CASABLANCA

GROUP LIMITED

(INCORPORATED IN THE CAYMAN ISLANDS WITH LIMITED LIABILITY) STOCK CODE: 2223

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2023

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About Casablanca

Since its establishment in Hong Kong in 1993, Casablanca Group Limited (the "Company") and its subsidiaries (the "Group") have been principally engaged in designing, manufacturing, distribution and retailing of bedding products under its proprietary "Casablanca", "Casa Calvin" and "CASA-V" brands, striving to provide consumers in the People's Republic of China (for the purpose of this report, excluding Hong Kong, Macau and Taiwan) ("Mainland China" or the "PRC"), Hong Kong and Macau (collectively the "Greater China Region") with quality bed linens, duvets and pillows, and home accessories. The Group's business and products are closely related to consumers' daily lives. Therefore, the board of directors (the "Directors") of the Company (the "Board") places great importance on environmental, social and governance (collectively "ESG") matters.

Board Statement

The Board believes that sustainability is vital to the development of the Group's businesses and operations.

Through engaging with external professional organizations and collecting opinions through various communications, the Group has identified certain key ESG issues for monitoring and management. Furthermore, the Group has established goals and targets to improve its ESG performance by reducing energy consumption, protecting the environment and natural resources, providing employees with a safe working environment and adequate trainings, and promoting social integration with the community.

The Board has overall responsibilities for monitoring the Company's ESG strategies, risks and opportunities to its businesses and reporting. The Board's responsibilities include providing strategic ESG guidance, reviewing and endorsing the ESG-related policies and targets, and approving our ESG report. An annual review will be carried out by the Board on the Group's measures and performance on sustainability as well as ESG issues in order to make necessary enhancements. In addition, the Board also commits to creating long-term values for all stakeholders and the communities where the businesses are located.

Reporting Standard and Scope

The Company has prepared the Environmental, Social and Governance Report (the "Report") to help the shareholders, investors, consumers and the general public familiarize with the Group's environmental and social policies and practices.

The Report has been prepared in compliance with relevant provisions of the Environmental, Social and Governance Reporting Guide (the "ESG Guide") as set out in Appendix C2 to the Rules Governing the Listing of Securities (the "Listing Rules") on The Stock Exchange of Hong Kong Limited (the "Stock Exchange"), which covered the period from 1 January 2023 to 31 December 2023 (the "Year" or "Review Period"). The Report is mainly divided into two subject areas: A. "Environmental" and B. "Social". Data and contents in this Report have been prepared, verified and endorsed by Tomi Fuji EMC Limited, the external environmental consultant of the Company. As the following subsidiaries are the Group's major operating companies, their data are included in the Report:

Name of subsidiary	Principal business	Region	Scope of data included in the Report
Casablanca Hong Kong Limited ("Casablanca Hong Kong")	Trading of bedding products and home accessories	Hong Kong	Office and self-operated retail stores in Hong Kong
Casablanca Home (Shenzhen) Limited ("Casablanca Shenzhen")	Trading of bedding products and home accessories	Mainland China	Office and self-operated retail stores in Mainland China
Casablanca Home (Huizhou) Company Limited ("Casablanca Huizhou")	Manufacturing and sales of bedding products and home accessories	Mainland China	Production plant in Huizhou, the PRC (the "Production Plant")
Casa Living New Retail (Guangdong) Company Limited ("Casa Living")	Trading of bedding products and home accessories	Mainland China	Office

Casa Living had commenced its business, which mainly conduct livestream sales business of bedding products and home accessories in Mainland China, in early 2023. Casa Living had no physical retail stores but an office which was located in the newly established Building B of the Company's production base located in Huizhou, Guangdong Province, the PRC (the "Casablanca Industrial Park"). Therefore, as compared with the 2022 ESG report of the Company, data about Casa Living for 2023 had be included in this Report.

The Report has been approved by the management of the Company and the Board. We would like to extend our gratitude to all parties who have participated in the preparation of the Report.

Basis of Preparation

The preparation, presentation and contents of this Report follow the principles of "Materiality", "Quantitative", "Consistency" and "Balance" set out in the ESG Guide. Unless otherwise specified, the statistical methods or KPIs disclosed in the Report are consistent with those in the 2022 ESG report of the Company.

Materiality: The Report has identified and disclosed the process of significant environmental, social and governance factors and the criteria for selection, as well as described significant stakeholders and the process and results of stakeholder engagement.

Quantitative: The statistical methods, assumptions and calculations used for emissions and energy consumption and the sources of conversion factors are defined in the Report.

Consistency: Data presented in the Report are prepared by using consistent methodologies. Any change is clearly stated in the Report.

Balance: The Group appoints Tomi Fuji EMC Limited as the external environmental consultant to prepare, verify and endorse the Report such that it is in an objective and unbiased manner to ensure presenting the overall performance of the Group in ESG aspects.





Stakeholders Communications

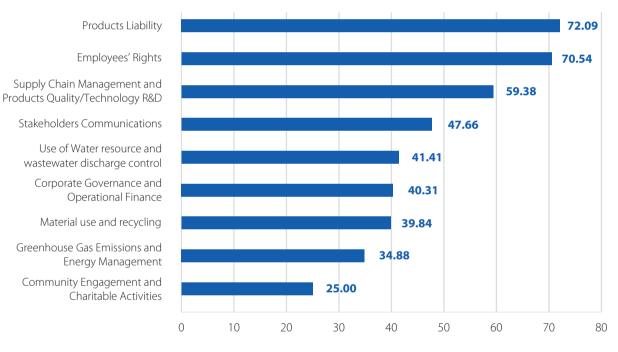
The Company attaches importance to communicating with stakeholders and believes that the participation of stakeholders will help the Company review potential risks and seize business opportunities. Communications with stakeholders will allow the Company to understand their views and properly manage the opinions and expectations of different stakeholders. The Company continues to communicate with internal and external key stakeholders through different channels to enable stakeholders to understand the development and operational principles of the Group. It also provides opportunities for the Group to listen to their opinions and help the Company improve its business and development planning. During the Review Period, the Company connected with its stakeholders through various communication channels set out as below.



Stakeholders Engagement and Materiality Assessment

Input from key stakeholders helps us set ESG strategies. Ongoing analysis helps us align our business to the changing social and environmental landscape. The materiality assessment helps us understand ESG issues that are most important to our stakeholders and continuously assess our strategy and commitments.

