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THE HONGKONG AND SHANGHAI HOTELS, LIMITED

香港上海大酒店有限公司 (Incorporated in Hong Kong with limited liability) (Stock Code: 00045)

Retirement of Non-Executive Director and Appointment of Non-Executive Director

The Board of Directors (the "Board") of The Hongkong and Shanghai Hotels, Limited (the "Company") announces the retirement of Mr William Elkin Mocatta ("Mr Mocatta") as a Non-Executive Director of the Company with effect from 31 March 2023 and the appointment of Mr Diego Alejandro González Morales ("Mr González Morales") as a Non-Executive Director of the Company with effect from 31 March 2023.

Retirement of Non-Executive Director

Mr Mocatta was appointed to the Board since May 1985 and he was the Deputy Chairman of the Board from February 1993 until May 2002 which included a period as Acting Chairman in Sir Michael Kadoorie's absence. After having served on the Company's Board for 37 years, Mr Mocatta has decided to step down from the Board and retire.

Mr Mocatta has confirmed that he has no disagreement with the Board and he is not aware of any matter in relation to his retirement from the Company that needs to be brought to the attention of shareholders of the Company.

The Board would like to express its sincere gratitude to Mr Mocatta for his valuable contributions to the Company during his time on the Board.

Appointment of Non-Executive Director

Mr González Morales is the son-in-law of The Hon. Sir Michael Kadoorie and brother-in-law of Mr Philip Lawrence Kadoorie. He is a Director of Sir Elly Kadoorie & Sons Limited, being involved in a number of Kadoorie family interests in Hong Kong and overseas and, as such, is associated with the substantial shareholders of the Company. Mr González Morales was previously VP, Private Equity at CLSA Capital Partners in Hong Kong. He started his career with General Electric as a graduate of GE's Financial Management Program. He then took on various corporate roles including internal audit and controls, investigations, compliance and M&A across GE's industrial businesses, GE Capital and NBC Universal, which covered financial services, healthcare, energy and entertainment. Mr González Morales holds a Bachelor of Engineering and a Master of Science from EPF Ecole d'ingénieurs in France, a Certification of International Business from Universidad Pontificia Comillas de Madrid, Spain, and an MBA from IESE Business School in Barcelona, Spain. He is 38 years old.

Mr González Morales does not hold any other position with the Company or its subsidiaries and has not held any directorships in any listed companies in Hong Kong or overseas in the last three years. As at the date of this announcement, he does not have any interest in the shares of the Company within the meaning of Part XV of the Securities and Future Ordinance. Except as disclosed above, he does not have any relationship with any Directors, members of senior management or substantial or controlling shareholders of the Company.

Mr González Morales is subject to retirement and re-election by the shareholders of the Company at the next Annual General Meeting in accordance with the Articles of Association of the Company.

Mr González Morales will not have a service contract with the Company but he will have a letter of appointment detailing the terms of his appointment. He will receive a Non-Executive Director's fee of HK\$325,000 per annum. The fee was reviewed by the Remuneration Committee with reference to market benchmarks and taking into account relevant responsibilities and workload. In addition, the fee for Non-Executive Directors are authorised by shareholders at the 2018 Annual General Meeting.

Save as disclosed above, there are no other matters relating to Mr González Morales's appointment that need to be brought to the attention of the shareholders of the Company and there is no other information which is required to be disclosed pursuant to Rule 13.51(2) of the Listing Rules.

By order of the Board Christobelle Liao Company Secretary

14 December 2022

As at the date of this announcement, the Board of Directors of the Company comprises the following Directors:

Non-Executive Chairman The Hon. Sir Michael Kadoorie

Non-Executive Deputy Chairman Andrew Clifford Winawer Brandler

Executive Directors

Managing Director and Chief Executive Officer Clement King Man Kwok

Chief Operating Officer Peter Camille Borer

Chief Financial Officer Christopher Shih Ming Ip

Non-Executive Directors

William Elkin Mocatta John Andrew Harry Leigh Nicholas Timothy James Colfer James Lindsay Lewis Philip Lawrence Kadoorie

Independent Non-Executive Directors

Dr the Hon. Sir David Kwok Po Li Patrick Blackwell Paul Pierre Roger Boppe Dr William Kwok Lun Fung Dr Rosanna Yick Ming Wong Dr Kim Lesley Winser Ada Koon Hang Tse