

CK Group Annual Dinner 2018  
Speech by Mr. Li Ka-shing  
January 4, 2018

Dear Directors and Colleagues, like I have done for so many years before, I am so happy to welcome a new year together with you all.

When I was younger, I spent many days and nights in my plastics factory – that was less-than 1,000 sq. ft. – scrambling to meet shipping deadlines. At the time, the term “geopolitics” to me was only about war and strife. Poverty was hard enough, but the painful struggle with cash-flow was even harder. But I loved the daily challenges and the creative problem solving that founding a company entailed. And I learned that if you care about whatever you do, you knew no weariness – Oh how soundly I slept atop the reassuring roars of the churning machine. That roar meant we were still in business.

How time flies. 68 years have quickly zoomed by, and today, as I approach my 90<sup>th</sup> birthday this year, it is a true blessing and honour for me to serve proudly alongside this 310,000-strong team in 57 countries. Especially with my son Victor, who to date, has also served our Group for 33 years.

With today’s political and economic environment, it is hard to predict with any degree of certainty where to find value. The future holds a lot of challenges: the end of the low-interest rate environment, along with the rise of trade protectionism, and the impact of innovation and technology on our society and workforce – all conflated, the full value of certainty is hard to determine. But with our guiding principle “To advance while maintaining stability” as our polestar, we remain unfazed in ever-changing conditions.

In 2017, we developed our investment portfolio that yield a stable recurrent income and we shall continue to expand that into a cornerstone of the Group’s business. Building on our strategic edge of diversified base of core businesses and prudent financial strategy, I have great confidence in the Group’s prospects. We are certain to progress into an even brighter future and generate shareholder value.

After the 19<sup>th</sup> Congress, the Central Government has reiterated that deepening economic and financial reforms is a priority and rolled out the blueprint on “One Belt, One Road” and the “Greater Bay Area.” If implemented well, these initiatives undoubtedly should be a gold mine of opportunities for Hong Kong.

And with confidence, let’s charge forward to another great year of progress, creativity and innovation! I would like to take this opportunity to thank everyone for their hard work and contributions. Happy New Year everyone!