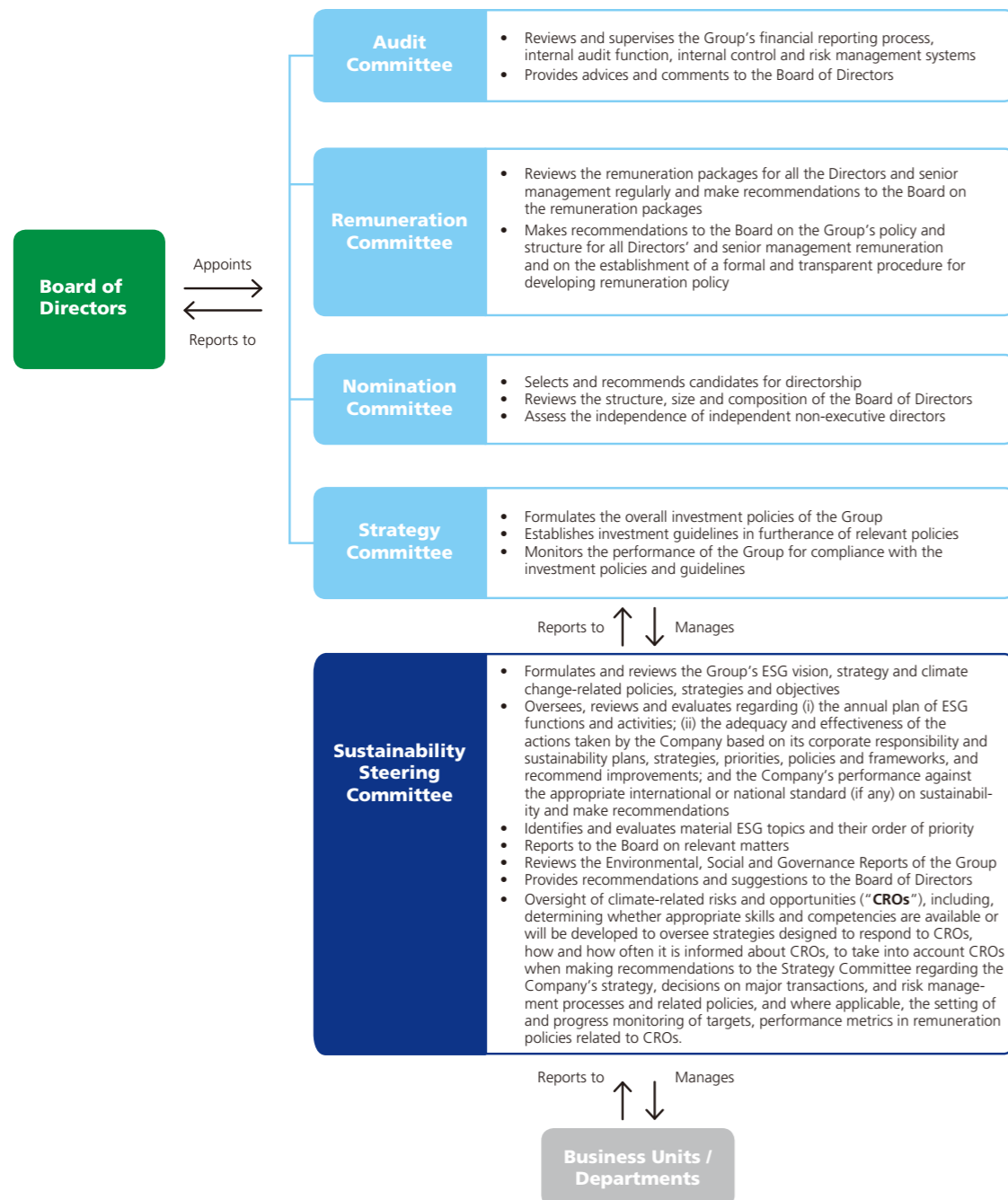


CORPORATE GOVERNANCE

GOVERNANCE

The SSC, chaired by the Chief Executive Officer of the Company (the “CEO”) concurrently, is responsible for allocating time and resources to be invested in the sustainability aspect of the Group’s operations; as well as identifying and managing ESG-related risks and issues that are material to the Group; oversight of climate-related risks and opportunities; and reviewing the Group’s ESG performance in due course.

For further details of our corporate governance structure and practices, please refer to the Corporate Governance Report included in the Annual Report 2025 of the Company.



CORPORATE GOVERNANCE

The Board reviews reports, offers input on key matters, oversees and assesses ESG management progress, and suggests enhancements. This structure ensures thorough discussion and effective management of ESG issues, proper implementation of strategies, and demonstrates the Group’s external responsibilities, thereby advancing ESG management in the aviation industry.

OUR COMMITMENT ON ESG

The Group’s ESG policy (the “ESG Policy”) outlines our principles and objectives regarding key environmental and social topics, providing guidance to the Group’s daily operations.

Our Commitment to the Environment

- Promote environmental protection among the Group’s business activities and within the community.
- Establish management practices and measures to achieve environmental objectives including pollution prevention, reduction of emissions and carbon footprint, reduction of waste and resources use, and increase in recycling.
- Comply with applicable legal requirements regarding environmental protection and sustainability.
- Educate the Group’s employees to become environmentally responsible.

Our Commitment to the Supply Chain

- Maintain and develop long-term strategic partnerships with suppliers who provide high-quality products and operate in an environmentally compliant and socially responsible manner.
- Promote good ESG practices among our suppliers and business partners.
- Develop a comprehensive sustainable procurement system and strengthen relevant trainings of the procurement staff.

Our Commitment to the People

- Provide a quality working environment by upholding labour laws and regulations.
- Ensure a healthy and safe workplace.
- Treat employees fairly and equitably.
- Protect employees’ fundamental rights and benefits.
- Provide employees with training and career development opportunities.
- Comply with legal requirements regarding business operations, labour protection and employment practices.
- Support and participate in local community, charitable and educational activities.
- Encourage the Group’s employees to volunteer for community activities.

CORPORATE GOVERNANCE

SUPPORT INDUSTRY-WIDE STRATEGY

As a member of ALI, which represents owners of over half the global fleet, CALC is dedicated to ALI's carbon neutrality goals for 2050. In November 2025, CALC representatives attended the Aircraft Leasing Ireland summit 2025. This event gathered leaders and experts from the aviation industry, policymakers and airlines operators. At the summit, insights were exchanged on the adoption of sustainable aviation fuels and innovation across the aviation value chain.

CALC also participated in the Airline Economics Growth Frontiers conference in Singapore in November, a premier global forum for aviation finance and leasing professionals. The event convened airlines, investors, manufacturers, and regulators to explore market dynamics, capital markets, and innovative financing structures shaping the evolving aviation landscape. Our senior management delivered a speech on the industry outlook and CALC's value-added offerings.

CALC values opportunities to engage with industry partners in exploring strategies for achieving shared climate objectives and contributing to the aviation industry's efforts in reaching net-zero emissions. Through participation in these industry-wide global forums, CALC reinforces its industry engagement and support for industry-wide strategies.

BOARD DIVERSITY

The Group has a policy on diversity of the Board members (the "**Diversity Policy**"), which sets out the approach by the Company to achieve diversity on the Board. The Group recognises the importance and the benefits of having a diverse Board that fits its own business model and specific needs in order to achieve its corporate goals and strategies. The Board will be chosen based on their abilities to help the Group achieve its goals and objectives. Concurrently, the Board will be made up of members from different backgrounds. These include ages, genders, cultures, education, experience, skills, knowledge and length of services.

The Group welcomes diversity at all levels, with a view to further contributing to the attainment of its strategic objectives and its sustainable development. Please refer to our Corporate Governance Report 2025 for details.

ANTI-BRIBERY, ANTI-CORRUPTION AND ANTI-MONEY LAUNDERING

Honesty, integrity, and fair play are the core values upheld by all Directors and employees of the Group. We maintain strict compliance with the Anti-Corruption Law of the PRC, the Prevention of Bribery Ordinance of Hong Kong, and the Criminal Justice (Corruption Offences) Act 2018 of Ireland. Our Code of Conduct incorporates comprehensive anti-bribery and anti-corruption policy and procedures designed to prevent bribery, corruption, fraud, extortion, money laundering, and other unethical practices. Employees are expressly prohibited from accepting advantages, gifts, or entertainment from business partners, suppliers, or contractors.

To ensure adherence to these ethical standards, any suspected instances of corruption, money laundering, or other misconduct are promptly reported to the relevant regulatory and law enforcement authorities. Violations of the Code of Conduct result in disciplinary action, including potential immediate termination. A formal reporting mechanism is in place to protect whistleblowers from retaliation. Upon receiving a report, the Group will engage with the whistleblower, assess whether an investigation should be initiated, and allocate appropriate independent resources commensurate with the significance of the case. A written investigation report is prepared, with confidentiality strictly maintained throughout. Employees with access to sensitive information are bound by confidentiality obligations. The Head of Internal Audit and Corporate Compliance is responsible for ensuring witness protection and fair treatment throughout the process.

CORPORATE GOVERNANCE

CALC remains focused on advancing corporate governance practices that support the sustainable growth of the business. These practices are regularly reviewed to ensure compliance with the Corporate Governance Code and alignment with evolving regulatory and market expectations. During the Reporting Period, the Group engaged external legal professionals to deliver anti-bribery and anti-corruption training to senior management and employees. The training covered relevant laws, and identification of bribery risks and preventive measures, strengthening employees' knowledge and capabilities to safeguard against financial crimes. During the Reporting Period, there were no legal cases involving corrupt practices against the Group or its employees.

Staff attending the anti-bribery and anti-corruption training provided by legal experts

**SUPPLY CHAIN MANAGEMENT**

We aim to establish a more fair and sustainable partnership with suppliers. The Group has established a fair and transparent supplier selection and management procedure to select and manage suppliers, aiming to minimise potential risks related to sustainable development in the supply chain. Among these measures, we utilise a supplier evaluation matrix and provide recommendations to suppliers, including environmental compliance and social responsibility. Additionally, we designate multiple professional teams to supervise and review the entire procurement process. We provide a preliminary procurement plan, with the budget and proposals prepared internally and reviewed by senior management before submission to the Strategy Committee of the Group. Moreover, we conduct regular evaluations of suppliers on a periodic basis and prioritise the use of suppliers and contractors with outstanding environmental and social performance to ensure compliance and enhance sustainable development. As the Company operates in the highly regulated aviation industry, the majority of our purchases by value involving aircraft, engines and components, including those from OEM suppliers, are subject to applicable airworthiness standards.

CORPORATE GOVERNANCE

RISK MANAGEMENT AND CONTROL

The Group has implemented a robust risk management system designed to identify, assess, and monitor categorised risks, ensuring the sustainable development of the business. The Board is responsible for overseeing the design, implementation and monitoring of the internal control systems to maintain operational integrity. To support this framework, the Group has developed and enacted various policies, including those addressing credit risk, credit scoring, Know Your Customers etc.

To strengthen risk oversight, the Group has developed and launched the Risk Analysis Database (“**RAD**”) to capture and manage data related to aircraft, airline customers, leasing conditions, providing credit analysis of customers, as well as analysis of asset risks and concentration risks. Building on the features of the RAD 2.0 control system and equipped with a risk rating model for airline customers, we developed the concentration model. This model enables us to monitor the concentration of aircraft from both existing and potential airline customers within our fleet portfolio on the RAD system. Additionally, it suggests concentration limits based on the airline’s credit rating, indicating an exposure percentage that we aim to keep at or below a comfortable threshold.

The Audit Committee plays a crucial role in supervising the risk management and internal control processes, ensuring high standards of financial reporting, risk management, and internal controls. The internal audit department operates independently to execute the Group’s internal control system. It also conducts annual assessment of overall internal control system and operational audits to evaluate the effectiveness and sufficiency of internal controls, providing recommendations for enhancements as needed.

LEGAL COMPLIANCE

The Group ensures that all business activities comply with local regulations through a robust compliance system. During the Reporting Period, we are pleased to report that no compliance violations were identified.

In addition, we established a dedicated policy department, responsible for liaising with Chinese government agencies and understanding the policy changes. For internal collaboration, our offices in different regions actively monitor updates on relevant regulations and the changes in business conditions to ensure alignment and compliance across the organisation.

TRANSPARENT TAX MANAGEMENT

CALC makes every effort to fulfil our tax obligations and recognises the importance of compliance with tax management laws and regulations across various jurisdictions. The Group ensures compliance with all tax declaration requirements, operates within the legal framework, and continually enhances the quality and effectiveness of tax management practices. The Group regularly reviews and discusses reports on tax-related matters. These reports encompass a range of topics, including updates on significant domestic and international tax developments, global tax audits, international tax structures, tax policies, and legislative developments related to taxation.

CORPORATE GOVERNANCE

PRODUCT RESPONSIBILITY

CALC is primarily engaged in aircraft leasing and related services and does not manufacture consumer products for end users. As such, certain product responsibility requirements under the ESG Reporting Code relating to product health and safety, advertising and labelling and product recall procedures are not directly applicable to the Group’s business nature. Nonetheless, the Group recognises the importance of producing and delivering products and services with high standards of quality, safety and environmental sustainability, and our focus on product responsibility is deeply ingrained in our core values and permeates every aspect of our operations.

The Group implements stringent quality control measures to ensure product excellence, strictly adhering to applicable laws and regulations, including the Measures for the Administration of Foreign-funded Lease Industry and the Contract Law of the PRC. Our goal is to provide reliable and responsible leasing services that not only meet but exceed customer expectations. Annually, we assess key product and service risks and establish monitoring and mitigation measures for each; our professional teams regularly review the delivery progress of aircraft, focusing on aviation financing, client readiness, delivery completion, legal documentation and manufacturing progress, with a comprehensive checklist to ensure that all processes are managed effectively and completed on time.

During the Reporting Period, the Group had no violation record on relevant laws and regulations that have a significant impact on the Group relating to product responsibility issues.

CUSTOMER SAFETY AND COMMUNICATIONS

As a full value-chain solutions provider, CALC places aircraft safety as a top priority. The Group recognises the importance of maintaining high safety standards and implements measures to safeguard airline customers throughout the entire value chain.

