



MEDIA, PUBLIC ENGAGEMENT AND DONATION POLICY

ISSUED BY GROUP PUBLIC RELATIONS

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1. INTRODUCTION

1.1 Objective

AS Watson Group highly values its reputation in the communities and countries where it operates.

To ensure the market receives timely and accurate information about the Group, the Group Public Relations Department ("GPR") and BU corporate communications / public relations ("PR") departments assist the management to provide clear, consistent and congruent messages for the businesses of the Group through the media in a speedy, professional and well-coordinated manner. This Policy also establishes a framework for handling incoming requests for corporate donation and sponsorship activities. A common and coherent approach among all Group companies is important to ensure that Group resources are deployed effectively and contribute to the development of communities the Group serves.

This Policy applies to all employees across the Group. If an employee has questions regarding the contents of this Policy, the GPR should be contacted. The objective of the AS Watson Group Public Relations and Public Engagement Policy and Procedures aims to ensure consistency in the approach of handling communication across AS Watson (ASW or the Group), in particular, to:

- Ensure compliance with CK Hutchison (CKHH) Media Communications Policy as stipulated in the CKHH Public Relations Guide
- Ensure compliance with CKHH Corporate Identity Guidelines
- Be practical and promote consistency

1.2 Authority

The ASW Group Public Relations and Public Engagement Policy and Procedures (the Policy) is issued under the authority of the ASW Group PR.

1.3 Scope

This document applies to all ASW subsidiaries and jointly controlled entities. The Head of Marketing and/or Public Relations (PR) in each business unit (BU) is responsible for the maintenance and compliance with this set of Policy.

A checklist of major procedures covered under this Policy is available in Appendix 1 as quick reference for BUs during day-to-day operations.

1.4 Use of the Policy

If you are uncertain of any part of this document, or any communications matter that is not covered herein, please contact the Group Public Relations Department (GPR) via email (GroupPR@aswatson.com). Your enquiry will normally be attended to and replied within 24 hours on working days.

2. MEDIA COMMUNICATIONS POLICY

(adopted from CKHH Group Policy and CKHH Public Relations Guide)

It is important to maintain good and effective relations with relevant local, regional and national media. However, to protect the Group's image, all communications with the media should be properly managed and co-ordinated.

Please remember that there is no such thing as "off-the-record" in modern journalism, so it is important to ensure the spokesperson is well-prepared and assume that what you talk to the media will be broadcasted or printed. When dealing with representatives of the media, please ensure they are treated with courtesy and respect at all times.

This section contains the CKHH Corporate Communications Policy as stipulated in the CKHH Public Relations Guide which should be followed strictly by all BUs.

2.1 Knowing the Media

The mass media is an indispensable part of people's lives. Not only does it affect the way people think of the government, a public body, a company or a person, it also plays an active role in monitoring issues that are of public concern and interest, shaping the opinions and to some extent, the values of the people.

Mass media can be classified into three categories according to their nature, ie print, electronic and Internet. In print, there are newspapers and magazines of various publication frequencies. Electronic media mainly refers to radio and television. Internet media can include websites, webcasting, message boards, podcasts, blogs and social media. There are also different sections of interests, such as news, finance, lifestyle, education, etc in each medium. It is important to understand our target media for day-to-day communications.

Building and maintaining a good relationship with the relevant local, regional and international media is an important part of every subsidiary of ASW in order to protect the Group's public image and reputation.

In preparing information or in answering media enquiries, it is important that we adhere to the approved party lines and do not divulge information that is beyond the scope.

2.2 Handling of Social Media

Social media has evolved into a platform where public opinions are posted and exchanged freely without the involvement of traditional journalists. The speed of social media development in each ASW operating market varies, and the Group recommends that this medium should also be closely monitored and explored when it comes to brand building, customer relationships and issues management.

Each BU should authorise only one department to handle business use of social media. Only the Group's designated representative(s) are authorized to post and respond to comments on any social media platform.

For detailed guidance on its usage, please refer to the ASW Group Policy for Use of Online Social Media.

2.3 Speaking to the Media

For subsidiaries under ASW Group, the CEO or MD should be the authorised spokesperson. He/She may also appoint his/her senior executives to speak on specific business topics. No one can provide the media with any company information / data / comment without prior approval. The list of spokespersons should be updated and sent to CKHH-GCA via GPR for information and for record twice a year, ie January and July of each calendar year.

When approached by the media, all enquiries and requests to make comments should be referred to authorised spokesperson or the PR department and handled in a timely manner. They must not be neglected. Very often, media enquiries are prologue to issues, and therefore should not be taken lightly. All media enquires should be logged accordingly (see Appendix 8 for reference).

If the media turn up at our shops, stores or offices without prior notification, please inform your respective PR department. Treat them with courtesy but please do not attempt to entertain their requests prior to receiving instruction from PR. (See Appendix 9A & 9B for Guidelines and Procedures for handling media in-store).

2.4 Media Interviews

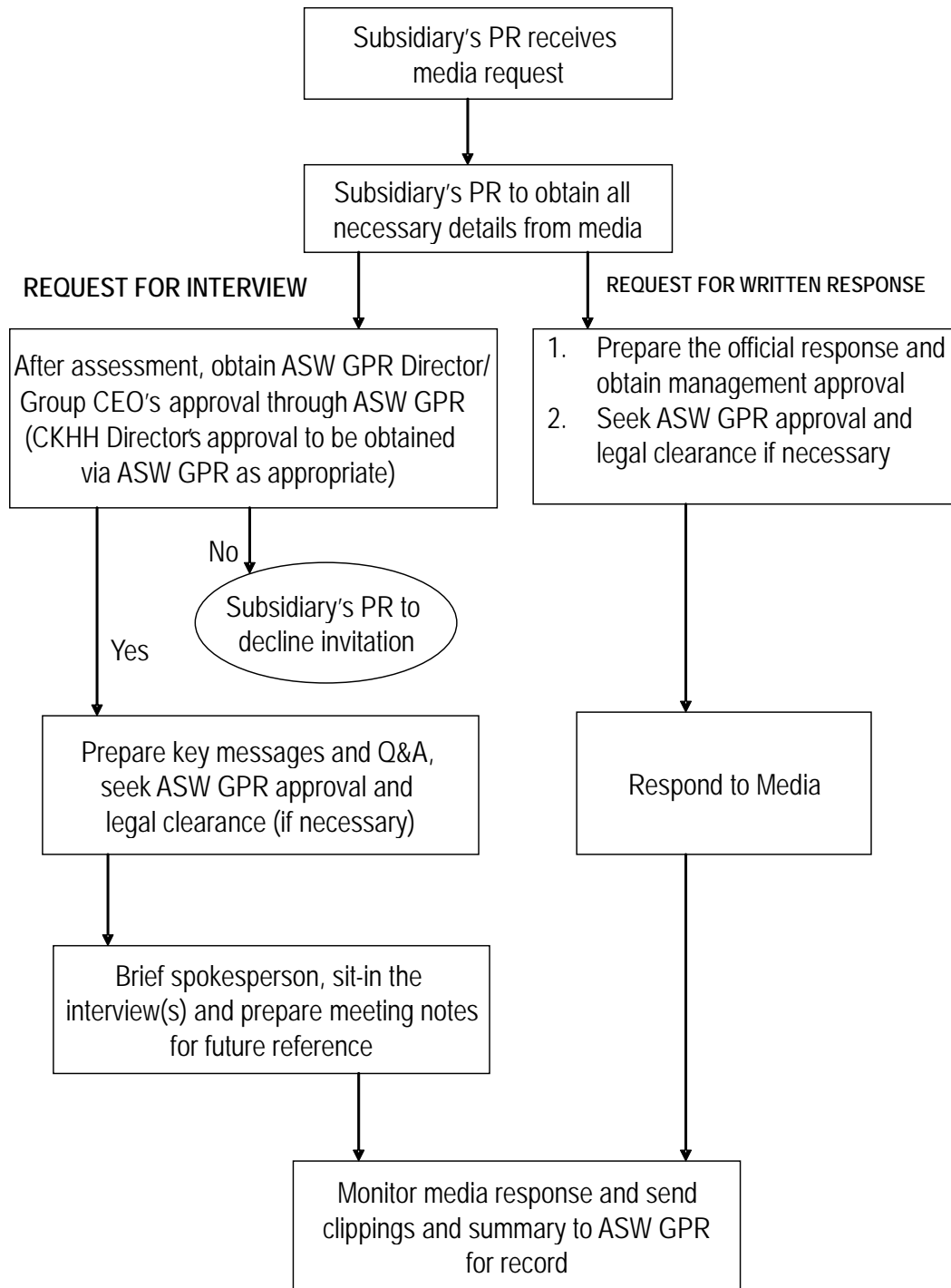
All requests for interviews - one-on-one, telephone or broadcast/webcast - with subsidiaries' management should be approved by ASW GPR Director / Group CEO via GPR. (Please refer to Appendix 7 – Interview Request Form)
Subsidiaries' PR should provide the following information for ASW GPR Director / Group CEO's consideration:

- Rationale and Benefits for doing the interview
- Key messages
- Questions and answers (if possible)
- Subsidiaries' spokesperson
- Media organisation, journalist title and name
- Background of the media and journalist
- Date of interview
- Format of interview

Whenever being approached by public bodies, NGOs, political parties/associations or similar entities for assistance or

participation in a business or community event/function/campaign as a speaker or panelist in the capacity as a Group employee, prior approval from the Division Managing Director should be obtained and the PR department should be notified.

Interviews that are pertaining to marketing promotion activities and where the subject matter is deemed uncontroversial may not require approval from ASW GPR Director / Group CEO. However, ASW GPR should be informed of such interviews and furnished with above-mentioned details via email. The following flow chart illustrates the required co-ordination between ASW GPR and subsidiaries' PR on media requests relating to corporate subjects:



2.5 News Releases

For investments, M&A, business developments, and shareholder-related releases, subsidiaries' PR should submit a draft of the proposed release at least one week in advance to CKHH-GCA via GPR for approval by CKHH directors. Once approved, a final copy should be sent to CKHH-GCA via GPR for circulation to directors. All such releases will be posted onto ASW and CKHH's corporate website after distribution to media.

For marketing communications, operational, products and services launch releases, subsidiaries' PR should send a copy to CKHH-GCA via GPR for possible circulation to directors and for record purpose.

2.6 News Conference / Media Briefing / Media Roundtable

For marketing promotions and media launches, subsidiaries are not required to obtain prior approval from CKHH Group's directors. However, CKHH-GCA should be copied in advance on the press materials for reference and for record purposes via GPR.

1. Venue

- Press conference should always take place in a venue that is either owned or managed by CKHH Group or its subsidiaries if possible.

2. Backdrop

- If CKHH's logo will be used, subsidiaries' PR have to submit the backdrop design to CKHH-GCA via GPR for approval. Should subsidiaries plan to invite CKHH directors as VIP host or Guest of Honour for the occasion, please check with CKHH-GCA via GPR in advance.

2.7 Media Monitoring

(Part of CKHH Procedures)

Media monitoring forms an important part of the PR function. PR representative of BUs should send major business and marketing news coverage to GPR during the year.

For Hong Kong BUs only

For subsidiaries in Hong Kong, PR personnel are required to report local news coverage every Monday by submitting the News Clipping Analysis Report (see Appendix 6) to CKHH-GCA via GPR.

2.8 Social Listening

User-generated contents constitute a large proportion of social media contents and it would be very difficult to manage social media presence if there is no vision on what people are saying about us in their own channel.

It's impossible to efficiently monitor social media by human – there are a number of presences on various platforms and there are too many posts to read, very likely a large number of comments are made in channels which are not subsidiary-owned (e.g. KOL channels).

Social listening is useful not only at crisis time to spot and alleviate negative sentiment, it could be also useful for subsidiaries to understand the performance and improve effectiveness of social media marketing campaigns. Below is a list of steps to initiate social listening.

1. Identify Objectives - Marketing and PR Needs on Social Listening

The objectives of marketing and crisis management PR on social listening could be very different.

Marketing (Campaign)	PR (Crisis Management)
Evaluate online marketing campaign effectiveness	Spot trend of negative sentiment
Analyse competitor performance	Speed up handling of complaint
Help develop engaging social contents	Identify haters to neutralise negativity quickly
Optimise search engine keywords	

Subsidiaries should identify their advocates (not only KOL/ Ambassadors, but also those who could be individuals/ fanpages which talk about your brand often) and monitor their mentions about your brand. So that when crisis hits it is easier and quicker to address to negative comments.

2. Find the Right Tools

BU should identify the right social listening vendor according to its needs.

Social listening service quality depends very much on the following factors:

- **Data Volume & Channel Coverage:** Amount of data tracked dictates the visibility of social mentioning. Subsidiary needs to identify the most suitable service in your market by requesting trial account to test if the vendor's system is capturing the necessary data for analysis. Free tools (e.g. Google Alert/ Social Mention) may only provide public data or limited social channel coverage, subsidiary needs to consider the needs and objectives of social listening to select the best option.
- **Analytics Model:** It is not possible to read all posts to understand public sentiment. Social listening vendors often provide algorithms to give indicator of emotion of posts, to quickly give an overall picture of public emotion, so that subsidiary can make the right judgement for communications.
- **Reporting Service:** Timely alert (for crisis) or performance summary (for campaigns) needs to be given in order to

formulate response or provide insight for future campaigns.

- Follow up & Neutralisation: Some vendors provide one-stop solution to take follow up action by neutralising negative comments in owned or non-owned channels.

3. Set a Listening & Alert Protocol

A proper alert protocol helps subsidiary to get updated from social listening vendor about crisis.

Subsidiary should designate right members from the team to be alerted, so that this person can inform Chairman of Crisis Management Team to consider activating crisis committee. Key elements of the protocol is listed :

- Anticipate Adverse Situation
- Setup Relevant Alert & Escalation Procedure
- Set Trigger Keywords / Topics : E.g. Food Poisoning/ Skin Allergy/ Consumer Council/ CKHH/ ASW...

Example of social listening & alert protocol:

Tracked Activity	Keywords	Alert (who and how)	Service Standard
Complaint via inbox	Consumer council, no reply, complain, CEO name...	CS Team Head by 1) email, 2) phone	Within 2 hours from message received
Threatening to Media in comment/post	Key media name, ASW/ CKHH	PR Manager by phone	
Activist / Hater	Industry issues (e.g. Animal testing, plastic microbeads, palm oil...)	Digital Marketing & PR Manager by 1) email, 2) phone	
Sudden increase of "Angry" reaction on fanpage	<i>(Social Listening service detection)</i>	Digital Marketing in-charge & CMT chairman by phone	<ul style="list-style-type: none"> • Within 2 hours from message spotted • Increased social patrolling report from daily to every 2 hours

4. Identify Partner

Even if a subsidiary doesn't deploy social listening service from a vendor for day-to-day monitoring, the subsidiary should still identify a solution provider and understand their capability when there's no crisis, so that the vendor can quickly become the firefighter to provide the needed assistance at crisis time. Here's the core skillsets of the vendors to be identified:

- Social Listening / Monitoring/ Patrolling
- Neutralisation of negative posts
- Media handling / Press conference

5. Limitations of Social Listening

Instant Messaging apps (a.k.a Dark Social, e.g. signal, telegram, whatsapp, wechat, line) are important channels for digital communication yet due to user privacy policy it is not possible to deploy social listening solution to monitor instant messaging softwares.