In 2023, we completed a full ESG materiality assessment. This assessment had been carried out by inviting both internal and external stakeholders to fill in an online questionnaire. Stakeholders included shareholders, employees, customers and suppliers. 9 ESG issues had been identified and that most of the stakeholders found products liability as very important issue while least of the stakeholders found community engagement and charitable activities as very important issue.



2023 ESG Materiality Assessment

Percentage of Stakeholders view as "Very Important"





A: Environmental

The Group's environmental responsibility and philosophy are implemented in daily operations. We strive in striking a balance between company growth and environmental protection. Meanwhile, we encourage every employee to save energy, paper and water in day-to-day work. We also place surplus cash with a bank for sustainable deposits of which all assets referenced against them align to the United Nations Sustainable Development Goals addressing, but not limited to, climate change, poverty, health, financial inclusion and education. Various measures have been conducted according to the environmental policies and environmental management systems.

The Group's basic environmental principles are to:

- Strengthen environmental management and improve the environmental awareness of all employees; and
- Develop and procure products which utilise properly managed resources in consideration of sustainability.

We strive to reduce consumption of natural resources and energy, consider the environmental impact of products, dispose of waste in a safe and responsible manner, and raise the staff's awareness of environmental protection through education and training.

By established a management system in accordance with the national laws and regulations, the Group constantly monitors and reviews its performance in emissions during production, such as air pollution, water pollution and solid waste pollution, in order to minimise the amount of pollutants produced and hence its impact of the ecosystem through strict controls of the emissions. The Group was awarded with ISO 14001 certification regarding environmental management system during the Review Period.

Products of Casablanca are mainly produced by its Production Plant in the Casablanca Industrial Park, which strictly complies with national laws and regulations relevant to pollutions prevention and control in Mainland China, including but not limit to:

- Environment Protection Law of the People's Republic of China 《中華人民共和國環境保護法》
- Law of the People's Republic of China on the Prevention and Control of the Atmospheric Pollution 《中華人民共和國大氣污染防治法》
- Law of the People's Republic of China on Prevention and Control of Water Pollution 《中華人民共和國水污染防治法》
- Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste 《中華人民共和國固體廢物污染環境防治法》
- Law of the People's Republic of China on the Prevention and Control of Noise Pollution 《中華人民共和國噪聲污染防治法》
- Regulations on the Safety Administration of Dangerous Chemicals 《危險化學品安全管理條例》
- Regulations on the Administration of Construction Project Environmental Protection 《建設項目環境保護管理條例》
- Energy Conservation Law of the People's Republic of China 《中華人民共和國節約能源法》

A1: Emissions

Pollutant Emissions

The following table illustrates the main pollutant emission during the Review Period:

Category	Pollutant	2023 Emission (Note a)	2022 Emission (Note b)	Requirements as in relevant laws or Regulations (Max Allowable Value)
Wastewater	Total Wastewater Discharge	23,766 m ³	24,817 m ³	-
	Chemical Oxygen Demand (CODcr) Five-day Biochemical Oxygen	66 mg/Litre	49 mg/Litre	500 mg/Litre
	Demand (BOD5)	20.4 mg/Litre	15.7 mg/Litre	300 mg/Litre
	Ammonia Nitrogen	0.907 mg/Litre	1.08 mg/Litre	-
	Suspended Substance (SS)	30 mg/Litre	26 mg/Litre	400 mg/Litre
Exhaust Air	Oily fume	0.8 mg/m ³	1.7 mg/m ³	2 mg/m ³
Noise	Noise level	61 dB(A)	48 dB(A)	65 dB(A)

Notes:

(a) The test was carried out on 29 October 2023.

(b) The test was carried out on 24 August 2022.

Table 1 – Main pollutant emissions during the years ended 31 December 2023 and 31 December 2022 as tested by Guangdong Zhun Xing Testing Limited

Since the production of products of the Company emitted neither wastewater nor exhausted air, the emission amount set out as above were mainly from the staff dormitory and the canteen at the Casablanca Industrial Park.

Greenhouse Gases Emission

As greenhouse gases ("GHG") emissions are highly relevant to climate change and global warming, many enterprises around the world have introduced carbon reduction measures and goals. We promote the Group's green operation in an environmentally responsible manner, and reduce the impacts of business activities on climate change through fine management over our business. The Group's GHG emissions are mainly from indirect emissions of electricity used during production at the Production Plant. The total carbon dioxide (" CO_2 ") emissions for the Group were approximately 764.56 tonnes (2022: 839.45 tonnes) for the Review Period, and the indirect emissions of electricity used were about 87.55% (2022: 90.11%) of our total carbon emissions. Due to the GHG emissions being closely related to energy and electricity consumption, we take measures to reduce these two consumptions in daily operations.



Scopes of GHG emissions identified for the Review Period:

Description	2023 GHG Emission/ Removals (in tonnes of CO ₂ equivalent)	2022 GHG Emission/ Removals (in tonnes of CO ₂ equivalent)		
Scope 1 – Direct Emissions				
Stationary sources combustion	41.24	37.72		
Mobile sources combustion	36.07	16.33		
Releases from equipment and systems	0	0		
Assimilation of CO_2 into biomass ⁽¹⁾	(1.66)	0		
Scope 1 Total:	75.65	54.05		
Scope 2 – Energy Indirect Emissions				
Purchased electricity	670.84	756.44		
Purchased towngas	0	0		
Scope 2 Total:	670.84	756.44		
Scope 3 – Other Indirect Emissions				
Paper waste disposal	4.74	9.53		
Use of fresh water	9.01	13.13		
Sewage discharge	4.32	6.30		
Scope 3 Total:	18.07	28.96		
Total GHG Emissions	764.56	839.45		
Total GHG emission per number of products sold during the year	0.0004 per piece	0.0008 per piece		

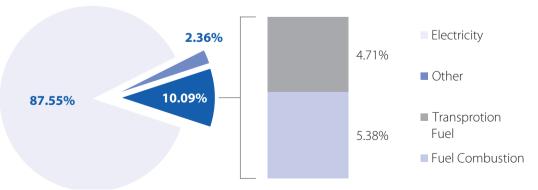
Notes:

(1) Assimilation of CO₂ into biomass since plants has been added to the building B of the Casablanca Industrial Park and its surrounding area after the completion of the construction of building B in phase II of the Casablanca Industrial Park (the "Construction").