We have established Standard Operating Procedures (“**SOPs**”) and checklists to inspect every aircraft at different stages, including pre-purchase, pre-delivery, during operation under lease, and lease return. These thorough inspections are designed to identify and address any safety concerns, ensuring that each aircraft meets our stringent safety criteria before being handed over to our customers.

CORPORATE GOVERNANCE

Stringent Aircraft Selection Process:

CALC has a rigorous process for selecting aircraft to join its fleet. We carefully evaluate the airworthiness, safety records, maintenance history, utilisation rate and overall operational performance of each aircraft before making any leasing decisions.

Comprehensive Maintenance and Inspections:

CALC ensures that all leased aircraft receive regular maintenance and inspections, adhering to strict schedules to address safety issues promptly. Qualified independent third-party aviation surveyors examine each aircraft before and after delivery. We also conduct regular physical and documentation inspections, with major aircraft modification requiring our prior consent.

Safety Management Systems:

CALC has a proactive safety management system to identify and mitigate risks. With experienced engineers and strong procedural controls, we prevent aviation engineering and aircraft configuration risks. Our team continuously monitors safety data for leased aircraft, implementing preventive measures while also focusing on corrective maintenance to address any identified concerns. This approach reinforces our contribution to safety and reliability.

Compliance with Regulatory Standards:

CALC strictly adheres to all relevant aviation regulations and guidelines set forth by aviation authorities such as the Federal Aviation Administration ("FAA") and the ICAO. The Group maintains a robust and up-to-date knowledge of regulatory and technical requirements to ensure our leased aircraft meet or exceed the mandated safety standards. We also promote continuing professional development for our staff to keep them updated on the latest regulations and best practices.

Additionally, we value customer complaints as essential feedback for enhancing our services. The Group has established clear communications channels to ensure that customers can easily reach out with enquiries and complaints via email, telephone or through the marketing department. All feedback is reviewed and transferred to our relevant departments for follow-up and resolution. By maintaining an open and responsive communication channel with our customers, we aim to strengthen customer trust, enhance satisfaction and deliver services of high standards.

CORPORATE GOVERNANCE

CUSTOMER DATA PROTECTION

CALC places strong emphasis on protecting customer data privacy and cybersecurity. Recognising the importance of safeguarding customer information, the Group has implemented a comprehensive framework of practices, policies, and technologies to ensure data security. Measures such as encryption, firewalls, intrusion detection systems, and other protocols are employed to maintain the confidentiality and integrity of customer data.

Clear and transparent data privacy policies inform customers about how their information is collected, used, stored, and the purposes for which it is applied. Compliance with these policies is regularly assessed through internal audits across departments and systems, enabling the Group to identify potential gaps and drive continuous improvement.

To reinforce confidentiality, employment agreements include non-disclosure and non-competition clauses. The Group's policies and procedures comply with all relevant laws and regulations, with the Customer Data (Privacy) Policy serving as the cornerstone for governing the collection and use of customer information. During the Reporting Period, we found no incidents related to customer privacy breaches.

INFORMATION TECHNOLOGY SYSTEM INNOVATION AND IMPROVEMENT

The Group recognises the important role of science and technology in sustaining business competitiveness. To support this, CALC has established proprietary information technology ("IT") systems that enhance productivity, streamline operations, and improve customer experience.

Our unified aircraft asset management platform integrates core financial functions such as invoicing, cash flow management, and letters of credit, providing a centralised tool for managing aircraft assets efficiently. Complementing this, the project management system automates deal processes, strengthens team collaboration, and improves oversight of projects. With features for tracking timelines, milestones, and cost control, the system helps ensure projects are delivered on schedule and within budget.

Training programmes are provided to equip employees with the skills to fully utilise these systems, enabling them to maximise efficiency and effectiveness. Together, these platforms form a robust IT foundation that positions the Group to meet evolving industry demands and deliver high quality service to clients.

SUSTAINABILITY



SUSTAINABILITY

CLIMATE RISK MANAGEMENT

CALC has established a climate risk assessment to evaluate the potential impacts of climate change on daily operations. This strategic initiative enables us to identify and assess both short term and long term physical and transition risks. Building on the climate risk assessment, the Group has established a Climate Change Policy.

Our Climate Change Policy provides a foundational framework to guide the development of tailored strategies for assessing and mitigating climate related risks across all business units and subsidiaries. Its implementation strengthens the Group's capacity to address climate challenges effectively, offering a clear roadmap for action and supporting departments in executing appropriate mitigation and adaptation measures.

In the current reporting year, we further enhanced our climate risk assessment by drawing on diverse resources, including sustainability reporting guidelines, the recommendations of the Task Force on Climate related Financial Disclosures ("TCFD"), International Financial Reporting Standards ("IFRS") S2 Climate related Disclosures, and industry benchmarking practices. This ongoing process ensures alignment with global best practices, enabling us to adapt to evolving climate realities while advancing sustainable business practices.

CLIMATE CHANGE

Climate change remains as one of the most pressing global challenges, and the aviation sector has a critical role to play in addressing it. Our Group is focused on reducing environmental impacts and embedding sustainability across operations, to reinforce our role in supporting the industry's transition.

Our climate-related financial disclosures are guided by the TCFD framework and these disclosures are organised around four key pillars: governance, strategy, risk management, and metrics and targets. The table below outlines the main disclosures for each area.

Governance	Strategy
<ul style="list-style-type: none"> Board's oversight of climate-related risks and opportunities Appropriate climate-related skills and competencies of the Board Management's role in assessing and managing climate-related risks and opportunities 	<ul style="list-style-type: none"> Climate-related risks and opportunities over the short, medium, and long term Impact of climate-related risks and opportunities on the organisation's business model, value chain and financial situation Resilience of the organisation's strategy under different climate scenarios
Risk Management	Metrics and Targets
<ul style="list-style-type: none"> Processes for identifying, assessing and managing climate-related risks and how they are integrated into the overall risk management 	<ul style="list-style-type: none"> Metrics used to assess climate-related risks and opportunities in line with the organisation's strategy and risk management process Scope 1, 2 and if appropriate, Scope 3 emissions Targets used to manage climate-related risks and opportunities and performance against targets

SUSTAINABILITY

Governance

We acknowledge that aviation is among the hardest sectors to decarbonise, with continued reliance on fossil fuels expected in the near term. This reality intensifies the urgency of addressing carbon emissions and related environmental challenges. At CALC, the Board assumes overall responsibility for overseeing climate related risks and opportunities, ensuring sufficient resources are allocated to advance our climate strategy. The SSC, chaired by the CEO, is delegated authority to drive the Group's sustainable development agenda. The SSC manages climate related risks and opportunities and oversees implementation of CALC's Climate Change Policy across all business units. Climate-related risks and opportunities have remained relatively stable, with a refresh undertaken during the reporting year. Each department is accountable for identifying its own climate risks and impacts, and reports progress regularly to the member of the SSC, ensuring that emerging risks and opportunities are appropriately assessed and integrated into oversight processes. Any significant changes identified are escalated to the SSC for review. In addition, the Board has considered climate-related risks and opportunities when evaluating aircraft renewals, reinforcing the Group's commitment to embedding sustainability considerations into both strategic and operational decision-making. For more details, please refer to the section "Corporate Governance" from page 28 to page 35.

During the Reporting Period, we adhered closely to CALC's Climate Change Policy, which has served as a cornerstone of our governance framework. The policy is continuously updated to reflect evolving internal operations and external market conditions, while benchmarking against international standards to ensure relevance and effectiveness.

The Climate Change Policy provides general guidance for developing strategies to assess and mitigate climate risks across the Group. It is aligned with the recommendations of the TCFD, standardising processes for risk identification, assessment, and mitigation. Related disclosures are presented under the sections on Strategy, Risk Management, and Metrics and Targets.

Strategy

Climate-related risks and opportunities unfold over long time horizons and are often accompanied by a high degree of uncertainty as global climate patterns, policy directions, and socio-economic conditions continue to evolve. At CALC, we are actively enhancing our risk assessments to better identify and navigate these climate-related risks and opportunities to integrate into our strategic planning. In line with our Climate Change Policy, we have refined our climate-related risks and opportunities faced by the Group in 2025, based on through industry research and peer benchmarking. In this Reporting Period, the risks and opportunities identified that could potentially have an effect on the Group's cash flow, access to finance and cost of capital are also assessed over the short-term (2026-2027), medium-term (2028-2030), and the long-term (2030-2050).

The table below presents one physical, four transition risks, and six opportunities identified as relevant to our business across different time horizons. It sets out their potential impacts on the Group's business model and value chain, together with the corresponding actions undertaken to mitigate risks and leverage emerging opportunities.

SUSTAINABILITY

Risks Brought by Climate Change

Risk Type	Time Horizon	Risk Description	Potential Financial and/or Operational Impact	Our Response
Physical Risk				
Physical (Acute)	Medium to Long-term	More frequent and intense extreme weather events, such as typhoons and floods	<ul style="list-style-type: none"> Greater project delays and downtime Man-hours lost from climate-related injuries and accidents Supply chain disruptions 	<ul style="list-style-type: none"> Incorporate climate factors into the business continuity plan ("BCP") Pursue strategies to diversify the supply chain and mitigate single-supplier vulnerabilities
Transition Risk				
Policy and Legal	Short to medium-term	Stricter emissions regulations for the aviation sector	<ul style="list-style-type: none"> Elevated capital expenditures on acquiring energy-efficient and low-emission aircraft to comply with emissions standard Certain aircraft could face non-compliance from emissions limits, constraining operational capacity 	<ul style="list-style-type: none"> Prioritise investments in energy-efficient aircraft selection Work with regulators and industry stakeholders to refine strategies for diverse aircraft operations Conduct ongoing staff training on updated regulations and standards to maintain full compliance
		More stringent regulatory disclosure requirements on emissions data and climate-related disclosures	<ul style="list-style-type: none"> Higher expenses for compliance related to emissions tracking and climate data reporting 	<ul style="list-style-type: none"> Dedicate adequate resources to tracking emissions and climate-related data

SUSTAINABILITY

Risk Type	Time Horizon	Risk Description	Potential Financial and/or Operational Impact	Our Response
Technology and finance	Short to medium-term	Technological progress in aircraft may make older, less energy-efficient models less attractive, restricting access to finance	<ul style="list-style-type: none"> Technological progress in more fuel-efficient aircraft risks rendering older models obsolete, dampening investor interest and constraining capital access Substantial capital investment may be required to rebalance the fleet portfolio and sustain competitiveness 	<ul style="list-style-type: none"> Engage with industry organisations to exchange knowledge, resources, and optimal practices for adopting new technologies Dedicate adequate resources to tracking emissions and climate-related data
Market	Medium to long-term	Shift in demand for more energy-efficient aircraft	<ul style="list-style-type: none"> Higher capital outlays for acquiring energy-efficient and low-emission aircraft to align with shifting customer demands 	<ul style="list-style-type: none"> Prioritise investments in selecting energy-efficient aircraft Highlight the advantages of leasing fuel-efficient aircraft and promote efficiency benefits Incorporate sustainability clauses into leasing agreements
		Growing environmental awareness among the public may curb air travel demand, particularly for discretionary business trips, reducing the overall requirement for leased aircraft	<ul style="list-style-type: none"> Declines in air travel volume may reduce demand for leased aircraft, affecting revenue generation 	<ul style="list-style-type: none"> Expand revenue diversification through additional services like MRO, aircraft disassembly, and recycling

SUSTAINABILITY

Risk Type	Time Horizon	Risk Description	Potential Financial and/ or Operational Impact	Our Response
Reputation	Medium to long-term	Failing to meet sustainability expectations can damage the organisation's reputation and erode stakeholder trust	<ul style="list-style-type: none"> Loss of customer and investor trust may cause client departures and divestments, severely affecting revenue streams and financing access 	<ul style="list-style-type: none"> Formulate a comprehensive stakeholder engagement strategy that promotes transparent, 2-way communication Establish a robust climate transition plan
		Increased investor focus on ESG performance may limit access to funding and investment opportunities		

SUSTAINABILITY

Opportunities Brought by Climate Change

Opportunity Type	Time Horizon	Potential Benefits	Potential Financial and/ or Operational Impact	Our Response
Resource Efficiency	Medium to long-term	Sustainable practices can optimise operations and minimise waste	<ul style="list-style-type: none"> Lower energy use and waste disposal can generate cost savings Enhanced efficiency can lead to higher profit margins 	<ul style="list-style-type: none"> Invest in energy-efficient systems and equipment to cut consumption and enhance operational efficiency Implement practices that reduce waste production and encourage recycling across operations
Energy Source	Short to medium-term	Attract sustainability focused companies by offering SAF-compatible aircraft	<ul style="list-style-type: none"> Growing market demand for leased aircraft compatible with SAF 	<ul style="list-style-type: none"> Collaborate with industry associations and regulators to advance SAF development and adoption in aviation Monitor regulatory updates on SAF requirements and ensure compliance to preserve a competitive edge

SUSTAINABILITY

Opportunity Type	Time Horizon	Potential Benefits	Potential Financial and/or Operational Impact	Our Response
Products/ Services	Short to medium-term	Provide end-to-end services, including MRO, aircraft disassembly, and recycling, to address evolving market demands	<ul style="list-style-type: none"> New services can generate fresh revenue streams and improve profitability 	<ul style="list-style-type: none"> Partner with industry groups to implement tools for tracking aircraft fuel efficiency and environmental performance
Markets	Short to medium-term	Focusing on regions with rising demand for green aviation solutions can unlock new business opportunities	<ul style="list-style-type: none"> Expanding into new markets diversifies revenue and lessens dependence on core leasing activities 	<ul style="list-style-type: none"> Identify regions showing strong potential for sustainable aviation expansion and customise offerings to align with local requirements
Access to finance and/or preferential interest rates	Short to medium-term	Preferential access to finance and/or cost of capital for lessors with more fuel-efficient fleets	<ul style="list-style-type: none"> Increased earnings/ revenue and improved profit margins 	<ul style="list-style-type: none"> Increase investment in fuel-efficient flights
Resilience	Long-term	Strengthen infrastructure and operational resilience to safeguard against climate-related disruptions	<ul style="list-style-type: none"> Robust infrastructure and operational strategies can minimise downtime and supply chain interruptions during severe weather events 	<ul style="list-style-type: none"> Invest in upgrading infrastructure to endure extreme weather events Incorporate climate risk assessments into BCP

SUSTAINABILITY

Business Model and Value Chain

During the Reporting Period, we assessed the current effects of climate-related risks and opportunities outlined above on our business model and value chain. Our analysis indicates that the current effects are not material, as our existing mitigation actions are adequately implemented to manage the associated risks. As part of our continuous enhancement of climate risk management capabilities, we plan to undertake climate-related scenario analysis in the future when required by the applicable rules and regulations. This will enable us to better understand the potential anticipated effects of climate-related risks and opportunities on our business model and value chain and where the effects may be concentrated.