Despite the deployment of automated social monitoring service, manual patrolling is still an important part to cover what the machines could not scan.

2.9 Media Database

One of the important resources for all PR departments is the media database. Therefore, each subsidiary's PR department should keep an up-to-date media list of all the trade, beat, and other media who have contact with the company. From time to time, CKHH-GCA/ASW GPR may request a subsidiary make available its media contacts to another CKHH/ASW subsidiary to best leverage the Group's assets and maximise the synergy between GPR and subsidiaries' PR departments.

2.10 Company Websites

(Adopted from CKHH Public Relations Guide)

1. Company Information

It is the responsibility of each company to ensure that the information, be it corporate overview or products/services information, on their websites are kept up to date. It should be a scheduled practice to check your website at least 2 times a year.

Dangers of Outdated information in public arena

Media, analysts, customers and other third party person(s) will refer to information on websites as the basis of their reports and decision making. There are potential liabilities for disseminating inaccurate or defunct material as well as for damaging the image and integrity of the company.

2. Designated Webmaster

The MD of each company must designate a person (webmaster) to ensure the information on the company's websites are current and accurate, as well as serving as the main contact point with ASW GPR & CKHH-GCA. The MD should inform CKHH-GCA via ASW GPR if there is a change to this webmaster.

3. References to ASW, CKHH, Company Chairman/Directors, LKSF

The webmaster is responsible for checking with ASW GPR & CKHH-GCA periodically on updates (at least twice a year) to references regarding ASW, CKHH, its Chairman/directors, or the Li Ka Shing Foundation.

4. Rights, Policies, Obligations

Each company must take responsibility for ensuring that the content and delivery of the information on its website comply with local and international laws. Examples of such laws include those relating to collection and use of personal data, privacy, copyright, cookies, as well as the Trade Descriptions Ordinance. In case of doubt, each company should consult its legal team (or Group Legal) for advice.

5. Domain Registration

Each company is responsible for ensuring that its domain registrations are renewed and logged with the Legal Department.

3. PR PLAN & REPORTING

3.1 PR Strategy and Plan

PR strategy and plan should be submitted to GPR annually within Q1, containing strategy, objectives, targets and project schedule.

3.2 Reporting Relationship and Co-ordination

(adopted from CKHH Public Relations Guide)

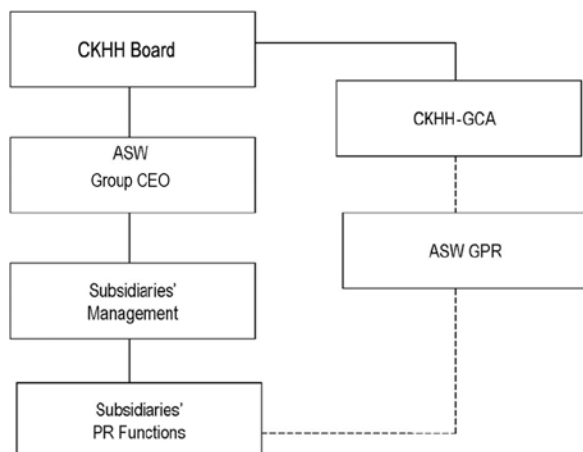
As part of a global corporation, ASW GPR and subsidiaries' PR have the responsibility to ensure that all external communications, either proactive or reactive, do not in any way compromise the integrity or adversely impact the image of the Group.

As such, all external communications that is communicated under the name of the CKHH Group must be approved by the Board of Directors of CKHH through ASW GPR.

The following principles of approval process apply:

- All communications materials that relate to major transactions, M&A, global business strategy, etc., **MUST** obtain approval from CKHH directors via ASW GPR prior to release.
- Communications materials that focus on local marketing programmes and product/service launches need only subsidiaries' management approval but should be shared with ASW GPR for circulation to directors and potential synergy purposes.
- For matters that may attract media interest, subsidiaries' PR should alert ASW GPR at the earliest possible time.

Reporting Relationship between CKHH’s Group Corporate Affairs Department (CKHH-GCA), ASW GPR and subsidiaries’ PR



3.3 Regular Reporting

To ensure that CKHH directors are fully aware of the PR and communication activities worldwide, ASW GPR and subsidiaries’ PR teams are required to complete and submit the following reports to CKHH-GCA via ASW GPR in a timely manner. The reports will follow the designated templates as included in the appendices.

For all ASW subsidiaries:

- **Weekly PR Activity Report (Appendix 2A)**
Weekly PR Activity Report on upcoming media activities, store opening and potential issues should be submitted to GPR every Wednesday of the week for Europe, and Thursday morning for Asia, and any revisions during the week should also be sent through to GPR.
- **Media Liaison Log (Appendix 2B)**
A log sheet to be submitted to GPR together with the Weekly PR Activity Report to keep CKHH updated on any liaison activities involving the media.
- **CKHH Donation/Sponsorship Form (Appendix 3)**
As the subsidiary of CKHH, ASW and its BUs should submit this form for CKHH Directors’ approval via ASW GPR on all donation or sponsorship activities (see Section 7 for details) prior to commitment.

4. ISSUES MANAGEMENT

(adopted from CKHH Public Relations Guide)

Whenever a potential issue/ crisis arises, business units should alert Group PR immediately for information and the necessary follow up.

4.1 Issues Management

1. Topics of High Risk

There are a lot of topics which could turn into issues which damage our reputation. Some topics are of higher concern given their profile and scale of impact. Here's the topics of high risk which BU are required to report to Group departments within 48 hours upon awareness of the issue. Group departments will be able to give advice to BU so that these risks are mitigated before they become a crisis.

Topic	Descriptions	Escalating Department
Greenwashing	Claims of action considered to be untrue/ exaggerating in terms of our sustainability commitment	Group Sustainability
Corruption / Fraud	Incidents which violate local regulations or Group Policy on Code of Conduct	Group Security
Health & Safety	Accidents or issues relating to the health and safety of our customers and employees	Group People, Group PR
Issues with political implications	Although ASW doesn't touch on political issues, media may associate us in events which are connected to politics	Group PR
Staff Termination	The justification of staff termination maybe controversial which may draw the interest of media or the disgruntled staff may complain to the media	Group People

The list above suggests the general topics of high risk and BU should identify their own high risk items.

In case there's any suspected issue BU should inform GPR for clarifications.

2. Distinguishing between a crisis and an issue

A crisis

- A crisis is any unexpected incident, which has the potential to disrupt/upset a company's operations, reputation, customers, finances, employees or the community.
- Such an event has the potential to focus media and other stakeholders' attention on adverse factors arising from it. Crisis puts companies under the microscope. It heightens external scrutiny of other susceptible and high-risk activities of a company, group companies or similar businesses.
- The challenge for management and communicators are:
 - Manage and contain the crisis
 - keep the business running
 - communicate openly and effectively in order to maintain public confidence
 - identify the opportunity which arises from crisis at the same time
 - regain customers and public trust after the crisis

Crisis management may be seen more as an operation issue than a communications task. However, effective communications can help minimise the damage during a crisis. All subsidiaries should have a crisis management plan/manual in place. PR personnel responsible for communicating the right messages to the stakeholders in a crisis situation should also be involved in developing crisis management plans.