(2) The GHG Emission Calculation is based on the methodology of "Guidelines to Account for and Report on Greenhouse Gas Emissions and Removals for Buildings (Commercial, Residential or Institutional Purposes) in Hong Kong" 2010 Edition of Environmental Protection Department ("EPD").

(3) The Emission Factors are based on Intergovernmental Panel on Climate Change (IPCC) and Greenhouse Gas Protocol. EPD's Guidelines specified value has been taken as the standard for any unspecified factor.





Distribution of CO₂ emissions

Graph 1 – Distribution of CO_2 emissions during the year ended 31 December 2023

The Group is committed to reducing energy consumption. Since power consumption is the Group's main CO_2 emission, we have implemented energy-saving sewing machines to reduce energy consumption during production. In the future, major machinery and equipment will be continuously adjusted or introduced to ensure energy efficiency. It is expected that this will reduce the CO₂ emissions of the Production Plant.

During the Review Period, the Group continued to implement the long-term "Electricity Improvement Service Contract" with an electricity service company, to improve energy efficiency and reduce related CO₂ emissions. The Group intends to improve the energy saving operations through various actions, and ultimately achieve the purposes of energy conservation, consumption reduction and pollution reduction. In 2024, we will keep devoting efforts for energy-saving and promoting our green production concept to our employees.

In addition to adding more trees and plants, the Group had also started using renewable energy in the Production Plant since early 2023. A 400kW solar system had been installed in the Casablanca Industrial Park and more than 450,000kWh power had been produced during the Review Period to fulfil our goal to reduce the CO₂ emissions.

The increase in mobile sources combustion in 2023 as compared to 2022 was attributable to the higher usage of vehicles for more frequent travelling, visiting customers and suppliers and delivering products when the COVID-19 related restrictions had been lowered since early 2023. In view of reducing the CO_2 emission from travelling, the Group would gradually change the fuel-consuming vehicles in Mainland China and Hong Kong to electric vehicles in 2024.

Solid-waste Disposal

The Group purchases finished fabrics from its suppliers and thus no dye or bleaching agent is involved in our production. During the Review Period, the Group produced approximately 70 tonnes (2022: 62 tonnes) of non-hazardous solid waste and approximately 0.10 tonnes (2022: 0.16 tonnes) of hazardous waste, which were due to the waste light tubes containing chemical element mercury and waste packaging buckets contaminated by chemicals attributable to the change of light tubes in the Casablanca Industrial Park. The hazardous waste produced during the Review Period was handled by a local company with the Permit for Operation of Dangerous Wastes issued by the PRC government. The increase in non-hazardous solid waste during the Review Period was mainly due to waste generated from the interior decorations subsequent to the Construction and more staff stayed in the dormitory when Casa Living was established.

Excluding the factor of the Construction, most of the non-hazardous solid waste being discharged from the Group in 2023 were waste materials and packaging of products during production. We hope that by reducing unnecessary packaging of products and considering the use of recyclable materials as packaging materials, we can ultimately minimise the amount of waste in the production process. The Group also collects recyclable waste during production and recycles it, while non-recyclable wastes are processed by local destructor plant. In addition, the domestic waste from employees are categorized at the rubbish bins on site, and handled by certified local sanitation departments.

Noise

Noise emissions generated by the Group mainly come from the operation of machineries during production processes. We remove or attenuate hazardous noise at source by the wise selection of production machinery and effective implementation of good maintenance schedules. At the same time, barriers and sound-absorbing materials, such as engine enclosures, sealing gaps and windshields, are implemented to interrupt transmission of noise.



Wastewater

The Group's water consumption mainly includes tap water consumed for daily use by the office employees and groundwater consumed by the production processes. There was no issue in sourcing water that was fit for the abovementioned purposes. To reduce the consumption of water resources, the Group selects carefully and gives priority to water-saving equipment. Moreover, water-saving slogan had been put up in the toilet, reminding employees to avoid water wastage by closing the faucet timely.

A2: Use of Resources

The main resources consumed in the Group include not only the necessary finished fabrics for producing bedding products, but also electricity, water, petroleum, natural gas and paper, etc. We strive to encourage our production line to monitor the usage of resources during operations. The Group will set a quantitative target for the future use of resources based on the recorded data, thereby improving the efficiency of operation. It will also take more initiative in encouraging each department to learn from each other and refine their own resource management system. We continuously improve operational efficiency to achieve sustainable energy use. In order to achieve the goal of reducing waste of resources, the Group is promoting the concept of "Reduce, Reuse and Recycle", expecting to make effective use of resources and reduce waste.

	2023			2022		
Resources	Consumption	Carbon intensity (in tonnes of CO ₂ – equivalent) ⁽¹⁾	Consumption Intensity (consumption/ HK\$ million revenue)	Consumption	Carbon intensity (in tonnes of CO ₂ – equivalent) ⁽¹⁾	Consumption Intensity (consumption/ HK\$ million revenue)
Electricity	1,253,826 kWh	670.84	4,423.87 kWh	1,402,261 kWh	756.44	4,671.67 kWh
Water	21,617 m ³	9.01	76.09 m ³	31,485 m ³	13.13	104.89 m ³
Natural Gas	21,825 m ³	41.24	76.82 m ³	19,962 m ³	37.72	66.50 m ³
Petroleum	13,319 Litre	36.07	46.88 Litre	5,128 Litre	13.89	17.08 Litre
Diesel ⁽²⁾	1	1	1	925 Litre	2.44	3.08 Litre

The following shows the resources consumption during the Review Period:

Notes:

(1) The GHG emission factors are according to "Guidelines to Account for and Report on Greenhouse Gas Emissions and Removals for Buildings (Commercial, Residential or Institutional Purposes) in Hong Kong" (2010 Edition) and relevant departments information.

(2) No more vehicle consumed diesel oil during the Review Period.