Strategy and decision-making

At CALC, we integrate climate-related risks and opportunities into our strategy and decision-making processes by embedding low-carbon and climate-resilience considerations throughout project planning and operational management. In the short to medium term, our Group will prioritise investments in newer, fuel efficient aircraft models to meet rising demand. At the same time, we are enhancing our fleet upgrade services by trading older aircraft for new leases from our orderbook.

Our Group promotes the leasing of fuel-efficient aircraft to airlines and supporting their green fleet transitions through purchase leasebacks and customised solutions. In addition, we aim to further diversifying into aftermarket services such as MRO, disassembly, and recycling at facilities in the PRC and the US to capture opportunities in the circular economy. Over time, we expect to broaden and deepen these mitigation and adaptation measures as regulatory frameworks and market expectations on climate continue to evolve.

In terms of resourcing, we are actively pursuing opportunities in newer, fuel efficient aircraft models, as demonstrated by our recent order with Airbus for 30 A320neo aircraft, which deliver greater fuel savings and GHG emissions reductions. We leverage our internal resources and external borrowing, which are currently sufficient to support the climate-related mitigation and adaptation measures outlined above.

We continue to strengthen our capabilities in managing climate-related risks and opportunities, including assessing our readiness to develop a dedicated climate transition plan. Although we have not yet formalised such a plan or established quantitative climate-related targets, we are actively addressing climate challenges across our operations through ongoing initiatives that lay the groundwork for a future transition roadmap.

Financial position, financial performance and cash flows

The Group understands that climate-related risks and opportunities may have both current and anticipated impacts on our financial performance, cash flows, and financial position.

SUSTAINABILITY

Current financial effect

During the Reporting Period, we evaluated the financial impacts of the climate related issues identified above. Given the nature of our business activities, which consist mainly of office operations and aircraft that are leased for most of the time, physical risks such as flooding and typhoons did not incur material current financial effects on CALC.

To the best of our knowledge, we do not anticipate any significant adjustments to the carrying amounts of assets or liabilities within the next annual reporting period as a result of climate-related factors.

Anticipated financial effect

As we continue to enhance our capabilities in managing climate-related risks and opportunities, we plan to conduct climate-related scenario analysis in the future when required by the applicable rules and regulations. This scenario analysis will help inform our understanding of anticipated financial effects of climate-related risks and opportunities over the short-, medium-, and long-term. We will leverage the scenario analysis to assess: (i) potential changes to our financial position, considering future investment and plans as well as planned funding sources; and (ii) potential changes to our financial performance and cash flows. We will continue to monitor market developments and emerging methodologies for quantifying anticipated financial effects, and will provide further disclosures in future reports.

Climate resilience

We recognise the importance of assessing the resilience of our business strategy, business model and value chain to climate-related changes, developments, and uncertainties, through focusing on the climate-related risks and opportunities identified above. While the Group has not yet conducted a climate-related scenario analysis, we plan to undertake such an analysis in the future to evaluate our climate resilience. In the meantime, we continue to strengthen the knowledge base and internal capabilities necessary to support effective scenario analysis.

Risk Management

The Group has integrated climate-related risks and opportunities into our risk management framework. Through this aligned approach, we aim to mitigate inherent climate-related risks across our business activities, leverage our industry network to strengthen climate-related knowledge, and foster a climate risk management culture across the organisation.

To identify and assess climate-related risks and opportunities, the Group engaged external consultant and key stakeholders through workshops and surveys during the previous reporting period. These sessions facilitated in-depth discussions and gathered valuable insights into potential impacts on the Group's businesses, strategy, and financial planning. In the current Reporting Period, we refreshed our assessment of climate-related risks and opportunities by conducting industry research, peer benchmarking, and discussions with the SSC.

To prioritise these risks and opportunities, we have established an assessment matrix that evaluates and ranks them based on their severity and likelihood. The risk ratings results dictate the extent and type of climate-related mitigation measures to be incorporated into the Group's risk management strategies. By embedding climate-related considerations alongside other key risk categories, we ensure that resources and management actions are allocated according to the level of risk exposure. Climate-related risks are continuously monitored through our risk management processes and are reviewed and updated regularly to inform decision-making and ensure climate considerations are embedded in strategic planning and operational oversight. We will review our risk management processes regularly, and if necessary, updates may be made in future reporting periods.

As part of our continuous improvement efforts, we plan to explore the potential integration of scenario analysis into future climate risk and opportunity assessment processes to enhance the robustness of our climate risk management framework.

SUSTAINABILITY

Metrics and Targets

CALC, as a member of ALL, is dedicated to conducting thorough research and implementing diverse solutions that align with the aviation industry's overarching objective of attaining net zero carbon emissions by 2050. At the organisational level, our dedication to strengthening performance across environmental, social, and governance dimensions is reflected in the establishment of an internal ESG Policy. This policy outlines the Group's long-term ESG vision and objectives, and sets forth three specific targets that serve as a structured framework guiding our sustainability journey.

Our approach to climate-related performance

- Promote environmental protection for the Group's business activities and in the community.
- Establish management practices and measures to achieve environmental objectives including prevent pollution, reduce emissions and carbon footprint, minimise waste, increase recycling and minimise use of resources.
- Comply with applicable legal requirements regarding environmental protection and sustainability issues.

GREENHOUSE GAS EMISSIONS

CALC monitors and measures its GHG emissions in accordance with our internal policies and the methodologies set out in the GHG Protocol. We remain focused on reducing emissions and continuously evaluate our environmental impact to drive ongoing improvement in our sustainability performance. During the Reporting Period, our total GHG emissions amounted to 618.09 tonnes CO₂e. Specifically, the average emission intensity was 2.71 tonnes CO₂e per employee at our Hong Kong headquarters; 3.51 tonnes CO₂e per employee in our Chinese Mainland offices; and 8.10 tonnes CO₂e per employee at our Ireland office. During this Reporting Period, we enhanced our Scope 3 emissions reporting by incorporating Category 7: Employee Commuting as a newly included emission source, supplementing the existing Scope 3 categories.

SUSTAINABILITY

Table: GHG emissions in 2024 and 2025 (tonnes of carbon dioxide equivalent)^{3, 4, 5}

	Hong Kong Headquarters		Chinese Mainland Offices		Ireland Office	
	2025	2024	2025	2024	2025	2024
Greenhouse Gas Emissions						
Scope 1 (tonnes of CO ₂ equivalent) ⁶	2.25	2.79	7.06	6.79	0.00	0.00
Scope 2 (tonnes of CO ₂ equivalent) ⁷	43.33	45.81	38.11	42.83	14.97	20.84
Scope 3 (tonnes of CO ₂ equivalent)	160.39	73.64	196.75	115.89	155.23	0.10
Sum (tonnes of CO₂ equivalent)	205.97	122.24	241.91	165.51	170.20	20.94
Emission Intensity (tonnes of CO ₂ equivalent/employee)	2.71	1.65	3.51	2.40	8.10	0.84

Table: Scope 3 Greenhouse Gas Emissions Source Breakdown⁸

	2025	2024
Category 6 – Business Travel⁹		
Air travel (tonnes of CO ₂ equivalent)	311.01	188.73
Rail travel (tonnes of CO ₂ equivalent)	0.14	0.90
Sum (tonnes of CO₂ equivalent)	311.16	189.63
Category 7 – Employee Commuting¹⁰		
Sum (tonnes of CO₂ equivalent)	201.21	

We have implemented a Green Office Programme to encourage employees across all locations to adopt sustainable practices and reduce electricity consumption. To improve energy efficiency, all office equipment is set to energy-saving mode, and segmented lighting systems have been installed in every office. In addition, we actively promote the use of virtual meetings to reduce carbon emissions associated with business travel.

³ Given that CALC's operations within the reporting scope are primarily office-based, its major GHG emissions are primarily Scope 2 and Scope 3 indirect emissions. Additionally, apart from the Hong Kong Headquarters, the Chinese Mainland offices and the Ireland office, other offices did not have significant operations or environmental impact, and therefore have not been included.

⁴ This table includes non-financial metrics that are subject to measurement uncertainties resulting from limitations inherent in the nature and the methodologies used for determining GHG accounting. The selection of different but acceptable measurement techniques, including estimation, can result in materially different measurements. The precision of different measurement and estimation techniques may also vary. Moreover, the GHG accounting landscape is rapidly evolving, and as more high-quality data becomes available, CALC's understanding of emissions impacts continues to improve.

⁵ CALC's GHG emissions data is presented in carbon dioxide equivalent and was calculated based on the reporting requirements including but not limited to the "Appendix 2: Reporting Guidance on Environmental KPIs" issued by the HKEX and the "GHG Protocol Corporate Accounting and Reporting Standard" (GHG Protocol) issued by the World Resources Institute and the World Business Council for Sustainable Development.

⁶ Scope 1 emissions encompass direct GHG emissions resulting from owned or controlled sources, primarily attributable to fuel combustion, excluding biomass.

⁷ Scope 2 emissions refer to indirect GHG emissions from purchased electricity consumed by the organisation. For the Hong Kong headquarters, Chinese Mainland offices and Ireland office, calculations were based on emission factors from the HK Electric Investments Sustainability Report 2024, the "Notice on Doing a Good Job in 2023-2025 Reporting and Management of Greenhouse Gas Emissions of Power Generation Enterprises" issued by the Ministry of Ecology and Environment of the PRC, and the "Energy in Ireland 2024 Report" issued by the Sustainable Energy Authority of Ireland, respectively.

⁸ Scope 3 emissions are other indirect GHG emissions for which data is available, including Category 6 – Business Travel and Category 7 – Employee Commuting emissions.

⁹ This includes emissions relating to CALC's directors and employees travelling for business, including commercial air and rail travel from the Hong Kong headquarters, Chinese Mainland offices, and the Ireland office. Offices outside these regions were excluded due to their limited operational scale and negligible environmental impact, rendering them immaterial to this assessment. Air travel emissions were calculated via the ICAO Carbon Emissions Calculator and emission factors from UK Government GHG Conversion Factors for Company Reporting 2025. while rail travel emissions were derived by applying distance-based emission factors from the study "Typical Travel and Accommodation Emission Factors in China (2024)" authored by ZEROLab.

¹⁰ This includes emissions from transportation of employees between their homes and worksites, which are calculated via emission factors from UK Government GHG Conversion Factors for Company Reporting 2025.

SUSTAINABILITY

FACILITATING CIRCULARITY IN AVIATION INDUSTRY

Advancing Sustainable Aircraft Dismantling and Recycling

In 2025, FL ARI dismantled four aircrafts, while welcoming three new clients to its portfolio. The dismantled models included one A330, two B737NGs, and one ERJ-145. Notably, both the A330 and ERJ-145 represented the first dismantling projects undertaken by FL ARI for these specific aircraft types.



Aircraft dismantling

The ERJ-145 project also marked FL ARI's inaugural full aircraft cutting and dismantling operation, signifying a breakthrough in both the breadth of aircraft models covered and the enhancement of operational capabilities. These milestones highlight FL ARI's progress in expanding sustainable end of life solutions for aircraft, reinforcing its role in supporting the aviation industry's transition towards circular economy practices and reduced environmental impact.

SUPPORTING AIRLINES IN EMISSIONS REDUCTION THROUGH SAF ADOPTION

Understanding that sustainability is a key focus in the aviation industry, we support airlines in lowering their carbon emissions by supporting the adoption of SAF in aircraft deliveries and its wider use in the industry. Through continued collaboration with stakeholders, we aim to foster environmentally responsible operations and support the sector's transition towards a green future.