An issue

- An issue is an external or internal factor that would give rise to negative perception to the company.
- If not managed well, an issue can develop into a crisis. Conversely, if an issue is managed well, it can represent an opportunity to put a positive message across to its target audiences.

On any issue, ASW believes in reacting quickly and being as open as possible about what is happening. It is the responsibility of the subsidiaries' PR to identify and develop issue and crisis preparedness plans that are likely to arise from the operations.

2. Response to Issues

Very often, management will have advance knowledge of certain issues that may give rise to media attention (e.g. major transactions, restructuring, management changes, regulatory development, market competitors, labour issues, serious customer complaints, etc). In such cases, an issue statement / issue response guide should be developed by the PR/corporate communications personnel. For bigger and more widespread issues that may impact on ASW and/or CKHH's image, GPR should be alerted and consulted.

The issue statement / issue response guide is used as a tool to assemble key facts and to develop the company stance for external communications. It is also a useful tool to communicate to all those within the Group who need to know what is going on. Subsidiaries are required to seek approval from GPR.

Upon approval, the statement will be circulated to relevant parties and serve as party line for responding to the media and external parties on respective issues.

In case an issue breaks out in the media without prior awareness (eg a serious accident), an issue statement / issue response guide together with anticipated Qs & As should be quickly developed within the same day by PR/corporate communications personnel for responding to the press.

3. Issue Statement / Issue Response Guide

In preparing an issue statement/response guide, it is important to note that an effective document should contain:

- Background of the issue to assist management in better understanding the situation and the reasons why we should respond in such manner.
- key communication objective to help shape the response statement and Q&A document
- A media approach, proactive or reactive;
- A response statement (or line to take) that incorporates all the key messages
- A list of Q&As in anticipation of possible media questions. It helps GCA/PR personnel to be as prepared as possible for media inquiries, interviews or other external occasions.

After compiling all the necessary information, the document should then be dispatched in the quickest and most secure means to all the INTERNAL concerned parties (see Appendix 10 for Issue Statement Template).

4.2 Crisis Communications

We all understand a crisis is a situation that threatens the reputation and operation of our Group, usually brought on by adverse or negative media attention. It can also be a situation where in the eyes of the media or general public, our Group

did not react to it in the appropriate manner. Whatever these situations are, effective communications is of key importance.

The crisis communication section here outlines some basic policies and procedures for co-ordinating communication within ASW and its subsidiaries in the event of a crisis. It is not intended to answer all questions or fill all needs of different subsidiaries' operations. To apply it to a specific situation, subsidiaries' PR may need to make some adjustments and add their own information. Please remember that communication is only one element in crisis management, other units such as operations, customer service, legal and human resources should also play a vital role, depending on the nature of the crisis. One thing to remember that is crucial in a crisis is "tell it all, tell it fast and tell the truth."

When a subsidiary's PR is notified of a crisis situation, he/she should alert the Chief Executive Officer via GPR as soon as possible. Immediately, a crisis communication team should be assembled to activate the crisis communication plan.

1. The Crisis Communication Team

The team should include at minimum the CEO/MD, the head of Public Relations, the senior managers from the division in charge of the area that was involved in the crisis, People Director and the in-house counsel.

Once the crisis communication team is formed, a list should be made of the people on the team and what each team member is responsible for. One of the first responsibilities of the crisis communication team should be to determine the spokesperson, the appropriate positioning or message to address the emergency.

All communications to the media must have prior approval of the crisis management team.

2. Designated Spokesperson

One individual should be designated as the primary spokesperson to represent the subsidiary, make official statements and answer media questions throughout the crisis.

A back-up to the designated spokesperson should also be identified to fill the position in the event that the primary spokesperson is unavailable.

3. The Crisis Assessment

Subsidiaries' PR should assist the crisis communication team in assessing the crisis and determine best- and worst-case scenarios, from a media relations standpoint.

4. Media Policies and Procedures

The crisis communication team should decide whether a press release should be issued or a news conference instead

should be held to explain the specific issue.

A venue should be selected as a media briefing centre, ideally some distance from the area/site affected by the crisis. Reporters may ask to speak to staff members who are involved with or have been affected by the crisis. It is best to restrict all interviews to the primary spokesperson or back-up spokesperson.

It is extremely important that the interview process is well-managed.

5. Holding Statements and Q&A

Subsidiaries' PR must have a holding statement and a set of Qs & As on hand that can be used to make an initial general response to the media. As the crisis progresses and new information and facts become available, it is also advisable to update the media.

6. Media Log

A media log should be prepared to record all telephone calls from the media enquiring about the crisis. This will help to keep track of journalists following this crisis and to ensure that the many call-backs required are not overlooked. It will also be helpful for the post-crisis analysis (see Appendix 8 for reference).

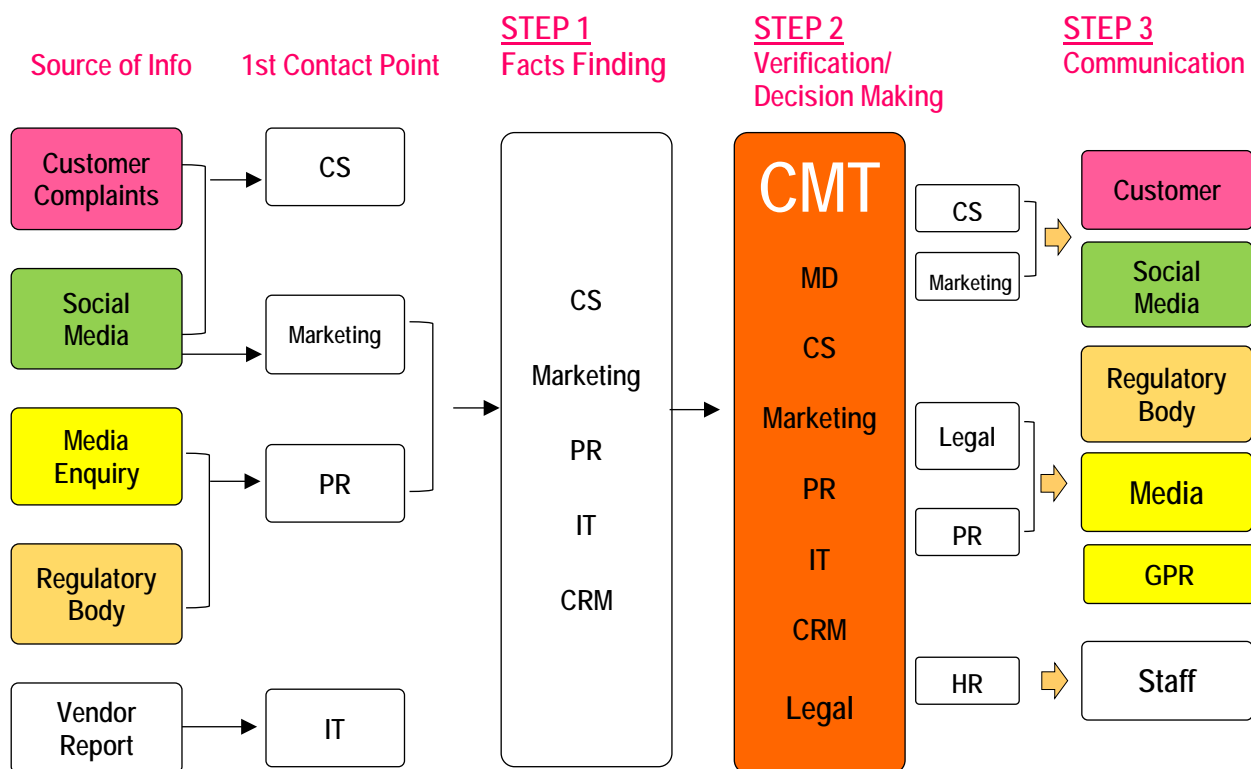
7. Follow-up

Once a crisis comes to a close, the media may expect periodic updates of the new development. Subsidiaries' PR should identify positive news angles and disseminate such information to the media. This will enable the subsidiary to appear responsive.