Table 3 – Resources consumption during the years ended 31 December 2023 and 31 December 2022

Packaging Materials Consumption

The following table illustrates packaging materials consumption during the Review Period:

	20	23	2022		
Category	Consumption (In tonnes) Consumption/ (In tonnes) Consumption/ (consumption/ production units, in kg)		Consumption (In tonnes)	Consumption Intensity (consumption/ production units, in kg)	
Paper card for product description	11.28	0.03	11.36	0.03	
Paper card for packaging support	30.00	0.05	32.00	0.05	
PE packaging material for duvets & pillows	4.80	0.02	5.26	0.02	
PVC packaging material for bedding sets	11.61	0.03	12.92	0.03	
Non-Woven fabric	30.00	0.11	31.00	0.11	
Paper gift box	11.00	0.13	10.37	0.13	
Plastic bag with logo	2.00	0.04	1.95	0.04	

Table 4 – Packaging materials consumption during the years ended 31 December 2023 and 31 December 2022

A3: Environment and Natural Resources

The Group's routine operation process exerts no detrimental influence on the environment of its surrounding. The emissions of exhaust air, wastewater, solid waste and other environment impacts from the operation process of the Group are in conformity with the environment laws and regulations of where the businesses are located.

The Group will continue to promote green and low-carbon operating concepts. We encourage employees to adopt electronic communications, use recycled paper for printing and copying and separate wastes for recycling in order to improve resource efficiency and reduce waste. For annual report of the Group, we exclude the ESG report and print only the necessarily required quantities every year and use the paper with the Forest Stewardship Council certification, which has been sourced and produced in an environmental-friendly, socially responsible and economically viable manner. The Group has adopted the paper with the Forest Stewardship Council certification for the 2022 Annual Report and the 2023 Interim Report which were printed and published in April 2023 and September 2023 respectively. The Company follows the latest Listing Rules to disseminate corporate communication, including but not limited to the annual report, the circular and the proxy form, by electronic means and only send corporate communication in printed form to the shareholders of the Company upon written request with effect from 31 December 2023. In addition, the Group has disposed domestic waste by external service provider with monthly charges after waste sorting in the Casablanca Industrial Park.





A4: Climate Change

The impacts of climate change are increasingly experienced and acknowledged by people and businesses around the world. Adapting to such change is necessary to help a company protect its operations and the safety of its staff from climate-related risks. Despite having no significant impact on the Group's businesses, the Group has adopted appropriate measures to prepare its operations for and staff to react to extreme weather events. Our Employee Handbook sets out comprehensive guidelines to all employees on responding to typhoon and rainstorm warnings in accordance with the Code of Practice in Times of Typhoons and Rainstorms published by the Labour Department of the Hong Kong Government. During September 2023 to October 2023, the Group's points-of-sales ("POS") in Hong Kong had to close for 5 days under the effect of Super Typhoon Saola, record-breaking rainstorms brought by the tropical cyclone Haikui and Severe Typhoon Koinu.

With a higher temperature in the future as a result of global warning, the Group may need more spending on cooling. To reduce the heat load of workers at the production line and prevent disruption to its operations, the Group provides ventilation facilities and cooling in our production line.

Since the major business nature of the Group is manufacturing and trading of home textile and accessories, climate change does not have significant impacts on the business directly but may have indirect impacts to the Group. In addition to less income due to closing our POS under typhoon or rainstorm as a result of more frequent extreme weather, global warming may affect the production of cotton which may increase the cost of fabric of which the Group purchases for manufacturing.

In an effort to reduce carbon footprint and emissions, the Group internally adopted relevant environmental policy and measures as mentioned in the Report. Meanwhile, the Group promotes a green lifestyle to consumers by providing the market with products made of biodegradable materials, such as soybean fiber, milk fiber and aloe fiber. The Group also manufactured products adopting TENCEL[™] fabric certified by Lenzing Group, which is an international organisation striving to achieve carbon-zero production of fabric.

Main Category	Subcategory	KPI	2023 Results	Targets & Planned Actions
	CO ₂ Emissions in Operations and Logistics	Total CO ₂ Emissions Factor (CO ₂ Emissions/ Total Floor Area)	0.017 t/m ² (2022: 0.019 t/m ²)	The Group targets to maintain or reduce CO_2 emissions in transportation in the coming years compared to the Year
		CO ₂ Emissions due to transportation	36.07 tonnes (2022: 16.33 tonnes)	by changing vehicles which consume fossil fuel into electric vehicles in both Hong Kong and Mainland China. We will also encourage staff to utilise electronic meeting equipment instead of traveling to attend physical meetings.
Emissions	Waste Emissions in Operations	Total amount of solid waste generated	70 tonnes (2022: 62 tonnes)	The Group targets to maintain similar level in the next 3 years by raising staff awareness on protecting the environment and promoting the concept of "Reduce, Reuse and Recycle". In addition, we encourage staff to reduce the use of paper with the adoption of the Enterprise Resource Planning system for the order flow process and online internal forms on internal communications platform.
	Energy Efficiency	Total Energy Use Factor (Amount of Heat/Total Floor Area)	0.132 GJ/m ² (2022: 0.136 GJ/ m ²)	The Group targets to maintain or reduce the total energy consumption in the next 3 years compared to the Year. We will remind our staff to turn off all lights, air-conditioners, and electrical equipment before leaving the office.
Use of Resources	Water Efficiency	Use of fresh water (GHG Emission/ Removals) (in tonnes of CO ₂ equivalent)	9.01 (2022: 13.31)	The Group targets to maintain or reduce the water consumption in the next 3 years compared to the Year. We promote water- saving to our staff by putting up slogan in the toilet, reminding employees to avoid water

2023 Summary, Targets and Planned Actions

Note 1 on GHG Emission: The GHG Emission Calculation is based on the methodology of "Guidelines to Account for and Report on Greenhouse Gas Emissions and Removals for Buildings (Commercial, Residential or Institutional Purposes) in Hong Kong" 2010 Edition of Environmental Protection Department ("EPD").

Note 2 on Emission Factors: The Emission Factors are based on Intergovernmental Panel on Climate Change (IPCC) and Greenhouse Gas Protocol. EPD's Guidelines specified value has been taken as the standard for any unspecified factor.



timely.

wastage by closing the faucet

B: SOCIAL Employment and Labour Practices

The Company considers human resources as one of the valuable assets of the Group. The realization and enhancement of employee value will contribute to the overall development and performance growth of the Group in the long term. Therefore, the Company targets to grow with employees by providing them with a highly transparent recruitment standard, safe working environment, competitive remuneration packages, fair promotion opportunities and appropriate training and development opportunities. The Group's human resources policies strictly comply with the Labour Contract Law of the People's Republic of China (《中華人民共和國勞動合同法》) and the Employment Ordinance of Hong Kong.