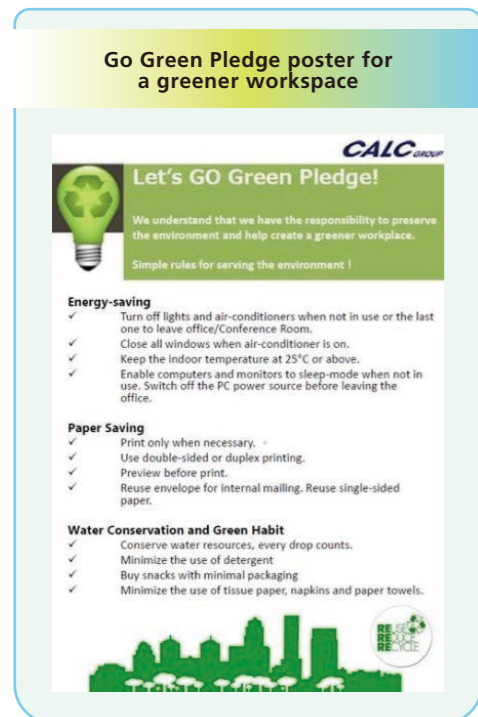
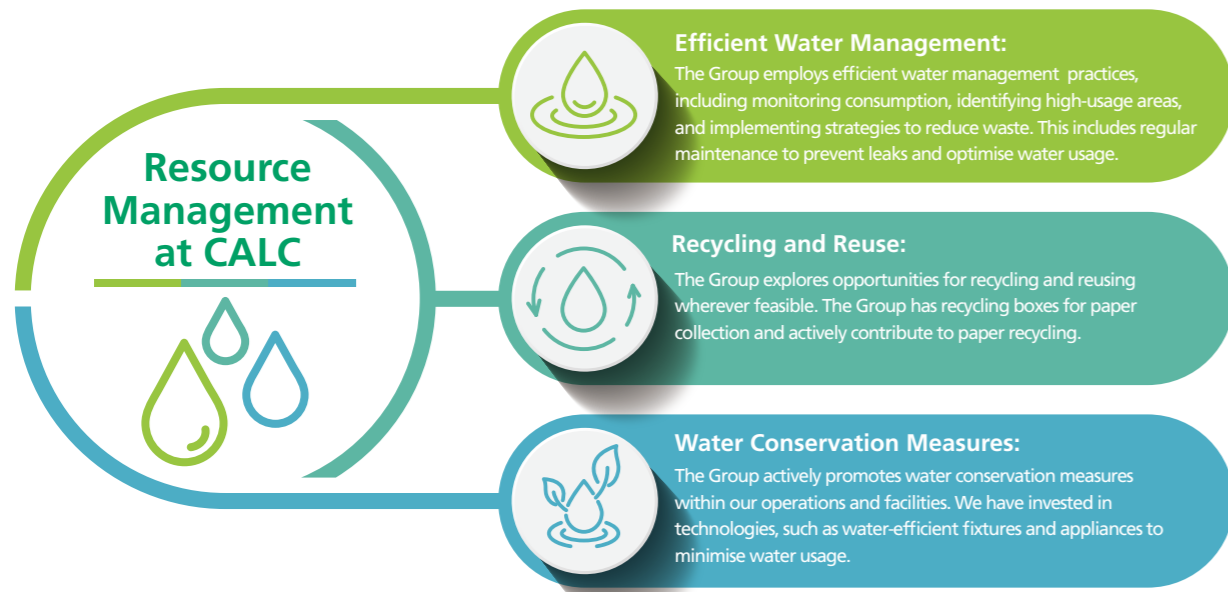
At CALC, we actively collaborate with aircraft manufacturers and airlines to prioritise fuel efficiency and the use of SAF. We remain focused on delivering solutions that enhance operational efficiency while minimising environmental impact. All aircraft in our fleet are capable of using SAF and 79% of ferry flights for new aircraft deliveries (19 out of 24 new aircraft deliveries) in 2025 used SAF.



SUSTAINABILITY

RESOURCE MANAGEMENT

We have implemented the Green Office Programme to encourage efficient resource use and strengthen environmental awareness among our employees. With the support of our management, we developed the Green Office Guide, which provides practical tips on conserving energy, water, and office supplies. By promoting eco-friendly practices and sustainable lifestyles, we continue to embed sustainability into our daily operations and improve resource efficiency across the Group.



Resource Usage

We routinely conduct inspections and maintenance of all electronic equipment to ensure optimal performance and improve the energy efficiency of our offices. Our IT department has introduced energy-saving modes across all computers to minimise non-essential energy consumption. To further encourage conservation, we also have a GO Green Pledge for new joiners and existing staff, where we remind employees throughout the workplace of green practices such as switching off electrical appliances when not in use, using double sided printing, conserving water resources and more.

SUSTAINABILITY

Water Usage

We prioritise water conservation across our operations. To reduce water consumption, we have installed sensor-activated faucets and water-saving devices in all offices. During the Reporting Period, our total water consumption¹¹ was 20.39 m³, averaging 0.12 m³ per employee.

At our Harbin base, all effluents, including waste oil, hazardous chemicals, and municipal sewage, are handled responsibly by licensed contractors. All procedures strictly comply with the Measures for the Administration of Permit for Operation of Dangerous Wastes and other relevant local regulations, reinforcing our dedication to safe and sustainable environmental management.

Material Usage

We are actively pursuing diverse measures to reduce material consumption and minimise waste generation. By adopting a holistic and sustainable approach to waste management, we avoid unnecessary resource use, choose sustainable alternatives, and prioritise the reuse of materials wherever possible.

In our offices, we utilise electronic means to read documents, encourage duplex printing, reduce disposable usage, and extend the life of office equipment and resources through reuse. Recycling boxes are placed next to printers to collect single sided paper for reuse and double sided paper for recycling. In 2025, we recycled a total of 147 kg of paper, where most of the paper used for financial printing is certified as responsibly sourced from sustainable forest resources, reinforcing our dedication to responsible material use. Additionally, we also recycled 120 kg of coffee grounds from the Hong Kong Office alone.

¹¹ The data presented accounts solely for bottled water consumption at our Hong Kong headquarters and offices in Chinese Mainland and Ireland. The limited staff activities in other offices are not material to our overall environmental impact. Fresh water consumption data is not available, as all offices are rented properties where water utilities are centrally shared among tenants.

The image shows a perspective view from the pilot's seat in a modern airplane cockpit. The instrument panel is filled with various gauges, dials, and digital displays. A central console with two throttle levers is visible in the foreground. The cockpit windows show a view of the sky with soft, golden light, suggesting a sunrise or sunset. A decorative green leafy branch is overlaid on the left and bottom portions of the image. The text 'WORKFORCE AND LABOUR PRACTICES' is centered in the upper right area in a blue, sans-serif font.

WORKFORCE AND LABOUR PRACTICES

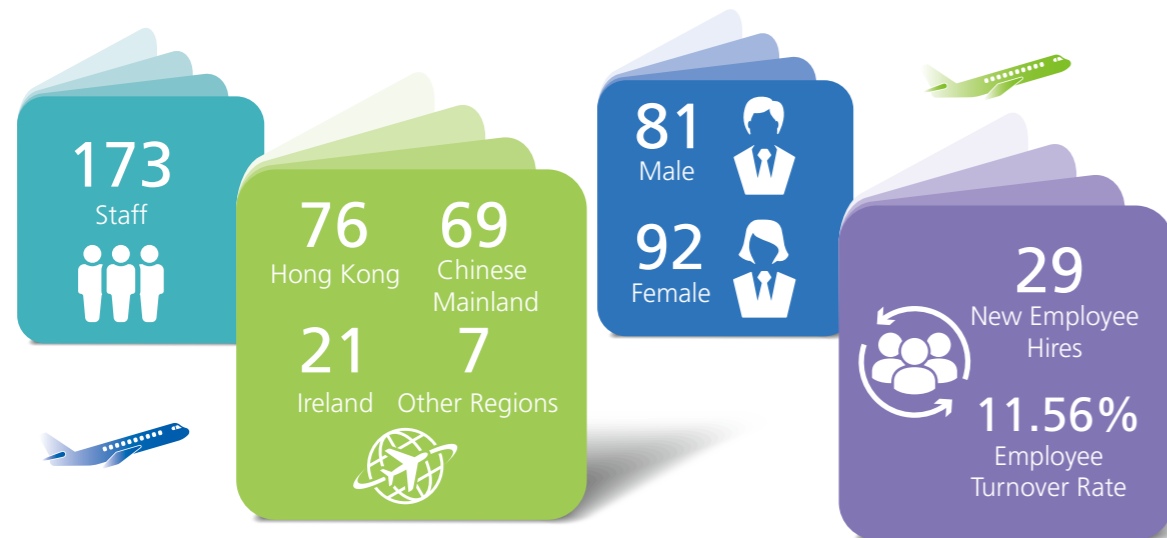
WORKFORCE AND LABOUR PRACTICES

Enhancing our workforce and cultivating a resilient organisational culture stand as key foundations of our accomplishments. The support of our employees has been pivotal in establishing a robust business base. As we strive to nurture a motivated, high-performing team, we place emphasis on employee training and career advancement, offer competitive compensation and benefits, ensure equality, diversity, and inclusivity, maintain rigorous occupational health and safety standards, and advocate for a balanced work-life environment. We continually uphold ethical workforce practices, with our Employee Handbook serving as a comprehensive guide to these principles.

A FAIR AND INCLUSIVE WORKING ENVIRONMENT

Advancing equality and providing career development opportunities for all employees, irrespective of their backgrounds, is a foundational principle at CALC. As of the end of the Reporting Period, there were 173 full-time staff (including senior management) in our Hong Kong headquarters and offices in Chinese Mainland, Ireland, France and Malaysia, with a male to female ratio of 0.88:1.

The Group prioritises a diverse and inclusive culture, ensuring that every talent has the chance to realise their full potential in the workplace. A total of 11 women has been appointed to executive or departmental leadership roles (such as President and Chief Commercial Officer of the Group), representing 47.83% of Chief Level Executives and Senior Management, advancing diversity in leadership.



WORKFORCE AND LABOUR PRACTICES

We are dedicated to fostering an inclusive work environment and promoting equal opportunities, we have implemented an Equal Opportunities and Anti-Discrimination Policy. We firmly stand against discrimination, harassment, and vilification in employment based on factors such as sex, pregnancy, marital status, family status, disability, or race. Employees are encouraged to address any instances of discrimination, harassment, or vilification directly with their department head or the human resources department.

In line with the guidelines set forth by the Equal Opportunities Commission in Hong Kong, we believe that equality in employment allows all qualified individuals to compete on fairly based on their abilities, without facing discrimination or harassment. Over the years, CALC has adhered to a management and operational philosophy that is centred around people, strictly following relevant labour laws and regulations. We respect the rights of our employees, safeguard their legitimate interests in accordance with the law, and provide a comprehensive welfare protection system.

We uphold an equal and non-discriminatory employment policy, firmly opposing forced labour and child labour. We strive to create a safe, healthy, and comfortable working environment while actively understanding and addressing the diverse needs of our employees in both their work and life. We believe that employees are integral to business development and continue to offer regular on-the-job training, optimise human resources management practices to encourage potential, support personal growth and career progression, and enhance employees' sense of career fulfilment.

Adhering to crucial local legislations like the Sex Discrimination Ordinance (Cap. 480), Disability Discrimination Ordinance (Cap. 487), Family Status Discrimination Ordinance (Cap. 527), Race Discrimination Ordinance (Cap. 602) and others, we enforce a zero-tolerance stance against discrimination, harassment, and forced labour. This ensures a professional workplace where every employee is treated with dignity and respect. Violations may lead to disciplinary actions, and individuals retain the right to report complaints and provide evidence. We handle all complaints efficiently, striving to maintain confidentiality for whistleblowers to protect them from unfair treatment. Upholding these principles is paramount in preserving a respectful and inclusive work environment for all.

During the Reporting Period, we fully complied with the applicable labour standards across all office regions (including Hong Kong, Chinese Mainland, Ireland, France and Malaysia), and the Group recorded no incidents of child or forced labour.

DEVELOPMENT AND TRAINING

The Group remains dedicated to unlocking each employee's full potential through consistent and comprehensive training, which serves as a cornerstone of our sustainable growth. Our Training and Development Policy outlines training categories, establishes a framework for training application and reimbursement procedures, and delineates the training evaluation process. During appraisal periods, department heads and management conduct performance reviews to assess capabilities, identify growth opportunities, and strengthen the skills, knowledge, and qualifications needed to meet our evolving business needs.

To support employees' professional development, the Group provides internal training programs, external training courses, and financial support for professional membership fees, ensuring that our employees possess the requisite skills and knowledge to drive the Group forward. During the year, we organized a series of internal training sessions covering various topics including business sharing, market insights, IT system enhancements, AI automation, corporate governance and internal policies. These initiatives aim to foster a culture of continuous learning, encourage industrial knowledge exchange among the team, and strengthen employees' ability to embrace and effectively leverage new technologies to enhance work efficiency. Below are a few examples of the training sessions and workshops we conducted this year.

WORKFORCE AND LABOUR PRACTICES

Training Workshop**CALC Training Series – Internal Control**

In October 2025, the Group held an internal training on Internal Control for all CALC Group office employees and consultants. The session aimed to enhance everyone’s awareness and understanding of key principles necessary to uphold transparency, accountability, and integrity in daily operations.

The training topics included Internal Control Framework & Risk Management, Procurement Policy Framework, Code of Conduct, Business Hospitality & Entertainment Expenditure Guideline with case sharing, listed company compliance obligations, red flag indicators, and internal reporting procedures.

The session reinforced the importance of strong governance, proactive risk management, and adherence to operational standards, fostering a culture of integrity, efficiency, and accountability. Participants gained a clearer understanding of their roles and responsibilities in maintaining effective internal controls and ensuring compliance with regulations and company policies.

Training Workshop**Legal Training on Anti-Bribery, Anti-Corruption, and Anti-Money Laundering**

In November 2025, the Group organised a legal training session regarding anti-bribery and anti-corruption, and anti-money laundering (“**AML**”) compliance, conducted by an international law firm. Senior management, and other general staff attended the training. The session covered key topics including anti-bribery and anti-corruption laws and regulations, identification and prevention of bribery risks, AML obligations and case studies.

Participants gained a deeper understanding of the importance of ethical business conduct, compliance with applicable anti-corruption and AML regulations, and the role of employees in preventing financial crimes. The training also highlighted the legal, financial, and reputational consequences of non-compliance, reinforcing the Group’s focus on maintaining integrity, transparency, and strong corporate governance, while fostering a culture of accountability and zero tolerance towards bribery and corruption.

WORKFORCE AND LABOUR PRACTICES

When allocating training resources, the Group consistently adheres to the principle of “Fair and Equal Opportunities”. We prioritise providing development and training resources based on the relevant skills and knowledge essential for employees to effectively fulfil their duties. Below is a summary of the Group’s quantified achievements in this area.

Training Workshop**Our achievements in talent development**

In 2025, we provided 4,452.50 hours of trainings to our employees among the Group. Below presents a detailed break-down of the training hours across the employment categories and gender.