8. Liaising with ASW Head Office during a crisis

During the crisis management process, constant dialogue with the ASW headquarters should be maintained. The crisis management team leader (very often the CEO/MD) should constantly update ASW Group CEO or a designated director on the progress of the situation whereas the subsidiary's PR head should keep GPR informed. In situations where ASW's overall image is potentially at risk, please consult General Manager of Corporate Communication in the media-handling process.

Flow of Crisis Management



4.3 Crisis Management Guidelines

Public relations play a key role in ASW crisis management process in each business. Specific guidelines are available to better prepare subsidiaries to manage crisis when it occurs. It is highly recommended that Marketing- and PR-in-charge study these guidelines to understand their respective roles. Below is a list of relevant guidelines that subsidiaries can refer to on the ASW Policy Portal (<http://policy.aswatson.net/>):

- Customer Data Privacy Crisis Guideline
- Social Media Crisis Guideline

Subsidiaries should also develop BU-specific guidelines, outlining the flow of crisis management under different context in the market. BU should also list out all the crisis vulnerabilities so that the potential issues which could turn into a crisis are addressed.

Crisis guidelines serve as an important part in Business Continuity Plan for subsidiaries and it is important to review the contents (especially the CMT contacts) regularly.

5. ENGAGEMENT WITH THE PUBLIC

(adopted from CKHH Group Policy)

Prior to accepting any publicity opportunity as an ASW representative, approval should be obtained from the subsidiary MD and ASW GPR Director / Group CEO via GPR (Please refer to appendix 7 – Publicity Request Form), which covers invitation from public bodies, NGOs, political parties or similar entities.

These applies but not limited to : Public speaking

- Panel discussion/ sharing
- Award judging

The request for approval should be made before :

1. any form of commitment made with the organiser, and
2. any publicity of our participation is made in the public

Please raise the public speaking request at least 2 weeks before the event, in order to ensure there is enough lead time for the approval

Any monetary donations and sponsorship on behalf of the company should be approved by Group CEO and CKHH directors before commitment. (See CKHH Donation/Sponsorship Form in Appendix 3 for reference).

Nothing should be posted on personal web pages, social media platforms or social networking sites that may compromise the Group's image and competitive edge. The Group's Code of Conduct and confidentiality agreement are applicable to personal blogs/websites/social media and networking sites etc.

6. CORPORATE IDENTITY (“CI”) SYSTEMS

(adopted from CKHH Public Relations Guide)

CKHH has created its Corporate Identity to help build public awareness of the company, and to raise its profile worldwide as the paramount trading partner and as a sound investment for shareholders. The Company’s name, its trademark symbol and subsidiary brand names are key elements of this CI system, and the means by which our organisation is identified and recognised in the global arena.

As with all major multinationals, CI is a core asset of the CKHH Group. The CKHH CI system takes into account the companies that form the CKHH Group, of which ASW is one, and gives them all a unified “family look” that will help the public recognise all our companies as being part of the same large and successful group.

We have developed policy, guidelines and procedures for how our CI is used. This includes logotypes, symbols, typeface, colours and even writing style.

As the CI is a core asset of the Group, it is extremely important that all BUs follow these guidelines closely, and to reap the benefits that this communication tool can bring to our overall business strategy.

Below is a quick checklist of where the corporate style standards should normally be applied:

- Company stationery
- Marketing and promotional collateral
- Advertising
- Signage
- Website
- Slide formats

Corporate Identity Manual is available from ASW GPR.

IMPORTANT!

For NEW companies or companies that are planning new retail brands or re-branding projects, subsidiaries’ management should obtain approval from Group CEO in advance. The proposed company signature and relevant design layouts should be submitted for ASW GPR’s review before confirmation to make sure the applications comply with the CKHH Group’s CI system guidelines.

The corresponding Marketing departments should take the lead to initiate the process in preparing the new / renovated CI system with the necessary layouts.

THIRD-PARTY USAGE – ASW AND SUBSIDIARIES LOGOS

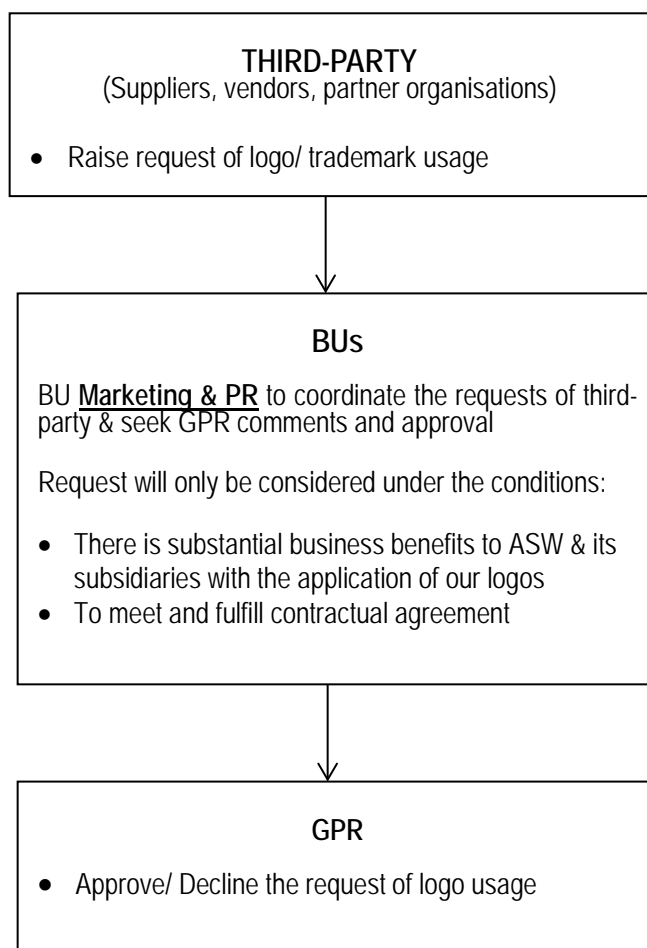
CI is an important asset of AS Watson Group. Usage of our logos or corporate identity could imply the endorsement from ASW group about the service or product of third-party organisation. In order to protect our company's interest and intellectual property, third parties (including vendors, partner organisations) are not allowed to use or display our Group/ subsidiaries' logos in any manner without consent of AS Watson Group.

Third-parties' request of logo/ trademark usage will only be considered under the following conditions:

- There are substantial business benefits to ASW & its subsidiaries by using our logos
- To meet and fulfill contractual agreement

BU Marketing and PR teams are the gatekeepers of CI usage, responsible to coordinate the request from other operational departments, and to facilitate approval with ASW GPR.

BUs should always seek GPR comments and approval for third-party endorsement.



Control Point – Who and When

- WHO : All business functions should inform Group/ BU Marketing or PR team at the moment when invitation is received.
- WHEN : Rather than seeking for approval in the very last moment, BU needs to request for approval ahead of time before

any commitment made or preparation started on the usage of logo

7. SUSTAINABILITY

(Part of CKHH Procedures)

As an international group with diverse operations, we recognise the corporate responsibility we have, not only to our customers and employees but to the wider communities. Our goal is to grow the Group in a socially, ethically and environmentally responsible way.