B1: Employment

The staff manual formulated internally by each of the subsidiaries of the Group has been uploaded to the respective intranet server to let employees understand the regulations of the Company's human resources management, including but not limited to the recruitment process, working hours, compensation and benefits, leave arrangements and appeal procedures.

Staff Structure and Turnover

The Company understands and recognizes the benefits of diversified staff structure and regards it as one of the important elements in sustaining a long-term competitive advantage of the Company. A multicultural company should be comprised of employees with different gender, age, religion, skills, educational background, industry experience and other qualities so as to achieve the most appropriate structure and balance. As at 31 December 2023, the total number of employees of the Group was 531 (2022: 519) while male to female ratio was about 1:3. In 2023, the relatively higher turnover rate in Mainland China was because the Group adopted an automatic reduction arrangement for no replacement of staff in administration, human resources and information technology functions under the consolidation of resources in Casablanca Shenzhen and Casablanca Huizhou, and there were more staff in marketing and design functions resigned due to family or personal reasons. The number of logistics staff is relatively susceptible to changes in POS and sometimes short-term helpers may be hired for particular sales events, resulting in a higher staff turnover rate. As at 31 December 2023, the distribution of employees of the Group by gender, region, function and age and respective staff turnover rates are as follows:

Distribution of employees by gender

	2023			2022		
	As at 31 December			As at 31 December		
	No. of employees	% of total	Average turnover rate	No. of employees	% of total	Average turnover rate
Female	412	77.6%	44.3%	394	75.9%	25.6%
Male	119	22.4%	85.5%	125	24.1%	40.3%
Total	531	100.0%	54.1%	519	100.0%	29.2%



Distribution of employees by region

	2023			2022		
	As at 31 December		As at 31 Decem		December	
	No. of employees	% of total	Average turnover rate	No. of employees	% of total	Average turnover rate
Mainland China	377	71.0%	65.6%	358	69.0%	31.9%
Hong Kong	154	29.0%	26.7%	161	31.0%	23.1%
Total	531	100.0	54.1%	519	100.0%	29.2%





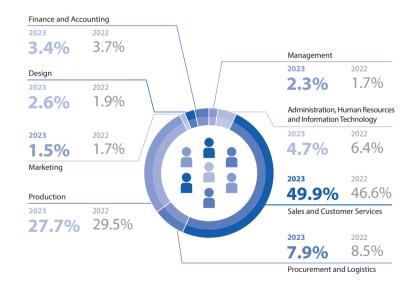
Distribution of employees by age

	2023			2022		
	As at 31 December			As at 31 December		
	No. of employees	% of total	Average turnover rate	No. of employees	% of total	Average turnover rate
Aged 29 or below	47	8.9 %	164.5%	40	7.7%	74.4%
Aged 30 – 39	108	20.3%	62.6%	109	21.0%	40.8%
Aged 40 – 49	187	35.2%	33.3%	189	36.4%	21.9%
Aged 50 or above	189	35.6%	37.6%	181	34.9%	16.8%
Total	531	100.0%	54.1%	519	100.0%	29.2%



Distribution of employees by function

	2023			2022		
	As at 31 [December		As at 31 [As at 31 December	
	No. of employees	% of total	Average turnover rate	No. of employees	% of total	Average turnover rate
Management	12	2.3%	38.5%	9	1.7%	11.1%
Administration, Human Resources and Information Technology	25	4.7%	67.8%	33	6.4%	45.5%
Sales and Customer Services	265	49.9 %	39.9 %	242	46.6%	22.9%
Procurement and Logistics	42	7.9 %	52.4%	44	8.5%	35.2%
Production	147	27.7%	72.7%	153	29.5%	36.2%
Marketing	8	1.5%	136.4%	9	1.7%	50.0%
Design	14	2.6%	95.65%	10	1.9%	38.1%
Finance and Accounting	18	3.4%	21.1%	19	3.7%	5.0%
Total	531	100.0%	54.1%	519	100.0%	29.2%







The Group determines staff remuneration with reference to the market rates and the qualifications and experience of employees. The Group also offers discretionary rewards, including bonus and share options, based on the performance of individual employee during the Year as an incentive to encourage employees to contribute to the development of the Group. The Group makes contributions for pension insurance, basic medical insurance, occupational injury insurance, unemployment insurance, maternity insurance and housing fund for its employees in Mainland China according to the provisions of the Social Insurance Law of the People's Republic of China (《中華人民共和國社會保險法》) and the Regulation on the Administration of Housing Fund (《住房公積金管理條例》). The Group also makes contributions to the Mandatory Provident Fund for its employees in Hong Kong pursuant to the Mandatary Provident Fund Schemes Ordinance of Hong Kong. The Group regularly reviews the compensation policy and system to ensure that employees' remuneration are in line with the commensurate market levels and are fairly and equally paid. During the Review Period, the Group complied with Provisions on Minimum Wages (《最低工資規定》) of Mainland China and the Minimum Wage Ordinance of Hong Kong.

The Group has also formulated strict and prudent procedures for dismissal in accordance with the relevant requirements in the Labour Contract Law of the People's Republic of China (《中華人民共和國勞動合同法》) and the Employment Ordinance of Hong Kong. For any employee of the Group who is guilty of serious misconduct or material violation of the relevant laws and regulations or material breach of the Group's related rules and regulations, the Group may terminate his/her employment contract.

Recruitment, Promotion and Anti-discrimination

The Group has defined the job qualification and job description for each position as the criteria for employing new staff. Recruitment channels of the Group include campus recruitment, public recruitment and internal referral. Each applicant's academic qualifications and related work experience are subject to verification, and each applicant shall pass at least two rounds of interviews.

The Group monitors the performance of employees to see if they can meet the requirements of their positions. Meanwhile, the Group also cares about employees' expectations on their personal career development. As such, the Group has formulated evaluation appraisals and promotion mechanism, which serve as a sound platform for employee's career development and provide a solid foundation and strong momentum for the sustainable development of the Group.