Table – 2025 Training Hours Characterised by Level of Employment Worldwide

	Total training hours (hrs)	Proportion
Chief Level Executives	94.00	2.11%
Senior Management	250.50	5.63%
Middle Management	2,602.50	58.45%
General Staff	1,505.50	33.81%

Table – 2025 Training Hours Characterised by Gender Worldwide

	Total training hours (hrs)	Proportion
Male employees	2,316.50	52.03%
Female employees	2,136.00	47.97%

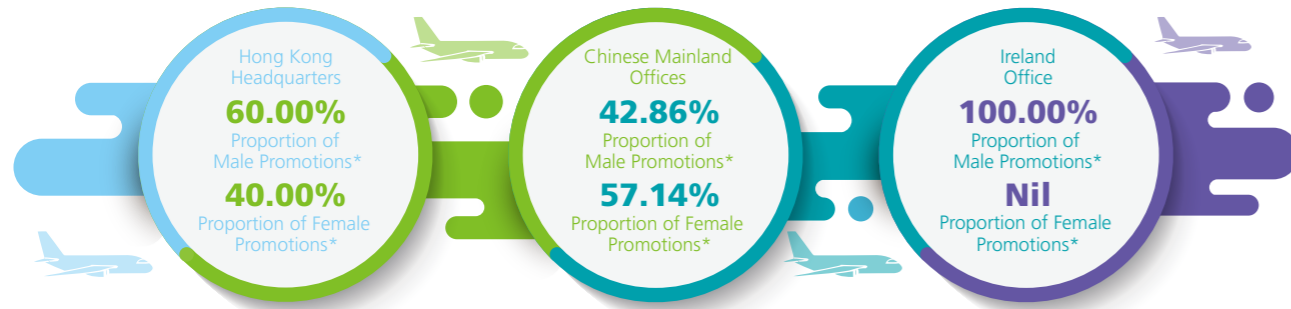
WORKFORCE AND LABOUR PRACTICES

EMPLOYEE PROMOTION

The Group has established a comprehensive framework for employee advancement and growth, accompanied by a detailed Promotion Guideline. This structure is grounded in core principles of objectivity and equity, ensuring that promotions are devoid of discrimination, bribery, or any other forms of undue influence, partiality, lobbying, favouritism, friendship, or social affiliations. Promotions are determined by a combination of employees' job performance, contributions, qualifications, experience, professional expertise, and their overall alignment with the organisation's values.

The Group's promotion process encompasses both annual promotions and opportunities that arise outside the regular cycle. Eligible employees are selected through rigorous interview evaluations. This year, a total of 14 employees globally has been promoted through the internal promotion policy, constituting 8.09% of the total workforce.

In terms of regional performance, the promotion rates were 6.67% in the Hong Kong office, 10.14% in the Chinese Mainland offices, 8.70% in the Ireland office. Below, we present the Group's 2025 promotion statistics, categorised by gender for the Hong Kong, Chinese Mainland, and Ireland offices.



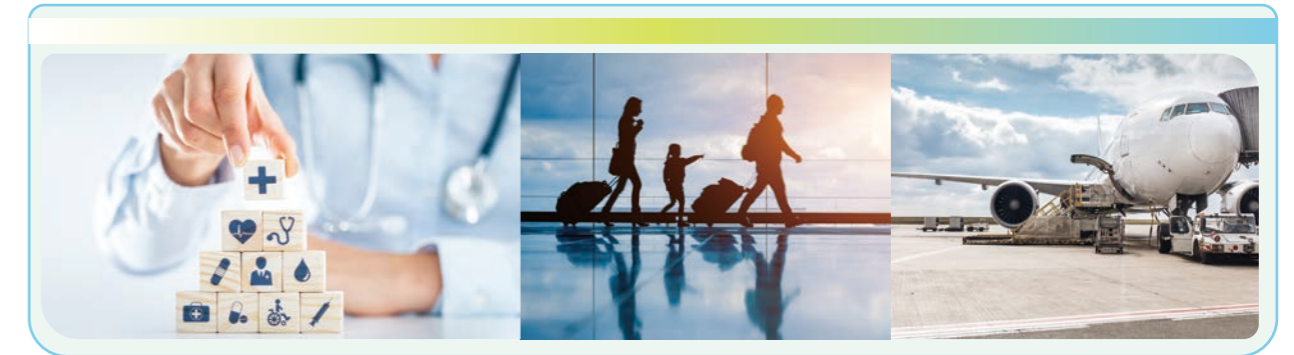
* Number of male/female promotions divided by total number of promotions in each office

WORKFORCE AND LABOUR PRACTICES

EMPLOYEE WELFARE

Our employees are one of the critical assets to the Group's long-term sustainability. We place strong emphasis on employee welfare and actively foster supportive, and family-friendly workplace. To promote workforce resilience and well-being, we offer a comprehensive staff welfare framework, including programs and benefits that support physical, mental, and overall well-being. These include volunteer service leave, marriage leave, parental leave, annual trip reimbursements, and a complementary Employee Leisure Travel Benefit for eligible employees.

All employees are covered by employee compensation insurance and participate in a group medical scheme that provides coverage for outpatient, dental care and hospitalisation. In addition, employees travelling on business are protected by travel insurance. These measures reflect the Group's ongoing dedication to uphold responsible employment practices, employee health and safety, and long-term human capital development.

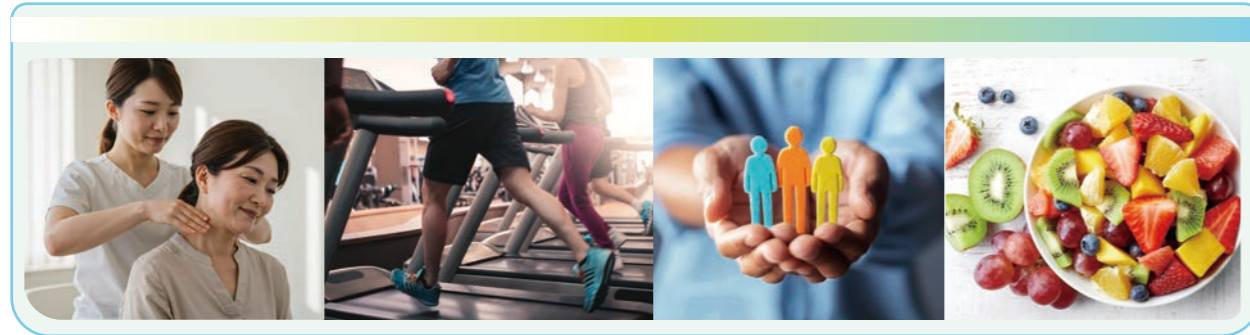


WORKFORCE AND LABOUR PRACTICES

EMPLOYEE WELL-BEING

To promote work-life balance and strengthen employee engagement, the Group organises a variety of staff activities, including outings, festive celebrations (such as early-release arrangements and parties), team-building and charity initiatives. These activities offer employees opportunities to connect beyond the workplace while contributing positively to the community.

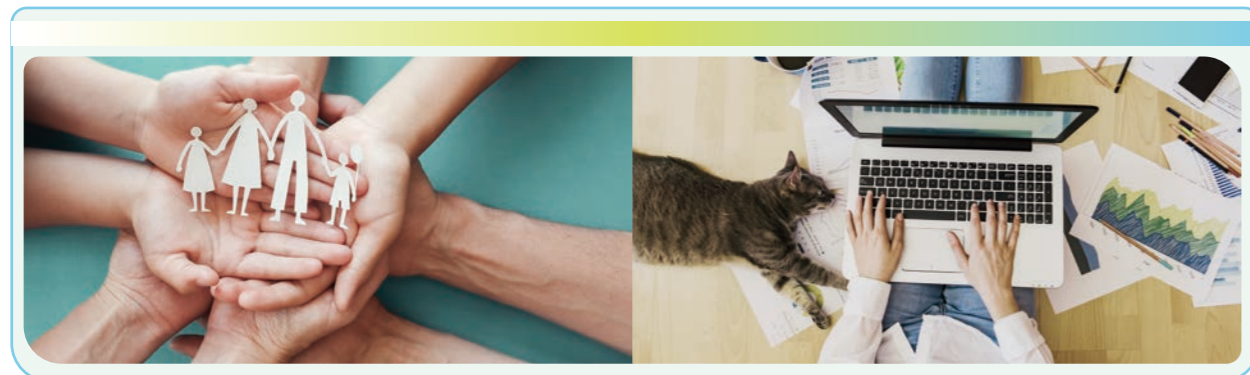
Besides, we also provide wellness programmes that support physical fitness and mental health. To promote preventive health and holistic well-being, a dedicated and comfortable wellness space has been established in the Hong Kong office, offering employees an environment to rest, collaborate, or recharge during the workday. The Group regularly organizes wellness workshops, encourages participation in routine health checks, provides access to an Employee Assistance Programme for confidential counselling, and offers fresh fruit on a weekly basis. These initiatives demonstrate the Group's dedication to supporting employees' overall well-being and have contributed to the Group being awarded the Good Employer Charter in 2025.



FAMILY-FRIENDLY WORKING ENVIRONMENT

As a responsible and caring employer, the Group places strong emphasis on fostering a family-friendly workplace. To support working parents, we have implemented a range of initiatives, including parental leave for child-related responsibilities and the provision of a dedicated nursing room to create a breastfeeding-friendly environment for working mothers. In addition, the Group consistently adopts flexible work arrangements, including remote working options where appropriate, to balance employee needs with business sustainability and operational continuity.

These initiatives underscore the Group's efforts to enhance employee welfare and reflect our ongoing dedication to prioritising employee well-being across all aspects of our operations as we move forward.



WORKFORCE AND LABOUR PRACTICES

HEALTH AND SAFETY

Cultivating a culture centred on health and safety is integral to our organisation. We are dedicated to upholding relevant government regulations while aligning with industry standards and best practices.

To ensure our preparedness, we conduct routine emergency evacuation drills at all our offices and host safety training sessions to bolster employee awareness. Our Employee Handbook contains detailed safety management guidelines encompassing crucial aspects like ventilation, lighting, housekeeping, security, the safe use and maintenance of electrical equipment, and fire prevention. These efforts aim to create a workplace free from accidents and reducing the likelihood of occupational injuries.

In the event of an incident, we adhere to all pertinent laws and regulations, promptly reporting all injuries as stipulated by accident reporting requirements. Furthermore, we undertake follow-up measures to enhance workplace safety and prevent the recurrence of similar incidents.

During the Reporting Period, there was no health and safety-related incident.

Our contribution to both health and safety underscore our belief that a thriving workplace is essential for the success of both individuals and the organisation.

A large white airplane is shown on a runway at sunset. The sky is a mix of orange, yellow, and blue. The airplane is viewed from a low angle, showing its four engines and landing gear. The runway has white dashed lines. In the background, there are airport buildings and other smaller planes. Overlaid on the image are several green, stylized leafy branches that appear to be growing from the bottom and sides, symbolizing growth and environmental friendliness.

GIVING BACK

GIVING BACK

CALC strongly upholds the belief in corporate responsibility as a catalyst for creating meaningful impacts that extend beyond business operations. Guided by our ESG Policy, we integrate philanthropy into our long-term strategy, nurturing a culture of social contribution throughout the Group. Over the years, we have remained steadfast in our efforts to supporting local communities and engaging with a diverse array of stakeholders to foster a more sustainable and improved society.

In 2025, we continued our dedication to giving back, motivating employees in our global offices to partake in charitable endeavours and community engagements. Collectively, we devoted a total of 618 volunteer hours, tangibly contributing to the advancement of a cohesive society and sustainable progress. Through these initiatives, our aim is to raise awareness about critical social and environmental issues, while generating shared value for the community and all our stakeholders.

	Hong Kong office	Chinese Mainland office	Ireland office	Total
Number of public welfare activities	6	2	2	10
Number of participants in public welfare activities	102	86	24	212
Total hours spent in participating public welfare activities	408	162	48	618

GIVING BACK

COMMUNITY ENGAGEMENT

CALC consistently upholds its corporate social responsibility, exemplified by its steadfast dedication to organising events that align closely with the Group’s strategies in environmental conservation and community involvement.

In 2025, we partnered with Ronald McDonald House Charities Hong Kong, World Green Organisation (“WGO”), World Wide Fund for Nature Hong Kong (“WWF-Hong Kong”), Orbis, Pick up China and The Society of St. Vincent de Paul, raising approximately HK\$100,000 for their corporate responsibility programmes.

Moving forward, our efforts in philanthropic endeavours and sustainable development will remain unwavering as we strive to make meaningful contributions to society and the environment. Below are the key highlights of our community engagement efforts in 2025.

Hong Kong Office



Case Study

CALC Participated in “Orbis Walk for Sight 2025”

In April 2025, CALC Hong Kong team and their families gathered at Tai Tam Country Park to participate in the Orbis Walk for Sight 2025. This meaningful event marked CALC’s first CSR initiative of the year, setting the tone for our 2025 corporate responsibility efforts with energy and inspiration.

Together, our team raised approximately HK\$4,000 to support Orbis’s mission of preventing avoidable blindness around the world. The day was filled with enthusiasm, teamwork, and heart, showcasing the CALC spirit beyond the workplace.



GIVING BACK

Hong Kong Office



Case Study

Clearing the Way for Wildlife: CALC Volunteers at Hong Kong Mai Po Nature Reserve

Mai Po Nature Reserve, spanning 380 hectares of fishponds, gei wai, mangroves, mudflats, and reedbeds, is globally known as a “Bird Paradise” for its rich biodiversity. However, overgrown vegetation threatens wetland habitats by, for example, obstructing migratory birds from foraging, negatively impacting the reserve.

In May 2025, the CALC Hong Kong volunteer team took part in the “Reserve Ranger Volunteering Experience: Grass-cutting at Mai Po Nature Reserve,” organised by WWF-Hong Kong. Despite the intense heat leaving us drenched in sweat, our efforts resulted in trolleys of overgrown grass, some of which can even be repurposed as feed for Mai Po’s buffaloes, supporting the Buffalo Wetland Management Research Project.



GIVING BACK

Hong Kong Office



Case Study

Volunteer Activity at Ronald McDonald House Charities Hong Kong – A Day of Warmth and Connection

In July 2025, Hong Kong office colleagues volunteered at Ronald McDonald House, supporting families with children receiving medical care.

The day began with a guided house tour, where participants learned how Ronald McDonald House serves as a “home away from home” for families whose children are receiving medical treatment. Following the tour, colleagues teamed up with the children and their families for a unique and joyful airplane model workshop. Amid laughter and curiosity, participants assembled model planes and explored the wonders of aviation, each aircraft representing a young dream of flying.