Sustainability is an integral part to the Group, with 3 key areas of concern:

- Planet
- People
- Products

7.1 Social Purpose in Action

The social purpose of ASW is *to put a smile on our customers' faces today and tomorrow.*

This is the guiding principle of our sustainability actions and should be highlighted when we communicate.

BU marketing and PR are responsible to develop and maintain the respective retail brand's social purpose, to make it stay relevant to our customers. Marketing and PR should develop programmes which strengthen the brand's social purpose, and update ASW GPR if there's a change in direction is in need.

All BUs should actively communicate its social purpose in the sustainability section of website, and formulate campaigns to publicise sustainability actions. The principals of *transparent, authentic, and driving impact* should be respected in order to avoid being challenged as Greenwashing/ Pinkwashing, which is considered to be exaggerating arguments in order to forge a responsible image among the public.

7.2 Charitable Donations and Sponsorships

Definition:

- **“Donations”** (cash or in-kind) are charitable in nature and benefit the targeted organisation or cause.
- **“Sponsorships”** (cash or in-kind) have company exposure through sponsored event or programme advertisement recognition or publicity.
- **“Charitable organisations”** include non-profits, non-governmental organisations/NGOs. In addition to community, environmental protection and service organisations, these may also include trade bodies.
- **“Government and related organisations”** include local government departments/agencies, statutory or public

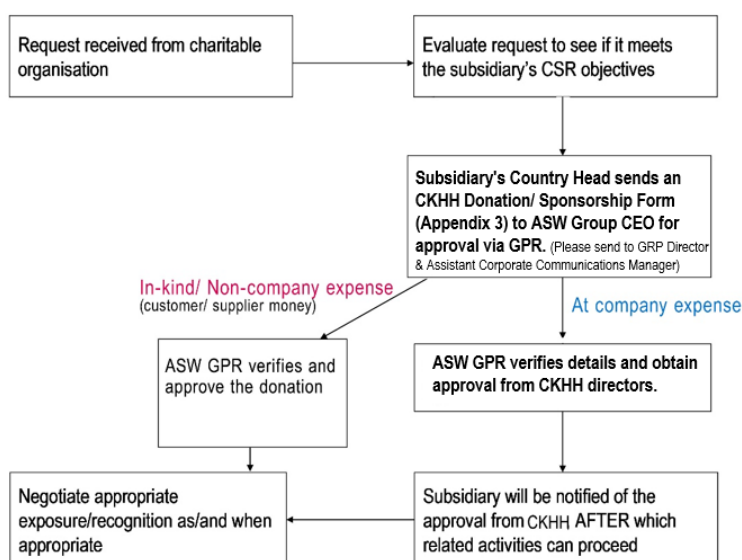
bodies.

The Group recognises the diversity of people, culture and social needs. It seeks to make contributions to programmes that have a positive impact on community development and reflect Group values and sustainability objectives with a profound respect of all cultures and the unique social needs of different communities. The Group supports strategic charitable contributions, and encourages and supports programmes to facilitate employee giving.

In addition, charitable contributions are to be executed in a well-coordinated manner within a controlled framework, in consideration of the Group's targeted prospective beneficiaries. To ensure Group resources are deployed effectively, all such contributions should obtain Managing Director and Group Director(s) approvals before commitment of any charitable monetary donation or sponsorship on behalf of the Group and/or Group companies. It is common for appeals/solicitation/requests from the same charitable organisations or government and related organisations to be sent to multiple Group companies and subsidiaries.

For in-kind sponsorships or projects involving customer/supplier donations, although the donation form doesn't need to go through CKHH approval, subsidiaries should still fill in the donation form and keep GPR informed.

1. Approval Process



2. Evaluation and Approval

Charitable donations are often reoccurring as a result of quality public engagement programmes which are welcomed by customers. It is important to keep evaluating the effectiveness of donation campaign and don't just repeat it annually, because donation is an important investment we make to the community, always find new ways to engage customers on

community programme.

BU can send donation request to GPR in the beginning of the year/ quarter in order to avoid last minute approval. GPR will group donation request and facilitate approval process.

For Hong Kong BUs only:

In Hong Kong, where many of the Group's businesses have connections with similar local NGOs, trade bodies, etc., charitable requests are to be coordinated by CKHH- GCA prior to obtaining Group Director(s) approval, unless otherwise noted.

Please pay special attention to donations linked to the Hong Kong Community Chest. Since Cheung Kong Holdings is a major corporate donor to the Community Chest as a group, they would like to be consulted for any charity activities linked to the Chest.

3. Charitable Advertising

Charitable advertising is at the discretion of each member company, except for Hong Kong where in general will be undertaken at the CKHH corporate level, hence should be submitted to CKHH via ASW GPR.

4. Contributions to Politicians / Political Associations

It is the Group's policy **NOT TO** make any form of donation to political associations or individual politicians. If any requests are made for political contributions by the Group, these should be referred to CKHH-GCA via ASW GPR.

7.3 Community Engagement

7.2.1 Working with NGO

Non-Profit Organisation (NGO) is an important stakeholder in the community to maintain the reputation of our retail brands. BU should identify the right NGO to engage based on relevance to their social purpose, and maintain regular conversation with the NGO to keep a long-term relationship. Purposeful marketing and PR practices have become common strategies for retail brands, and in difficult situations NGO can also play a role to build credibility / reputation for our brands.

There are also activist groups which often use negative PR campaign tactics to exert pressure to companies over a wide range of agenda. Marketing and PR need to act professionally and evaluate the right approach to interact. Always check out whether there are trusted NGO who can help building our reputation on the specific topics.

7.2.2 Give a Smile

Since 2018, ASW has partnered with Operation Smile to provide corrective surgeries to children suffering from cleft conditions under the Give a Smile Campaign. It has become a Sustainability Vision 2030 goal to fund 10,000 surgeries around the world. Operation Smile is the global charity partner of Give a Smile, so collaboration with other cleft-related charity is not permitted in general.

Give a Smile is the Group's signature sustainability campaign and it's a part of Sustainability reporting criteria under Our Community. Whenever possible, BU should maintain close contact with local Operation Smile offices to carry out fundraising activities. Annual plan of Give a Smile activity should be shared with GPR, and the final donation reported back when the campaign wraps up.

7.3 Other Group Sustainability Policies

Please refer to ASW Policy Portal for Sustainability Policy <http://policy.aswatson.net/>

APPENDIX 1**CHECKLIST FOR MAJOR PROCEDURES COVERED UNDER THE POLICY**

Section No.	Subject	Need Approval from ASW*	Keep ASW Informed	Regular Reporting
2.3	Authorised Media Spokesperson	✓		
2.3	Media enquiries and requests	✓		
2.4	Media Interviews	✓		
2.5	Corporate Release (Data/ Merger/ Acquisition)	✓	✓	
	Marketing Release (Discounts/ Launch)		✓	
2.6	News Conference/Media Briefing/Media Roundtable	✓		
2.10	Company Website			
	- Webmaster appointment/ replacement		✓	
	- Domain name registration/ change/ withdrawal		✓	
3.2	Communication Materials:			
	- Business strategy / development	✓		
	- Marketing, product/service-related launches		✓	
3	PR Plan & Reporting			
	For all ASW subsidiaries:			
3.3	- Weekly PR Activity Report			✓ (weekly)
4.1.3	Issue Statement	✓		
4.2	Crisis Situation	✓		
5	Engagement with the Public			
	- Making speeches as an ASW representative	✓		
	- Appearing in the capacity of an ASW employee (Panellist/ Judge)	✓		
6	Corporate Identity			
	- Introduction of new brands	✓		
	- Re-branding projects, including any change or deviation from existing CI of the brand	✓		
7.1.1	Charitable Donations and Sponsorship			
	- With cash involvement	✓		
	- No cash involvement		✓	
	For Hong Kong BUs:			
	- Donations to Hong Kong Community Chest	✓		
7.1.2	Charitable Advertising			
	- Hong Kong subsidiaries	✓		
	- Overseas subsidiaries		✓	

*To submit relevant information, request or form to ASW GPR Director / Group CEO via GPR. Should CKHH approval be required, GPR will pass to CKHH-GCA to obtain the relevant approval.