Each of the subsidiaries of the Group located in Hong Kong is in compliance with the Sex Discrimination Ordinance, Family Status Discrimination Ordinance, Race Discrimination Ordinance and Disability Discrimination Ordinance of Hong Kong. The Group adheres to the principle of fairness in the provision of employment opportunities, compensation, education, performance evaluation, promotion and other issues without any discrimination on gender, age, ethnicity, religion, culture and educational background. The Group is committed to providing all staffs with a fair platform for development, protecting their legal rights and interests, and creating a fair and harmonious working environment.

Working Hours and Leave Arrangement

The working hours of the Group's staffs are in compliance with the relevant requirements of the Labour Contract Law of the People's Republic of China (《中華人民共和國勞動合同法》) and the Employment Ordinance of Hong Kong. Most of the staffs of the Group work 5 days per week while the sales personnel at retail shops in Hong Kong work 6 days per week. In the event of overtime work, staffs will be rewarded with corresponding compensation from the Group in accordance with the regulations.

The rest days and statutory holidays of employees are in compliance with the relevant laws and regulations. In addition, the Group also provides its employees with paid annual leave. Employees are entitled to paid annual leave every year according to their period of services and ranking (if applicable).

Employees' Rights and Benefits

The Group actively protects and maintains employees' rights and interests and puts strong emphasis on enhancing their sense of affiliation and strives to improve their benefits on an ongoing basis.

The Group provides its employees with effective communication channels. Management attends regular crossdepartment operation meetings to understand the opinions from different parties. The latest information of the Group is also announced timely and internally through the intranet platform, POS system and bulletin board. The Group adopts an open attitude and encourages its employees to voice out their advice and suggestions with a view to offering a better working environment for the employees.

The leave arrangement, bonuses, allowances, subsidies and benefits of the employees are offered according to the regulations and the relevant rules of the Group.

The Group is committed to fostering the work-life balance of its employees and enhancing their sense of affiliation to the Group. It provides sport venues and entertainment facilities in the Casablanca Industrial Park. Meanwhile, each of the subsidiaries of the Group organizes various activities from time to time, including tours, exchange meetings and a variety of interest classes, to help employees develop their personal interests and enhance their interactions.

As the COVID-19 pandemic ended, we gradually resumed staff activities during the Review Period to strengthen sense of belongings of our staff, including annual dinners and festival parties. We continued organizing several incentive activities in the form of gift distributions award presentation ceremonies to show its care and reward to outstanding staffs.

B2: Health and Safety

Every employee is of vital importance to the Group's operation. Therefore, we pay extra attention to the health and safety of employees, striving to provide them with a safe, healthy and protected working environment.

Subsidiaries of the Group in Mainland China comply with regulations regarding health and safety as stated in the Labour Law of the People's Republic of China (《中華人民共和國勞動法》), the Production Safety Law of the People's Republic of China (《中華人民共和國勞動法》). The Group offers safety education and Control of Occupational Diseases (《中華人民共和國職業病防治法》). The Group offers safety education and trainings to all production staffs to enhance their awareness on safety and self-protection. In addition, the production workshops in the Production Plant are equipped with masks and cooling equipment to provide employees with a healthy and comfortable work space. Besides, the Group regularly monitors and evaluates occupational hazards at production sites. During the Year, the air quality in workplace and other occupational hazards were inspected by a third-party agency in order to prevent, control and eliminate occupational hazards and improve the working environment of the employees. Furthermore, during the Year, the Group also commissioned a third-party agency to provide staffs from our production lines with occupational health checks to minimize the threat of occupational diseases. Meanwhile, the Group regularly inspects the fire protection facilities of the workplaces to ensure the compliance with fire protection regulations. The Group is committed to providing all employees with a warm and comfortable working and living environment. The Group has set up a self-managed staff dormitory and canteen in the Casablanca Industrial Park with a view to providing sound rest space and healthy catering to its employees.

We have distributed the Internal Guidelines for Occupational Safety and Health to our frontline sales and logistic staffs to educate them on safety at workplace and ways to avoid accidents, as well as the handling procedures in case of occupational injury. During the Review Period, there were 101.5 working man-days (2022: 48.0 working man-days) lost due to work injury, which was related to lifting heavy objects by our logistics staff. We have provided equipment in helping staff to lift heavy objects, including trolleys, and encouraged staff to pay attention to related occupation safety information and to talk to Human Resources Manager if they have any doubt about performing their work safely. There were no work-related fatalities in the years ended on 31 December 2023, 31 December 2022 and 31 December 2021.

B3: Development and Training

The Group cares about the development of its employees and expects to promote its business growth by unleashing the development potential of their talents. The internal training policies of the Group have been formulated with the aim of improving the staff's personal skills and bringing out their best value for the development of the Company.

The human resources department of the Group provides the new recruits with a unified induction training covering our corporate culture and development direction, while the relevant departments provide them with trainings required for their respective positions. The Group also organizes various types of trainings for all staffs every year to enhance the interaction among employees from different departments. The Group has strengthened the trainings in sales skills, market information and product technology for frontline sales personnel so as to assist them to deliver quality services to customers. The Group also provides training allowance for non-frontline staff to encourage them to participate in job-related external training programs so as to enhance their own value and working skills. During the Review Period, the Group also provided online trainings and the distribution of training materials to employees to study on their own for flexibility.

Percentage of staff trained by gender

	20	23	2022		
	Percentage of Average staff trained training hours		Percentage of staff trained	Average training hours	
Female	129%	2.8	98.0%	3.2	
Male	125%	2.8	106.0%	2.6	
Total	128%	2.8	100%	3.0	

Note: The percentage of staff trained is calculated based on the average number of staff in each gender. During the Review Period, some of the staff who received training had resigned from subsidiaries of the Group resulting in a training ratio of more than 100%.

Percentage of staff trained by grade

	2023		2022	
	Percentage of staff trained	Average training hours	Percentage of staff trained	Average training hours
Directors and Management	95.2%	2.4	111.1%	2.0
Supervisors to Managers	96.4 %	3.3	97.2%	3.9
General Staff (Note)	132.8%	2.8	99.9%	3.0

Note: The percentage of staff trained is calculated based on the average number of staff in each grade. Since the "general staff" includes front-line sales staff and back-office staff below the supervisor level and the number of front-line sales staff is mainly affected by changes in short-term sales outlets, resulting in the number of trained staff more than the average number of staff for the Year and a training ratio of more than 100% in such rank.