GIVING BACK

Hong Kong Office



Case Study

From Shells to Art: A Green Journey

Once abundant along Hong Kong's shores, oyster reefs are now among the world's most endangered marine habitats, with more than 85% lost due to coastal development, pollution, and overharvesting. Despite this, they play a vital role in filtering water, protecting coastlines, restoring biodiversity, and supporting fisheries.

In October 2025, colleagues from CALC's Hong Kong office joined the Oyster Shell Upcycling DIY Workshop, co-hosted by the World Green Organisation and The Nature Conservancy. Through interactive activities, we learned how oysters improve water quality and how reefs help defend against climate change impacts. Participants also upcycled discarded oysters into creative, sustainable art pieces.

Looking ahead, CALC will continue to advance biodiversity conservation and will continue to support community-led initiatives in line with the UN Sustainable Development Goals.



GIVING BACK

Hong Kong Office



Case Study

Discovering the Hidden Coral Treasures of Hong Kong

In November 2025, volunteers and their families from the CALC Hong Kong team joined a Coral Exploration Eco-tour organised by WWF-Hong Kong at the Hoi Ha Marine Life Centre in Sai Kung West Country Park and Hoi Ha Marine Park.

The tour offered an immersive introduction to Hong Kong's rich marine environment and coral ecosystems. During a thematic talk, participants learned that Hong Kong is home to more than 5,900 marine species and abundant coral resources; however, only about 5% of its waters are protected, and the ecosystem continues to face multiple threats.

During the trip, colleagues boarded a glass-bottom boat to observe the corals and fish in Hoi Ha Wan up close, further enhancing their understanding of and attention to marine conservation, and encouraging everyone to work together to protect the ocean.



GIVING BACK

Hong Kong Office



Case Study

From E-Waste to Resources: CALC's Eco Tour of WEEE-PARK

In December 2025, a group of colleagues from the CALC Hong Kong office participated in an educational visit to WEEE-PARK, Hong Kong's state-of-the-art Waste Electrical and Electronic Equipment Treatment and Recycling Facility. WEEE-PARK is regarded as one of the most advanced e-waste recycling facilities worldwide, demonstrating how a regulated recycling infrastructure can support a circular economy and reduce environmental harm.

During the tour, our colleagues learned about the collection, dismantling, and recycling processes of discarded electrical appliances, and how WEEE-PARK transforms waste into reusable resources in an environmentally responsible way. The experience provided valuable insights into how corporate and individual actions contribute to a more sustainable future.

This activity reflects CALC's ongoing dedication to environmental protection and sustainability, encouraging our team to adopt greener practices both at work and in daily life.



GIVING BACK

Chinese Mainland Offices



Case Study

Books of Hope, Dreams Take Flight with CALC

In June 2025, CALC offices across Chinese Mainland, in partnership with the Henan Charity Federation's "One Book" Fund, launched the "Books of Hope, Dreams in Flight" donation campaign.

Over 30 colleagues donated over 1,000 children's books, and CALC added 255 new titles covering science and literature. The Beijing office led the initiative in both the number of books and participation, while colleagues in other regions also made remarkable contributions. The books will go to a rural primary school in Henan province, helping establish a library named "CALC."

This event once again highlights CALC's continued efforts in corporate social responsibility and the spirit of giving back. Looking ahead, we will continue to bring warmth and hope to those in need.



GIVING BACK

Chinese Mainland and Ireland Offices



Case Study

CALC Five-City Green Relay: "A Bagful of Care, A Shared Lifestyle"

In September and October 2025, CALC offices in Dublin and Chinese Mainland - Beijing, Tianjin, Shanghai, and Shenzhen launched a green relay. Nearly 100 colleagues and their families joined in, collecting about 150 kg of litter from the communities.

The event not only refreshed our communities but also passed on the values of sustainability and healthy living to the next generation.



GIVING BACK

Ireland Office



Case Study

CALC Dublin Team Supports Society of St. Vincent de Paul Through Christmas Jumper Day Initiative

As part of our corporate social responsibility efforts, our CALC Dublin Team hosted a Christmas Jumper Day in support of the Society of St. Vincent de Paul.

Society of St. Vincent de Paul does incredible work supporting families and individuals facing hardship across Ireland, and we are proud to contribute to their mission during this festive season. It was a great day filled with colour, generosity, and community spirit.



Other Associate Companies



Case Study

Soaring Community Engagement: UAM Aviation Day Takes Flight

In August 2025, UAM hosted Aviation Day, a vibrant community event showcasing the wonders of flight. The day featured airplane tours, captivating shows, aviation exhibits, a family fun zone with bounce houses and face painting, a marketplace with local vendors and food trucks, raffle prizes, and live music and entertainment.






This free event aimed to engage with the Tupelo community, offer insights into UAM's operations, and kindle interest in aviation, providing a delightful experience for families and aviation enthusiasts. Through Aviation Day, UAM demonstrated its dedication to fostering community ties, promoting education, and sharing the excitement of aviation with a diverse audience.






AWARDS, ACCOLADES AND MEMBERSHIP

AWARDS AND ACCOLADES

During the Reporting Period, CALC was honoured to receive multiple ESG awards, underscoring our innovation and breakthroughs in aviation ESG initiatives. We express our heartfelt appreciation to our airline customers and financial partners for their vital role in supporting our strategic growth and financial innovation. Below are the key awards and accolades CALC achieved in 2025.

Awards	Issuing Authority
	Best Innovative Financing Deal China Financing Lease Industry 2025 Innovative Financing Awards (Jinquan Awards)
	Industrial Promotion Award China Air Finance Wan Hoo Awards
	Green Office Label and Eco-Healthy Workplace Label 2025-2026 World Green Organisation
	Hong Kong Listed Companies ESG Emerging Potential Award 2025 BOHAN
	Caring Company Logo 2015-2025 Hong Kong Council of Social Service

AWARDS, ACCOLADES AND MEMBERSHIP

Awards	Issuing Authority
	Annual Growth Value Award Gelonghui
	ESG Innovation and Practice Excellence Gelonghui
	WWF Silver Member 2025-2026 WWF — Hong Kong

MEMBERSHIP ALI

ALI, which represents the aircraft leasing sector in Ireland, comprises owners of more than half of the world’s fleet. In January 2022, CALC collaborated with ALI and its delegates to launch the ESG initiative “Aviation Sustainability: Our Future,” seeking to harness the collective influence of global lessors to advance sustainability across aircraft leasing and the broader aviation industry. The Group has taken a leading role in promoting the adoption of an ESG charter and has underscored the importance of accelerating technological innovation to support the achievement of the Net-Zero target by 2050.

Through these collaborative initiatives and continuous engagement, CALC remains as a key contributor in shaping the future of sustainable aviation, driving industry-wide progress towards a carbon-neutral future and fostering meaningful change across the global aviation sector.

PERFORMANCE DATA

ENVIRONMENTAL PERFORMANCE¹²

	Hong Kong Headquarters		Chinese Mainland Office		Ireland Office	
	2025	2024	2025	2024	2025	2024
Greenhouse Gas ("GHG") Emissions						
Scope 1 (tonnes of CO ₂ equivalent)	2.25	2.79	7.06	6.79	0.00	0.00
Scope 2 (tonnes of CO ₂ equivalent)	43.33	45.81	38.11	42.83	14.97	20.84
Scope 3 (tonnes of CO ₂ equivalent) ¹³	160.39	73.64	196.75	115.89	155.23	0.10
Sum (tonnes of CO₂ equivalent)¹³	205.97	122.24	241.91	165.51	170.20	20.94
Emission Intensity (tonnes of CO ₂ equivalent/employee)	2.71	1.65	3.51	2.40	8.10	0.84
Air Emissions						
Sulphur Dioxide (g)	12.39	17.41	38.88	42.29	0.00	0.00
Nitrogen Oxides (g)	841.79	884.45	2,233.38	2,149.12	0.00	0.00
Particulate Matter (g)	4.63	6.51	14.55	15.83	0.00	0.00
Energy and Water Consumption						
Direct Electricity Consumption (MWh)	72.22	69.41	71.82	75.10	66.16	63.07
Direct Electricity Consumption Intensity (MWh/employee)	0.95	0.94	1.04	1.09	3.15	2.52
Water Consumption (m ³)	2.13	2.17	17.35	14.48	0.91	1.08
Water Consumption Intensity (m ³ /employee)	0.03	0.03	0.25	0.21	0.04	0.04
Gasoline Consumption (L)	842.62	1,184.00	2,645.06	2,877.00	0.00	0.00
Gasoline Consumption Intensity (L/employee)	11.09	16.00	38.33	41.70	0.00	0.00
Material Usage and Recycling						
Paper Usage (kg)	1,031.00	896.00	2,017.00	2,066.00	140.00	245.00
Paper Recycled (kg)	147.00	150.00	101.00	89.00	116.00	420.00
Waste Management						
Non-hazardous Waste (tonnes)	1.76	2.15	0.50	0.58	0.90	1.33
General Waste (tonnes)	1.76	2.15	0.50	0.58	0.70	1.10
Food Waste (tonnes)	0.00	0.00	0.00	0.00	0.20	0.23
Non-hazardous Waste Intensity (tonnes/employee)	0.023	0.029	0.007	0.008	0.043	0.053
Hazardous Waste						
Fluorescent Lamps (tonnes)	0.003	0.004	0.000	0.000	0.000	0.000
Waste Ink/Toner Cartridge (tonnes)	0.026	0.029	0.000	0.000	0.001	0.008
Fire Extinguisher (unit)	0	19	31	0	0	1

¹² Apart from the Hong Kong Headquarters, the Chinese Mainland Offices, and the Ireland Office, other offices did not have significant operations or environmental impact, and therefore have not been included.

¹³ GHG emissions has increased from 2024 to 2025 due to the inclusion of a newly disclosed Scope 3 Category (Category 7: Employee Commute) in 2025.

PERFORMANCE DATA

SOCIAL PERFORMANCE

	Hong Kong Headquarters	Chinese Mainland Offices	Ireland Offices	France Offices	Malaysia Offices
Employee					
Total Employment	76	69	21	4	3
Male	32	29	16	3	1
Female	44	40	5	1	2
Full-time	76	69	21	4	3
Part-time	0	0	0	0	0
Under 30	7	4	0	0	0
Between 30 and 40	30	43	2	1	1
Between 41 and 50	27	21	12	2	1
Above 50	12	1	7	1	1
Chief Level Executives	3	0	0	0	0
Senior Management	13	1	5	1	0
Middle Management	29	24	10	3	1
General Staff	31	44	6	0	2
Employee Turnover Rate					
Turnover rate	15.79%	11.59%	9.52%	0.00%	0.00%
Male	12.50%	10.34%	0.00%	0.00%	0.00%
Female	18.18%	7.50%	40.00%	0.00%	0.00%
Under 30	28.57%	75.00%	0.00%	0.00%	0.00%
Between 30 and 40	13.33%	6.98%	50.00%	0.00%	0.00%
Between 41 and 50	14.81%	0.00%	8.33%	0.00%	0.00%
Above 50	16.67%	0.00%	0.00%	0.00%	0.00%
Employee Training Rate					
Male	42.86%	31.87%	17.58%	3.30%	1.10%
Female	57.14%	49.45%	5.49%	1.10%	1.10%
Chief Level Executives	4.40%	0.00%	0.00%	0.00%	0.00%
Senior Management	7.69%	2.20%	4.40%	1.10%	0.00%
Middle Management	30.77%	27.47%	10.99%	3.30%	1.10%
General Staff	57.14%	51.65%	7.69%	0.00%	1.10%
Average Training Hours					
Male	18.15	45.24	15.42	12.50	12.50
Female	15.42	28.11	9.50	17.25	4.50
Chief Level Executives	23.50	0.00	0.00	0.00	0.00
Senior Management	24.00	10.50	15.38	0.00	0.00
Middle Management	20.54	72.20	15.53	18.25	12.50
General Staff	12.93	15.98	11.07	0.00	4.50

PERFORMANCE DATA

	Hong Kong Headquarters	Chinese Mainland Offices	Ireland Office	France Office	Malaysia Office
Promotion					
Ratio of Promotion	6.67%	10.14%	8.70%	0.00%	0.00%
Proportion of Male Promotions	60.00%	42.86%	100.00%	0.00%	0.00%
Proportion of Female Promotions	40.00%	57.14%	0.00%	0.00%	0.00%
Health and Safety					
Number of Work-related Fatalities					
2025	0	0	0	0	0
2024	0	0	0	0	0
2023	0	0	0	0	0
Number of Work-related Injuries					
2025	0	0	0	0	0
2024	1	0	0	0	0
2023	0	0	0	N/A	N/A

Economic Performance for the year of 2025Amount
(HK\$ million)

Direct Economic Value Generated	
Total Revenue	5,015.1
Profit Attributable to Shareholders of the Company	338.5
Economic Value Distributed	
Interest Expenses	2,167.9
Other Operating Expenses ^(Note)	567.5
Dividends (2025 paid interim dividend and 2025 proposed final dividend)	224.4
Income Tax Expenses	146.0
Economic Value Retained	
Total Equity of the Group (as at 31 December 2025)	7,028.2

Note: For further details, please refer to Note 27 in the consolidated financial statements included in the Annual Report 2025.

APPENDIX I: ESG REPORTING CODE CONTENT INDEX

I. REFERENCE TABLE OF HKEX ESG REPORTING CODE

Subject Areas, Aspects, General Disclosures and KPIs	Description	Relevant Chapter(s) or Other References/Explanations
A. Environmental		
A1. Emissions		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations with a significant impact on the issuer relating to air emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	Given the nature of the Group's primary business as an aircraft lessor, our business activities have limited direct impacts on the environment and natural resources. As such, no significant air emissions (including NO _x , SO _x , and other pollutants regulated under national laws and regulations), discharges into water and land, and generation of hazardous waste are involved. Therefore, we have no policies in the respective aspects. There are no laws and regulations that have a significant impact on the Group relating to air emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.
A1.1	The types of emissions and respective emissions data.	Emissions caused by fuel combustion of the Group's vehicle ¹³ : SO _x : 51.27g NO _x : 3,075.17g PM: 19.18g
A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of the production volume, per facility).	PERFORMANCE DATA
A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of the production volume, per facility).	PERFORMANCE DATA

¹³ Estimated by referencing the Reporting Guidance on Environmental KPIs published by the Stock Exchange of Hong Kong Limited and the Energy Utilisation Index — Transport Sector published by the Hong Kong Electrical and Mechanical Services Department.