APPENDIX 2


WEEKLY PR ACTIVITY REPORT

(Submit via OneDrive)

CK Hutchison Group - PR Events / Press Interviews / Press Releases / Marketing and Community Activities									
3 - 9 Oct 2021									
COMPANY: _____					NAME OF PERSON FILLING THE FORM: _____				
<i>(Please add an asterisk * if press are involved in the activity)</i>									
DATE OF SUBMISSION: _____					TEL: _____		FAX: _____		
Subject (For the week of 3 - 9 Oct 2021)	Name of director / VIP hosting or being invited	Sun 3	Mon 4	Tues 5	Wed 6	Thu 7	Fri 8	Sat 9	
New store opening -									
Store reopening -									
Celebration/ Milestone -									
Press release -									
Media information -									
Press conference -									
Media interview -									
PR event -									
Awards -									
Upcoming Events in the coming weeks									
Subject	Date of Event	Name of director / VIP hosting or being invited							
Anticipated Issues (3 - 9 Oct 2021)									
Date of Event	Background of the Issue	Company Stance	Handled By	Follow Up Action					

APPENDIX 3 CKHH DONATION/ SPONSORSHIP FORM

[Download link](#)



CK HUTCHISON HOLDINGS LIMITED 長江和記實業有限公司

(A limited liability Cayman Islands company registered and listed in Hong Kong)

Donation Request Form

Record input date:

[Please fill in date]

Name of Subsidiary Company:

[Please fill in BU name]

(I) PROJECT INFORMATION

Project Name:

Project Date/ Period:

Name of Organisation:

Year of Collaboration with NGO: 1st Year 2nd Year 3rd Year Others: _____


Year of Project Collaboration: 1st Year 2nd Year 3rd Year Others: _____

Name of individual & position: **[Name of NGO executive in-charge]**

Amount requested (equivalent amount if donation is in kind):

Source of Funding:

Composition of Contribution	Local Currency	HKD
Company Cash <small>(Please tick the appropriate box)</small> <input type="checkbox"/> Direct cash donation <input type="checkbox"/> Donate certain percentage of customer purchase value <div style="margin-left: 20px;"><input type="checkbox"/> Total income generated from sales: HK\$ _____</div> or <input type="checkbox"/> Net Production costs of special charity item <small>(Please state Income & cost below, and put net cost on the right)</small> Income: HK\$ _____ Cost: HK\$ _____		\$
Customer Spending Related <small>Suppliers' 100% matching or Supplier matching a certain percentage donation for customer's purchase (pls specify mechanics, eg every purchase of product X, company donates \$Y)</small>		\$
Customer Cash Donations <small>Direct cash donations from customers</small>		\$
In-Kind <small>Cost & Retail price equivalent of the products to be donated</small>	Cost:	Cost:
	Retail Price:	Retail Price:
Levy related, please specify: _____		\$
Others, please specify: _____		\$
Total Contribution		\$

 **CK HUTCHISON HOLDINGS LIMITED 長江和記實業有限公司**
(A limited liability Cayman Islands company registered and listed in Hong Kong)

ESG Impact Assessment:
Number of beneficiary :
How the community is benefited :

Outline of project:

Beneficiary region:
 Hong Kong Mainland China Others, please specify:

Category:
 Environmental Protection

Health Education Community
 Emergency Relief Sports Arts & Cultural
 Labour Needs

Others, please specify

Project time frame:
 One-off
 For a specific duration: for ___ year / years; from
 Others, please specify:

Payment
 One off
 Instalment, please specify:

(II) RATIONALE FOR SUPPORT

(III) PREVIOUS DONATION/SPONSORSHIP RECORD
(Please kindly provide supporting documents as appropriate)

(IV) REFERRED BY (If a middle-man is involved)

APPENDIX 4

MEDIA LOG

Note: This is a log sheet suitable as a daily log or as a specific log sheet in times of crisis situation.

Date	Time	Media	Enquiry	Action	Date	Time	Duration

(This list is not all-inclusive, new columns can be added as the need arises)

IN-STORE MEDIA HANDLING GUIDELINES**Example of In-store Media Handling Guidelines**

Dear Store Team

As ambassadors of (Name of BU), you represent us in the way you speak, look and express yourself, especially when you are on duty. Below are simple guidelines to assist you in handling media should they arrive at the store, either approach you or start filming, photograph, interview customers or employees on the premises.

Step 1	<p>Stay calm and polite as you always are to customers. Politely ask the journalist to wait and immediately inform the Store Manager.</p>
Step 2	<p>Politely gather the needs of media <i>Store Manager should politely gather the journalist's intention.</i></p> <p><u>Scenario 1 – If the media intends to pose questions to you</u> <i>Do not answer any questions – reply in a polite way suggested below:</i></p> <p>“I am not an official spokesperson for <u>(Name of BU)</u>, but let me take down your questions and I will try to find a spokesperson to comment.”</p> <p>Kindly ask the journalist to leave contact details for follow-up purpose, including:</p> <ul style="list-style-type: none"> ■ Name of journalist ■ Media Organisation they represent ■ Contact details (tel. And preferably mobile for quicker follow-up purpose) ■ Questions they would like to ask <p>(NOTE - Such information should then be put on the Media Log Sheet by the Store Manager and submit to Office after the media departs.)</p> <p><u>Scenario 2 – If the media intends to take photos or film INSIDE the store</u> Do not allow photography / filming before office approval - Store Manager should politely explain to journalist that it is the company procedure to contact the office first before they can allow media to photograph, film or interview customers. Kindly ask the journalist the following details for getting approval from office, including:</p> <ul style="list-style-type: none"> ■ Name of journalist ■ Media Organisation they represent ■ Contact details (tel.) <p>(NOTE - Such information should then be put on the Media Log Sheet by the Store Manager and submit to Office.)</p>
Step 3	<p>Contact the Office.</p> <p>1st Contact: XXX, XXXXX, Office hour – XXXXX Non-Office hour – XXXXXXXX</p> <p>2nd Contact: XXXXX Office hour – XXXXX Non-Office hour – XXXXXXXX</p> <p>3rd Contact: XXXXXXXX Office hour – XXXXX Non-Office hour – XXXXXXXX</p>

<p>Step 4</p>	<p>Keep the journalist accompanied. Do not leave the journalist alone while the Store Manager is making call to the office.</p>
<p>Step 5</p>	<p>Provide assistance</p> <p><u>Scenario 1 – If the media intends to pose questions to you</u> <i>The office will usually give Store Manager an indication that they will reply to the journalist within a certain period of time OR they can immediately talk to the media over the phone. Depending on the office instruction, Store Manager should explain clearly to the journalist the company's action:</i></p> <p><i>“Our office will respond to you within XX minutes. Ms [office contact person] will contact you on your mobile or office number.”</i></p> <p><i>“Ms [office contact person] of our office would like to give you replies now over the phone. Please come with me to the telephone.”</i></p> <p><u>Scenario 2 – If the media intends to take photos or film INSIDE the store</u> <i>When the Office has confirmed that the media is allowed to photograph, filming or interview consumers, Store Manager should keep him/her accompanied and provide any assistance (e.g. where to find certain products) as necessary. Please be as HELPFUL and POLITE as possible.</i></p>
<p>Step 6</p>	<p>Complete the Media Log Sheet</p> <p>When the journalist has left, complete details on the log sheet and submit to XXXX at XXXXXXXX (Fax: XXXXXX).</p>

APPENDIX 5B

IN-STORE MEDIA LOG SHEET

Please complete as much details as possible on this form immediately after the departure of the media and fax to XXXXXX at XXXXX

Store No.: _____

Date: _____

Name of Journalist:	
Organisation representing:	
No. of people (if arrive in a team):	
Time of Visit:	
Purpose of Visit (e.g. filming, interview, photograph):	
Office approval:	<input type="checkbox"/> Yes (who? _____) <input type="checkbox"/> No (who? _____)
Duration of stay:	
Any questions asked?	
Other remarks: (e.g. attitude of media, their response, assistance provided, etc.)	