Every newly appointed Director of the Company will be given a set of induction materials to ensure that he/she will have an appropriate understanding of the Group's business and the directors' duties (in accordance with the Listing Rules and the relevant statutory and regulatory requirements). The Company regularly updates the Directors with the Group's business performance and development. The Group also organizes an annual training provided by its legal adviser for all Directors and provides information about the latest requirements under the Listing Rules to the Directors by email from time to time so that the Directors continuously receive the latest information of the development of the Listing Rules and related regulations to ensure the compliance with the listing requirements and enhance their sense of good corporate governance practices. In addition, the Group encourages all Directors to participate in other continuous professional development courses and seminars to develop and update their knowledge and skills.



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B4: Labour Standards

The operation units of the Group are located in Mainland China and Hong Kong, thus the Group's staff recruitment and employment standards are implemented in strict compliance with the Prohibition of Using Child Labour (《禁 止使用童工規定》) of the PRC and the Employment of Children Regulations of Hong Kong. The Group maintains a stringent recruitment system and process to avoid the employment of child and forced labour. Casablanca Huizhou and Casablanca Shenzhen will not recruit job applicants under the age of 18; the internal policies of Casablanca Hong Kong expressly state that children under the age of 15 will not be employed. During the Review Period, the Group did not violate any of the regulations as mentioned above.

Operating Practices

B5: Supply Chain Management

As a leading brand for bedding products in the Greater China Region for about thirty years, the design and quality of the Group's products have been well-received by consumers. The Group attaches great importance to risk management of product quality and the compliance of products.

The Group has developed long-term and good relationships with a number of suppliers to maintain stable supply of raw materials and outsourced products with good qualities. We carefully select our suppliers for all kinds of finished products, raw materials, auxiliary ingredients and packaging materials, and require them to satisfy certain criteria including track record, experience, reputation, ability to produce high-quality products and effectiveness of quality control in order to ensure that our suppliers possess our commitments to quality and ethics. In addition, we also require suppliers to confirm that their environmental and social policies comply with the relevant local regulations and there is no damage to the environment or employment of illegal labour. The Group has formulated the Control Procedures of Supplier Management for internal use. On top of ensuring adequate qualifications of the suppliers, the supplies of suppliers will also be subject to sampling inspection and evaluation for quality carried out by the production materials control department. In case of a significant change in supplier qualification or serious quality issue, the Group may suspend supplies of the supplier in question immediately to ensure the quality of the products of the Group.

During the Review Period, the Company purchased finished products, raw materials, auxiliary ingredients and packaging materials from 91 suppliers in total and all suppliers were subject to the practices described above. The geographical distribution of suppliers of finished products, raw materials, auxiliary ingredients and packaging materials is as follows:

	2023	2022
Hong Kong	2	1
Southern China ⁽¹⁾	41	42
Eastern China ⁽²⁾	43	36
Other regions in Mainland China	0	4
Overseas	5	6
Total	91	89

Notes:

(1) "Southern China" includes Guangxi, Guangdong and Hainan.

(2) "Eastern China" includes Shanghai, Jiangsu, Zhejiang, Anhui, Shandong, Jiangxi and Fujian.

B6: Product Responsibility

The Group is committed to offering a broad and diverse range of innovative, value-for-money and good-quality bedding products with our various brands to our customers. As we understand that the users spend approximately one-third of a day on our bedding products every day, the Group has been ensuring the excellent quality and safety of our products in its best endeavours. With the Company's consistent strict product quality control during the production process, our products enjoy a high reputation in the market. From the purchasing of raw materials to the inspection and shipping of the finished products, Casablanca Huizhou comprehensively controls and strictly inspects the product quality by following the relevant internal processes and guidelines, including:

- Operation Instruction for Fabrics Inspection 《布料檢驗作業指導書》
- Operation Instruction for Auxiliary Ingredients Inspection 《輔料檢驗作業指導書》
- Handling Process for Exceptional Quality of Purchased Materials 《進料品質異常處理流程》
- Handling Instruction for Unqualified Auxiliary Ingredients 《不合格輔料處理指導書》
- Operation Instruction for Inspection during the Production Process 《制程檢驗作業指導書》
- Handling Process for Exceptional Quality during the Production Process 《制程品質異常處理流程》
- Operation Instruction for Inspection of Finished Products 《成品檢驗作業指導書》
- Instruction for Delivery Inspection of Finished Products 《成品出貨檢驗指導書》
- Instruction for Reworking and Repairing of Unqualified Products 《不合格品返工/返修指導書》

The product quality control of the Group is conducted mainly based on the relevant requirements of the ISO 9001 quality management system. The Group would take remedial measures for product complaints as soon as practicable and conduct in-depth investigation to identify the problems with an aim of formulating preventive measures and improving customer satisfaction level. The Group will set up a designated product recall team, if necessary, to investigate and perform quality and safety checks for potential recall products. During the Review Period, Casablanca Huizhou abided by the Product Quality Law of the People's Republic of China (《中華人民共和國產品質量法》) and there was no material recall of products arising from product quality, safety or health issues.



The Group complies with the Law of the People's Republic of China on the Protection of Consumer Rights and Interests (《中華人民共和國消費者權益保護法》), the Sales of Goods Ordinance and the Trade Descriptions Ordinance of Hong Kong during sales of products in Mainland China and Hong Kong respectively. The Group understands that consumers' purchase decisions greatly depend on advertisements and product labels. Therefore, we strictly complies with the guidelines of relevant provisions when creating advertising contents, wordings for promotions and product labels.

In order to improve service quality, the Group has formulated the Customer Complaint Handling Process for internal reference and established the customer service department to handle general inquiries and complaints, and to provide customers with explanations and answers patiently. In case of product complaints, investigations will be carried out immediately and handled properly. The Group keeps records of the reasons for customer calls in detail, which will be used for future review to improve product quality, label or description in leaflets. During the Review Period, the statistics of product quality complaints received by the customer service hotline are as follows:

	2023	2022
No. of products sold during the year $^{\mbox{\tiny (Note)}}$	About 1,669,000 pieces	About 1,059,000 pieces
No. of complaints about product quality	732 pieces	807 pieces
% of products with quality complaints over no. of products sold during the year	0.044%	0.076%

Note: During the Review Period, the significant increase in no. of products sold was mainly attributable to a large quantity of products being sold in a few livestream sales activities which had been well-supported by consumers in the Mainland China.