APPENDIX I: ESG REPORTING CODE CONTENT INDEX

Subject Areas, Aspects, General Disclosures and KPIs	Description	Relevant Chapter(s) or Other References/Explanations
A1.5	Description of emissions target(s) and steps taken to achieve them.	SUSTAINABILITY There are no significant emissions generated from our daily office operations, but we aim to reduce our emissions continuously as our forward-looking target.
A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) and steps taken to achieve them.	SUSTAINABILITY The hazardous waste generated during our daily office operations primarily comes from waste ink and toner cartridges. To promote green office practices across our offices, we aim to continuously reduce our non-hazardous waste generation as part of our forward-looking targets.
A2. Use of Resources		
General Disclosure	Policies on the efficient use of resources, including energy, water and other raw materials.	SUSTAINABILITY – Resource Management
A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of the production volume, per facility).	PERFORMANCE DATA
A2.2	Water consumption in total and intensity (e.g. per unit of the production volume, per facility).	PERFORMANCE DATA Since our business does not involve water-intensive processes, our water consumption and intensity remain minimal. We aim to conserve water across all our offices.
A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	SUSTAINABILITY Through our green office initiatives, we aim to reduce our energy consumption continuously as our forward-looking target.

APPENDIX I: ESG REPORTING CODE CONTENT INDEX

Subject Areas, Aspects, General Disclosures and KPIs	Description	Relevant Chapter(s) or Other References/Explanations
A2.4	Description of whether there is any issue in sourcing water which fit for purpose, water efficiency target(s) set and steps taken to achieve them.	SUSTAINABILITY Water for our office use is obtained from municipal water supplies. There are no associated issues regarding water sourcing. We aim to reduce our water consumption continuously as our forward-looking target.
A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	Our operations do not involve the use of packaging material.
A3. The Environment and Natural Resources		
General Disclosure	Policies on minimising the issuer's significant impacts on the environment and natural resources.	SUSTAINABILITY
A3.1	Description of the significant impacts of activities on environment and natural resources and the actions taken to manage them.	Although the Group's business activities are primarily office-based, resulting in minimal impact on the environment and natural resources, we actively promote green office initiatives to encourage resource conservation. Additionally, our aftermarket platforms facilitate aircraft disassembly and recycling, contributing to the circular economy.

APPENDIX I: ESG REPORTING CODE CONTENT INDEX

Subject Areas, Aspects, General Disclosures and KPIs	Description	Relevant Chapter(s) or Other References/Explanations
B. Social		
B1. Employment and Labour Practices		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations with a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	WORKFORCE AND LABOUR PRACTICES We strictly comply with applicable laws and regulations in the jurisdictions where we operate. Our Employment Handbook serves as a comprehensive guide to upholding responsible workforce and labour practices, ensuring equality, diversity, and inclusivity for all staff members.
B1.1	Total workforce by gender, employment type (for example, full-or part-time), age group and geographical region.	WORKFORCE AND LABOUR PRACTICES PERFORMANCE DATA
B1.2	Employee turnover rate by gender, age group and geographical region.	PERFORMANCE DATA
B2. Health and Safety		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe work-environment and protecting employees from occupational hazards.	WORKFORCE AND LABOUR PRACTICES We strictly comply with applicable laws and regulations in the jurisdictions where we operate, aligning with industry best practices. Our Employee Handbook provides comprehensive guidelines for health and safety management.
B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	PERFORMANCE DATA
B2.2	Lost days due to work injury.	PERFORMANCE DATA There were no work-related injuries and therefore no lost day due to work injury.
B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored.	WORKFORCE AND LABOUR PRACTICES

APPENDIX I: ESG REPORTING CODE CONTENT INDEX

Subject Areas, Aspects, General Disclosures and KPIs	Description	Relevant Chapter(s) or Other References/Explanations
B3. Development and Training		
General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	WORKFORCE AND LABOUR PRACTICES – Development and Training Our Training and Development Policy defines the training categories and establishes a framework for training applications, reimbursement procedures, and evaluation processes.
B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	PERFORMANCE DATA
B3.2	The average training hours completed per employee by gender and employee category.	PERFORMANCE DATA
B4. Labour Standards		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations with a significant impact on the issuer relating to preventing child and forced labour.	We strictly comply with regulations and laws in the jurisdictions where we operate, enforcing a zero-tolerance policy toward child and forced labour. The Group has implemented strong measures to prevent such practices.
B4.1	Description of measures to review employment practices to avoid child and forced labour.	The Group regularly reviews its employment practice to ensure that we are in compliance with the Employment Ordinance of Hong Kong, Labour Law of the PRC, and other laws and regulations related to child and forced labour.
B4.2	Description of steps taken to eliminate such practices when discovered.	The Group has zero tolerance towards such practice. Violations are subject to internal disciplinary actions or handled by relevant authorities.

APPENDIX I: ESG REPORTING CODE CONTENT INDEX

Subject Areas, Aspects, General Disclosures and KPIs	Description	Relevant Chapter(s) or Other References/Explanations
B5. Supply Chain Management		
General Disclosure	Policies on managing environmental and social risks of the supply chain.	CORPORATE GOVERNANCE – Supply Chain Management
B5.1	Number of suppliers by geographical region.	Number of major OEM suppliers ¹⁴ : Chinese Mainland: 1 Outside of Asia: 5 Number of other suppliers: Hong Kong: 41 Chinese Mainland: 37 Other Asian Country: 0 Outside of Asia: 14
B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	CORPORATE GOVERNANCE
B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	CORPORATE GOVERNANCE The major products that the Group procures are aircraft and aircraft engines. The Group's Strategy Committee and dedicated professional teams are responsible for managing and overseeing the procurement process with suppliers. We conduct regular evaluations to ensure that suppliers meet our sustainability criteria.
B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	CORPORATE GOVERNANCE SUSTAINABILITY

¹⁴ Number of major OEM suppliers only include Airbus, Boeing, CFM, Comac, Rolls Royce, and Pratt & Whitney.

APPENDIX I: ESG REPORTING CODE CONTENT INDEX

Subject Areas, Aspects, General Disclosures and KPIs	Description	Relevant Chapter(s) or Other References/Explanations
B6. Product Responsibility		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations with a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	CORPORATE GOVERNANCE The Group has not identified material concerns in its operations regarding advertising, labelling and privacy matters, thus a dedicated policy is not in place. The Group places corporate advertisement in certain trade magazines, of which the content is monitored and approved by the IPR & GR & SR department to ensure accuracy. The Group has rigorous processes in place to select, maintain, and disassemble aircraft, ensuring airworthiness and safety during all associated operations.
B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	WORKFORCE AND LABOUR PRACTICES – Health and Safety There were no cases during the Reporting Period.
B6.2	Number of products and service-related complaints received and how they are dealt with.	There were no cases of products and services related complaints received during the Reporting Period.
B6.3	Description of practices relating to observing and protecting intellectual property rights.	The Group has registered our trademarks in Hong Kong and the PRC, and registered our domain name in Hong Kong. We will take immediate actions if scams or infringements against the Group's interests are discovered.
B6.4	Description of quality assurance process and recall procedures.	CORPORATE GOVERNANCE – Product Responsibility SUSTAINABILITY
B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	CORPORATE GOVERNANCE – Customer Data Protection

APPENDIX I: ESG REPORTING CODE CONTENT INDEX

Subject Areas, Aspects, General Disclosures and KPIs	Description	Relevant Chapter(s) or Other References/Explanations
B7: Anti-corruption		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	CORPORATE GOVERNANCE – Anti-bribery, Anti-Corruption and Anti-Money Laundering Our Code of Conduct includes comprehensive policies and procedures to combat bribery, corruption, fraud, extortion, money laundering, and other unethical practices. The Anti-corruption Law of the PRC and Hong Kong 's Prevention of Bribery Ordinance aim at maintaining a fair and just society and stating punishments against corruption and misbehaviour.
B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the Reporting Period and the outcomes of the cases.	CORPORATE GOVERNANCE – Legal Compliance There was no legal case regarding corrupt practices against the Group or its employees during the Reporting Period.
B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	CORPORATE GOVERNANCE – Antibribery, Anti-Corruption and Anti-Money Laundering Whistleblowing Policy is available on the corporate governance section of the Company's website (www.calc.aero)
B7.3	Description of anti-corruption training provided to directors and staff.	CORPORATE GOVERNANCE – Anti-bribery, Anti-Corruption and Anti-Money Laundering During the Reporting Period, we invited legal experts to deliver anti-bribery and anti-corruption training for staff members.
B8. Community Investment		
General Disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	CORPORATE GOVERNANCE GIVING BACK – Community Engagement
B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	CORPORATE GOVERNANCE GIVING BACK
B8.2	Resources contributed (e.g. money or time) to the focus area.	GIVING BACK – Community Engagement Total volunteer hours: 618

APPENDIX I: ESG REPORTING CODE CONTENT INDEX

Climate-related Disclosures	
HKEX ESG Reporting Code Requirements	Relevant Chapter(s) or Other References/ Explanations
(I) Governance	
19. An issuer shall disclose information about: (a) the governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of climate-related risks and opportunities. Specifically, the issuer shall identify that body(s) or individual(s) and disclose information about: (i) how the body(s) or individual(s) determines whether appropriate skills and competencies are available or will be developed to oversee strategies designed to respond to climate-related risks and opportunities; (ii) how and how often the body(s) or individual(s) is informed about climate-related risks and opportunities; (iii) how the body(s) or individual(s) takes into account climate-related risks and opportunities when overseeing the issuer's strategy, its decisions on major transactions, and its risk management processes and related policies, including whether the body(s) or individual(s) has considered trade-offs associated with those risks and opportunities; (iv) how the body(s) or individual(s) oversees the setting of, and monitors progress towards, targets related to climate-related risks and opportunities (see paragraphs 37 to 40), including whether and how related performance metrics are included in remuneration policies (see paragraph 35); and	About This Report Corporate Governance

APPENDIX I: ESG REPORTING CODE CONTENT INDEX

Climate-related Disclosures	
HKEX ESG Reporting Code Requirements	Relevant Chapter(s) or Other References/ Explanations
<p>(b) management's role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities, including information about:</p> <p>(i) whether the role is delegated to a specific management-level position or management-level committee and how oversight is exercised over that position or committee; and</p> <p>(ii) whether management uses controls and procedures to support the oversight of climate-related risks and opportunities and, if so, how these controls and procedures are integrated with other internal functions.</p>	<p>About This Report</p> <p>Corporate Governance</p>
(II) Strategy	
Climate-related risks and opportunities	
<p>20. An issuer shall disclose information to enable an understanding of climate-related risks and opportunities that could reasonably be expected to affect the issuer's cash flows, its access to finance or cost of capital over the short, medium or long term. Specifically, the issuer shall:</p> <p>(a) describe climate-related risks and opportunities that could reasonably be expected to affect the issuer's cash flows, its access to finance or cost of capital over the short, medium or long term;</p> <p>(b) explain, for each climate-related risk the issuer has identified, whether the issuer considers the risk to be a climate-related physical risk or climate-related transition risk;</p> <p>(c) specify, for each climate-related risk and opportunity the issuer has identified, over which time horizons – short, medium or long term – the effects of each climate-related risk and opportunity could reasonably be expected to occur; and</p>	<p>Sustainability</p>

APPENDIX I: ESG REPORTING CODE CONTENT INDEX

Climate-related Disclosures	
HKEX ESG Reporting Code Requirements	Relevant Chapter(s) or Other References/ Explanations
<p>(d) explain how the issuer defines 'short term', 'medium term' and 'long term' and how these definitions are linked to the planning horizons used by the issuer for strategic decision-making.</p>	<p>Sustainability</p>
Business model and value chain	
<p>21. An issuer shall disclose information that enables an understanding of the current and anticipated effects of climate-related risks and opportunities on the issuer's business model and value chain. Specifically, the issuer shall disclose:</p> <p>(a) a description of the current and anticipated effects of climate-related risks and opportunities on the issuer's business model and value chain; and</p> <p>(b) a description of where in the issuer's business model and value chain climate related risks and opportunities are concentrated (for example, geographical areas, facilities and types of assets).</p>	<p>Sustainability</p>

APPENDIX I: ESG REPORTING CODE CONTENT INDEX

Climate-related Disclosures	
HKEX ESG Reporting Code Requirements	Relevant Chapter(s) or Other References/ Explanations
Strategy and decision-making	
22. An issuer shall disclose information that enables an understanding of the effects of climate-related risks and opportunities on its strategy and decision-making. Specifically, the issuer shall disclose:	Sustainability The Group has not yet developed a climate-related transition plan or quantitative climate-related targets.
(a) information about how the issuer has responded to, and plans to respond to, climate-related risks and opportunities in its strategy and decision-making, including how the issuer plans to achieve any climate-related targets it has set and any targets it is required to meet by law or regulation. Specifically, the issuer shall disclose information about:	
(i) current and anticipated changes to the issuer's business model, including its resource allocation, to address climate-related risks and opportunities;	
(ii) current and anticipated adaptation and mitigation efforts (whether direct or indirect);	
(iii) any climate-related transition plan the issuer has (including information about key assumptions used in developing its transition plan, and dependencies on which the issuer's transition plan relies), or an appropriate negative statement where the issuer does not have a climate-related transition plan;	
(iv) how the issuer plans to achieve any climate-related targets (including any greenhouse gas emissions targets (if any)), described in accordance with paragraphs 37 to 40; and	
(b) information about how the issuer is resourcing, and plans to resource, the activities disclosed in accordance with paragraph 22(a).	