Completed by: _____

Signature: _____

Date: _____

Time: _____

ISSUE STATEMENT TEMPLATE

ISSUE STATEMENT

Date prepared :	
Circulation:	
Prepared by:	

Company Involved: _____

Issues: _____

Background: _____

Stance / Key Message (if applicable): _____

Q&As (if any): _____

Examples: _____

Private & Confidential
(For Internal Reference Only)

ISSUE STATEMENT

Date prepared: 3 Dec 2009
 Circulation: PNS: Philippe Giard/Thierry Canivet/Micor Tsang/Donna Poon/Ada Chan
 ASW: Malina Ngai/Joanna Wong/ Teresa Pang
 HWL: Jeremy Lau
 CC: Tiffany Yeung
 Prepared by: Christy Wong
 Company involved: **PARKnSHOP Hong Kong**

Issue: Forecast Rice Price Increase after CNY.

Background:

- Under the economic downturn, consumers prefer to dining at home rather than eating outside. According to the figure of Census and Statistics Department, the value of total receipts of the restaurants sector decreased by 0.3 - 2.7% in the third quarter of 2009 when compared with the third quarter of 2008.
- However, there is a shortage of global rice supply due to adverse weather conditions. The YoY supply is 4% less than 2008. The forecast 2010 rice trade is 1% (0.4 Million MT) less than foreseen in 2009.
- According to the data of Thai Rice Exporters Association, the cost price of imported rice has gone up by over 15% in YoY Nov and this trend may continue into Q1 of 2010.
- The existing level of rice stock in the market will help to maintain the retail price. PNS projected the cost price increase will be reflected in retail price after CNY.
- Gourmet Thai Fragrant Rice brings a new market opportunity. It ensures a better quality with 100% GRADE A PATHUMTHANI rice. The retail price (\$kg) is \$ 69.9 and margin per bag is \$17. The quality and price are more comprehensive when compared to mixed rice.
- Gourmet Thai Fragrant Rice will be launched on 4 Dec.

PARKnSHOP Stance/Key Messages for Media:

- PARKnSHOP is committed to maintaining stable retail prices at all times. We monitor closely to provide the most competitive prices to our customers.
- However, retail price will inevitably be affected by price of imported rice. As the prices are going up, the price of imported Thai rice is 15% more costly than the same period last year, while the price of Thai Jasmine rice price has increased even more.
- We forecast that the retail price of Thai rice will unavoidably be affected after Chinese New Year.

1

Private & Confidential
(For Internal Reference Only)

Anticipated Q&A

Q1. As you mentioned that the cost of rice has gone up from September, does it mean PNS has already raised price over the past few months?
 Ans: At PNS, we make continuous effort to maintain stable retail prices as much as possible. Despite the recent significant cost price increase, we will be able maintain retail price. However we project price adjustment will likely to happen after CNY.

Q2. PNS forecasts Thai rice price will be increasing in Feb 2010. Have suppliers of Thai rice informed retailers of this news already? If so, how much will they raise the price?
 Ans: Suppliers have informed us of the potential cost price increase but not stated any timing or price index.

Q3. It seemed that other retailers haven't raised their rice prices but only PNS said the cost has increased. Do you think PNS will make other retailers raise the rice price and make the public suffer a high rice price?
 Ans: We are not in position to comment on the pricing of other retailers. But for PNS, we feel that we have the responsibility to inform public on trends relating to commodity. We have been monitoring pricing closely, to maintain the stable retail price.

However it is also true that there is cost pressure. PNS tries its best to maintain the price of our product without compromising on quality, and for sure we will maintain the highest quality of 100% Grade A Jasmine rice for Imperial Banquet brand and 100% Grade A Pathumthani rice for Gourmet brand.

Q4. When the cost of rice rises, PNS reflects to the retail price immediately. But when the cost of rice drops, it seemed that the retail price didn't drop much. How do you explain this?
 Ans: It is our policy to provide the most competitive prices to our customers. Should there be any savings, we will pass them to our customers as soon as possible and it will be reflected in our retail price.

Q5. You mentioned that the increased cost of rice will be reflected after CNY, does it mean the retail price will not go up before CNY?
 Ans: We try our best to maintain the stable retail price of rice until the beginning of next year, but that will also depend on market demand.

Q6. How many origins of rice are selling in PNS? Does it mean all imported rice in PNS will raise its price in Feb 2010?
 Ans: The rice we sell in PNS has over 90% of rice coming from Thailand. 4% is from China and 3% is from Australia. In Hong Kong, over 80% of the rice imported comes from Thailand, and we have just received information about the potential cost price increase of Thai rice at this moment.

- END -

2

APPENDIX 7

PUBLICITY REQUEST FORM & INTERVIEW REQUEST FORM

[Download link](#)

GROUP PUBLIC RELATIONS PUBLICITY REQUEST FORM									
1. DETAILS OF THE SPOKESPERSON									
Business Unit									
Name									
Title									
2. DETAILS OF THE PUBLIC EVENT									
Organiser									
Credibility of the Organiser									
Audience									
Competitor Attendance									
Nature of Event (e.g., Seminar, Conference, Talk, Award judging etc.)									
Nature of Speaking (e.g., Presentation, Speech, Panel discussion etc.)									
Date & Time									
Venue									
Topics									
Clear Benefits to Business Please be specific: - Which company is targeting - How much benefit is involved - When will the benefits be effective - Any indication of certainty (contract/MOU...)									
Public Speaking Experience									
Submitted by (Name, Title)									
Endorsed by (Name, Title)									
Submission Date									
<small>*All Public Speaking Request should be done at least 1 week before the event, and approval should be obtained from the subsidiary MD and Group CEO via GPR</small>									
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INTERNAL USE ONLY									
Approved by									
Malina Ngai Group CEO AS Watson Group									
Date:									

GROUP PUBLIC RELATIONS INTERVIEW REQUEST FORM									
1. DETAILS OF THE SPOKESPERSON									
Business Unit									
Market									
Name									
Title									
2. DETAILS OF THE EXPOSURE									
Publication									
Nature of Publication (Trade, Business, Beauty...)									
Column									
Journalist									
Cover Story									
List of Questions									
Date & Time									
Benefits to Business									
Interview Experience									
Date of Publish									
Remarks									
Submitted by (Name, Title)									
Endorsed by: (Subsidiary MD)	Name: Title:								
Submission Date									
<small>*All Public Speaking Request should be done at least 1 week before the event, and approval should be obtained from the subsidiary MD and Group CEO via GPR</small>									
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