APPENDIX I: ESG REPORTING CODE CONTENT INDEX

Climate-related Disclosures	
HKEX ESG Reporting Code Requirements	Relevant Chapter(s) or Other References/ Explanations
23. An issuer shall disclose information about the progress of plans disclosed in previous reporting periods in accordance with paragraph 22(a).	Sustainability The Group has not yet developed a climate-related transition plan or quantitative climate-related targets.
Financial position, financial performance and cash flows	
Current financial effect	
24. An issuer shall disclose qualitative and quantitative information about:	Sustainability
(a) how climate-related risks and opportunities have affected its financial position, financial performance and cash flows for the reporting period; and	
(b) the climate-related risks and opportunities identified in paragraph 24(a) for which there is a significant risk of a material adjustment within the next annual reporting period to the carrying amounts of assets and liabilities reported in the related financial statements.	
Anticipated financial effect	
25. The issuer shall provide qualitative and quantitative disclosures about:	Sustainability
(a) how the issuer expects its financial position to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities, taking into consideration:	
(i) its investment and disposal plans; and	
(ii) its planned sources of funding to implement its strategy; and	
(b) how the issuer expects its financial performance and cash flows to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities.	

APPENDIX I: ESG REPORTING CODE CONTENT INDEX

Climate-related Disclosures	
HKEX ESG Reporting Code Requirements	Relevant Chapter(s) or Other References/ Explanations
Climate resilience	
<p>26. An issuer shall disclose information that enables an understanding of the resilience of the issuer's strategy and business model to climate-related changes, developments and uncertainties, taking into consideration the issuer's identified climate-related risks and opportunities. An issuer shall use climate-related scenario analysis to assess its climate resilience using an approach that is commensurate with an issuer's circumstances. In providing quantitative information, the issuer may disclose a single amount or a range. Specifically, the issuer shall disclose:</p> <p>(a) the issuer's assessment of its climate resilience as at the reporting date, which shall enable an understanding of:</p> <p>(i) the implications, if any, of the issuer's assessment for its strategy and business model, including how the issuer would need to respond to the effects identified in the climate-related scenario analysis;</p> <p>(ii) the significant areas of uncertainty considered in the issuer's assessment of its climate resilience; and</p> <p>(iii) the issuer's capacity to adjust, or adapt its strategy and business model to climate change over the short, medium or long term;</p>	<p>Sustainability</p> <p>The Group has not yet conducted scenario analysis during the reporting year. As the next step, we are planning to conduct scenario analysis in the near future.</p>

APPENDIX I: ESG REPORTING CODE CONTENT INDEX

Climate-related Disclosures	
HKEX ESG Reporting Code Requirements	Relevant Chapter(s) or Other References/ Explanations
<p>(b) how and when the climate-related scenario analysis was carried out, including:</p> <p>(i) information about the inputs used, including:</p> <p>(1) which climate-related scenarios the issuer used for the analysis and the sources of such scenarios;</p> <p>(2) whether the analysis included a diverse range of climate-related scenarios;</p> <p>(3) whether the climate-related scenarios used for the analysis are associated with climate-related transition risks or climate-related physical risks;</p> <p>(4) whether the issuer used, among its scenarios, a climate-related scenario aligned with the latest international agreement on climate change;</p> <p>(5) why the issuer decided that its chosen climate-related scenarios are relevant to assessing its resilience to climate-related changes, developments or uncertainties;</p> <p>(6) time horizons the issuer used in the analysis; and</p> <p>(7) what scope of operations the issuer used in the analysis (for example, the operation, locations and business units used in the analysis);</p>	<p>Sustainability</p> <p>The Group has not yet conducted scenario analysis during the reporting year. As the next step, we are planning to conduct scenario analysis in the near future.</p>

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Climate-related Disclosures	
HKEX ESG Reporting Code Requirements	Relevant Chapter(s) or Other References/ Explanations
(ii) the key assumptions the issuer made in the analysis; and	Sustainability
(iii) the reporting period in which the climate-related scenario analysis was carried out.	The Group has not yet conducted scenario analysis during the reporting year. As the next step, we are planning to conduct scenario analysis in the near future.
(III) Risk Management	
27. An issuer shall disclose information about:	Sustainability
(a) the processes and related policies it uses to identify, assess, prioritise and monitor climate-related risks, including information about:	
(i) the inputs and parameters the issuer uses (for example, information about data sources and the scope of operations covered in the processes);	
(ii) whether and how the issuer uses climate-related scenario analysis to inform its identification of climate-related risks;	
(iii) how the issuer assesses the nature, likelihood and magnitude of the effects of those risks (for example, whether the issuer considers qualitative factors, quantitative thresholds or other criteria);	
(iv) whether and how the issuer prioritises climate-related risks relative to other types of risks;	
(v) how the issuer monitors climate-related risks; and	
(vi) whether and how the issuer has changed the processes it uses compared with the previous reporting period;	

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Climate-related Disclosures	
HKEX ESG Reporting Code Requirements	Relevant Chapter(s) or Other References/ Explanations
(b) the processes the issuer uses to identify, assess, prioritise and monitor climate related opportunities (including information about whether and how the issuer uses climate-related scenario analysis to inform its identification of climate-related opportunities); and	Sustainability
(c) the extent to which, and how, the processes for identifying, assessing, prioritising and monitoring climate-related risks and opportunities are integrated into and inform the issuer's overall risk management process.	
(IV) Metrics and Targets	
Greenhouse gas emissions	
28. An issuer shall disclose its absolute gross greenhouse gas emissions generated during the reporting period, expressed as metric tons of CO ₂ equivalent, classified as:	Performance Data
(a) Scope 1 greenhouse gas emissions;	
(b) Scope 2 greenhouse gas emissions; and	
(c) Scope 3 greenhouse gas emissions.	

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Climate-related Disclosures	
HKEX ESG Reporting Code Requirements	Relevant Chapter(s) or Other References/ Explanations
29. An issuer shall:	Performance Data
(a) measure its greenhouse gas emissions in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004) unless required by a jurisdictional authority or another exchange on which the issuer is listed to use a different method for measuring greenhouse gas emissions;	Our methodology for calculating GHG emissions is in accordance with the Greenhouse Gas Protocol. The Group has adopted operational control approach to measure our greenhouse gas emissions due to the ability to access and influence GHG emissions. No changes were made to the measurement approach, inputs and assumptions during the reporting period. Please refer to the footnotes in the Greenhouse Gas Emissions section for details.
(b) disclose the approach it uses to measure its greenhouse gas emissions including:	
(i) the measurement approach, inputs and assumptions the issuer uses to measure its greenhouse gas emissions;	
(ii) the reason why the issuer has chosen the measurement approach, inputs and assumptions it uses to measure its greenhouse gas emissions; and	
(iii) any changes the issuer made to the measurement approach, inputs and assumptions during the reporting period and the reasons for those changes;	
(c) for Scope 2 greenhouse gas emissions disclosed in accordance with paragraph 28(b), disclose its location-based Scope 2 greenhouse gas emissions, and provide information about any contractual instruments that is necessary to enable an understanding of the issuer's Scope 2 greenhouse gas emissions; and	
(d) for Scope 3 greenhouse gas emissions disclosed in accordance with paragraph 28(c), disclose the categories included within the issuer's measure of Scope 3 greenhouse gas emissions, in accordance with the Scope 3 categories described in the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (2011).	

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Climate-related Disclosures	
HKEX ESG Reporting Code Requirements	Relevant Chapter(s) or Other References/ Explanations
Climate-related transition risks	
30. An issuer shall disclose the amount and percentage of assets or business activities vulnerable to climate-related transition risks.	Sustainability As mentioned in the Climate Change Risks and Opportunities table in the Climate Change section, future potential changes to regulations may result in some of the older aircraft becoming less attractive. Currently, the Group has not identified any stranded aircrafts amongst its portfolio which is at risk to climate-related transition risk. Our management will continue to monitor the portfolio closely and ensure older aircrafts are replaced or sold well before any potential climate-related transition risks materialise.
Climate-related physical risks	
31. An issuer shall disclose the amount and percentage of assets or business activities vulnerable to climate-related physical risks.	Sustainability As outlined in the Strategy section under Climate Change, CALC's aircraft leasing business is not currently exposed to material climate-related physical risks. This assessment reflects the nature of the Group's business model, whereby aircraft are leased to airline customers who are responsible for their operation and associated physical risk management, as well as the fact that the Group's office operations are located in facilities with appropriate protections against extreme weather events. Based on this assessment, no assets or business activities within CALC and its subsidiaries are considered materially vulnerable to climate-related physical risks at this time.
Climate-related opportunities	
32. An issuer shall disclose the amount and percentage of assets or business activities aligned with climate-related opportunities.	All aircrafts within our fleet currently are capable of using SAF. Amongst these, 36% of our owned fleet represent next-generation models, including 51 A320neo aircraft, two B737 Max aircraft and one B787-9 aircraft. These models have significantly improved fuel efficiency, closely aligned with our climate-related opportunities.
Capital deployment	
33. An issuer shall disclose the amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities.	Given the commercial sensitivity of aircraft transactions, the Group will explore the feasibility of disclosure in future reporting periods.

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Climate-related Disclosures	
HKEX ESG Reporting Code Requirements	Relevant Chapter(s) or Other References/ Explanations
Internal carbon prices	
34. An issuer shall disclose: <ul style="list-style-type: none"> (a) an explanation of whether and how the issuer is applying a carbon price in decision-making (for example, investment decisions, transfer pricing, and scenario analysis); and (b) the price of each metric tonne of greenhouse gas emissions the issuer uses to assess the costs of its greenhouse gas emissions; or an appropriate negative statement that the issuer does not apply a carbon price in decision-making. 	Currently, the Group has not yet applied internal carbon prices.
Remuneration	
35. An issuer shall disclose whether and how climate-related considerations are factored into remuneration policy, or an appropriate negative statement. This may form part of the disclosure under paragraph 19(a)(iv).	Currently, the Group has not yet linked the remuneration policy with climate-related issues, and we will explore the potential for adoption in the coming years.
Climate-related targets	
37. An issuer shall disclose (a) the qualitative and quantitative climate-related targets the issuer has set to monitor progress towards achieving its strategic goals; and (b) any targets the issuer is required to meet by law or regulation, including any greenhouse gas emissions targets. For each target, the issuer shall disclose: <ul style="list-style-type: none"> (a) the metric used to set the target; (b) the objective of the target (for example, mitigation, adaptation or conformance with science-based initiatives); (c) the part of the issuer to which the target applies (for example, whether the target applies to the issuer in its entirety or only a part of the issuer, such as a specific business unit or geographic region); (d) the period over which the target applies; 	The Group will explore the potential for setting quantitative climate-related targets in future reporting periods.

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Climate-related Disclosures	
HKEX ESG Reporting Code Requirements	Relevant Chapter(s) or Other References/ Explanations
<ul style="list-style-type: none"> (e) the base period from which progress is measured; (f) milestones or interim targets (if any); (g) if the target is quantitative, whether the target is an absolute target or an intensity target; and (h) how the latest international agreement on climate change, including jurisdictional commitments that arise from that agreement, has informed the target. 	The Group will explore the potential for setting quantitative climate-related targets in future reporting periods.
38. An issuer shall disclose information about its approach to setting and reviewing each target, and how it monitors progress against each target, including: <ul style="list-style-type: none"> (a) whether the target and the methodology for setting the target has been validated by a third party; (b) the issuer's processes for reviewing the target; (c) the metrics used to monitor progress towards reaching the target; and (d) any revisions to the target and an explanation for those revisions. 	
39. An issuer shall disclose information about its performance against each climate-related target and an analysis of trends or changes in the issuer's performance.	

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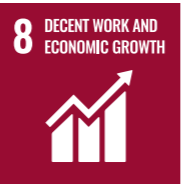





Climate-related Disclosures	
HKEX ESG Reporting Code Requirements	Relevant Chapter(s) or Other References/ Explanations
<p>40. For each greenhouse gas emissions target disclosed in accordance with paragraphs 37 to 39, an issuer shall disclose:</p> <ul style="list-style-type: none"> (a) which greenhouse gases are covered by the target; (b) whether Scope 1, Scope 2 or Scope 3 greenhouse gas emissions are covered by the target; (c) whether the target is a gross greenhouse gas emissions target or a net greenhouse gas emissions target. If the issuer discloses a net greenhouse gas emissions target, the issuer is also required to separately disclose its associated gross greenhouse gas emissions target; (d) whether the target was derived using a sectoral decarbonisation approach; and (e) the issuer’s planned use of carbon credits to offset greenhouse gas emissions to achieve any net greenhouse gas emissions target. In explaining its planned use of carbon credits, the issuer shall disclose: <ul style="list-style-type: none"> (i) the extent to which, and how, achieving any net greenhouse gas emissions target relies on the use of carbon credits; (ii) which third-party scheme(s) will verify or certify the carbon credits; (iii) the type of carbon credit, including whether the underlying offset will be nature-based or based on technological carbon removals, and whether the underlying offset is achieved through carbon reduction or removal; and (iv) any other factors necessary to enable an understanding of the credibility and integrity of the carbon credits the issuer plans to use (for example, assumptions regarding the permanence of the carbon offset). 	<p>The Group will explore the potential for setting quantitative climate-related targets in future reporting periods.</p>

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II. REFERENCE TABLE OF SUSTAINABLE DEVELOPMENT GOALS (SDGS) AND GLOBAL SUSTAINABILITY STANDARDS BOARD (GSSB) GRI SUSTAINABILITY REPORTING STANDARDS

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APPENDIX II: READER'S OPINION

Respected readers:

Thank you for reading this report. We appreciate your feedback and look forward to receiving your comments at ir@calc.aero. Your opinions and suggestions are important for us to continuously improve our corporate ESG information disclosures and promote corporate ESG management and practices. We welcome and sincerely thank you for your valuable opinions!

1. Your overall assessment of our ESG performance is:

Excellent Good Average Bad Very bad

2. Your overall assessment of this report is:

Excellent Good Average Bad Very bad

3. What do you think of our performance in communication with stakeholders?

Excellent Good Average Bad Very bad

4. What do you think of our performance in sustainable development?

Excellent Good Average Bad Very bad

5. What do you think of our performance in green development?

Excellent Good Average Bad Very bad

6. What do you think of our performance in digitalisation?

Excellent Good Average Bad Very bad

7. What do you think of our performance in social contribution?

Excellent Good Average Bad Very bad

8. What are your opinions and suggestions for our ESG performance and this report?