	2023		2022	
	No. of complaints about product quality	% of total no. of complaints about product quality	No. of complaints about product quality	% of total no. of complaints about product quality
Duvets, blankets and pillows	210 pieces	28.7%	216 pieces	26.8%
Linens	413 pieces	56.4%	464 pieces	57.5%
Others	109 pieces	14.9%	127 pieces	15.7%
Total	732 pieces	100.0%	807 pieces	100.0%

Casablanca Hong Kong stays connected with our retail customers by maintaining a database of VIP members to have ongoing communications with them and offers special benefits such as favourable prices and priority sales to them. Casablanca Hong Kong works diligently to protect the personal data of customers by keeping and using the personal information provided by consumers when joining the membership programme "Casa Club" (formerly "Prestige Club") in accordance with the laws and the Personal Data (Privacy) Ordinance of Hong Kong.

In addition to the self-operated POS, the Group also sells its products to end customers through distributors in Mainland China and Macau. We regard our distributors as business partners and share views for upholding the brand value and customer services, especially in focusing on attracting and retaining customers in order to drive sales growth. We require our distributors to comply with our retail policies, including but not limited to unified product retail selling price, standard store images and promotional activities.

In order to protect the rights and interests of the Group, we have applied for trademark registrations and product patents in Hong Kong and Mainland China to safeguard the Group's intellectual properties. The Guidelines for Monitoring and Protection of Intellectual Property has been formulated by Casablanca Hong Kong internally to list out the details of the measures and requirements of Casablanca Hong Kong in monitoring and protecting the intellectual properties of the Group. In addition, the Group will require suppliers, customers and collaborating parties to sign confidentiality agreements to protect the Group's business secrets.

The products of the Group during the Review Period have been widely recognised by the community. The awards obtained by the Group in 2023 included:

Organiser	Awards/Recognitions	
Hong Kong Q-Mark Council	Hong Kong Q-Mark Product Scheme; and Hong Kong Q-Mark Service (Cyan) Scheme	
Cotton Incorporated	"Seal of Cotton TM " trademark; and "Cotton LEADS SM " label	
Cotton Incorporated	Supply Chain Partner Award	
Lenzing Group (蘭精集團)	2023 Strategic Partnership Award, China (中國區卓越合 作夥伴獎) ; and 2023 Carbon-zero Pioneer Award (零碳 領航獎)	
Hong Kong Tourism Board	Quality Tourism Services (QTS) Scheme; and logo for QTS Scheme merchants that have been accredited for 15-19 consecutive years	

B7: Anti-corruption

The Group strictly complies with the Prevention of Bribery Ordinance of Hong Kong and the articles regarding bribery as published in Law Against Unfair Competition of the People's Republic of China (《中華人民共和國反不正當競爭法》). Pursuant to the requirements of the relevant rules of the Group, employees shall not obtain or accept any benefits under all circumstances and shall avoid malpractices for private gain or not provide benefits to anyone so as to be self-benefited or privileged in the course of business. If a suspected crime is committed by a staff member, the Group will timely report to the relevant authorities and take internal disciplinary actions.

The Company provided all Directors as well as the management with a training about anti-corruption by the Independent Commission Against Corruption during (the "ICAC") in 2021 and updated anti-corruption materials of the ICAC and other organisations during the Review Period. The Company will invite the ICAC to provide updated trainings to Directors and the management of the Company from time to time.





The Company has established a whistle-blowing policy for employees and those who deal with the Company, including customers and suppliers, to raise concerns, in confidence and anonymity, (1) first to the management and then to the Audit Committee, if dissatisfied with the process handled by the management; or (2) direct to the Audit Committee, if deemed appropriate, about possible improprieties in any matter related to the Company. The management are required to refer serious cases to the Audit Committee for handling in order to ensure that proper arrangements are in place for fair and independent investigations of the matters. Confidentiality of whistle-blower is assured and any employee reporting any misconduct with the truth will not be discriminated or punished.

With integrity and innovation as the core element of the Company's corporate culture, all employees of the Company are required to abide by the code of conduct of the Company, which strictly prohibits any form of corruptions, crimes or other immoral events that are detrimental to the Group or illegal and requires employees to declare any conflict of interests on business and work-related situations if arisen. Incidents and allegations or suspicions of fraud will be assessed and investigated by the management and would be escalated to the Audit Committee, where appropriate.

While the Company does not have an internal audit function, it has appointed SHINEWING Risk Services Limited ("SHINEWING") to carry out the internal audit function such as the analysis and independent appraisal of the adequacy and effectiveness of the Group's risk management and internal control systems covering financial, operational and legal compliance controls. For the Review Period, the Audit Committee had a meeting with SHINEWING to review findings on the Group's risk management and internal control systems and respective corrective actions done on an on-going basis. The Board, through its review and the reviews by Audit Committee, concluded that the Group's risk management (including ESG risks) and internal control systems were adequate and effective and the Company had complied with the code provisions on risk management and internal control of the code provisions of the Corporate Governance Code as set out in Appendix C1 to the Listing Rules, which the Company adopted as its own code of corporate governance, during the Review Period.

Community

B8: Community Investment

Since the commencement of its operation, the Group has been well aware of the importance of making contribution to the community and sharing the returns with the community where it rooted for success of a corporation. The Group has formulated the Rules for Charitable Donation and Events of the Group internally to set out the manners and processes of supporting community activities or charitable organizations. The Group supports various charitable activities mainly in forms of donation of money or products with focuses on the children, the elderly and sick people.

The Group's efforts in corporate social responsibility during the Review Period have been recognised by various organisations, including:

Organization	Recognition
International Service Access Ltd.	Smiling Enterprise Award 2022-2023
The Hong Kong Council of Social Service	Caring Company

During the Review Period.	the Group has	s participated in the	following charitable activitie	،2
During the never renou,	the Group has	participated in the	ronowing chantable activitie	

Beneficiary	Form/Name of activity	Month	Details
Crossroads Foundation	"Bedding Products Recycling Scheme" (床品 回收計劃)	8/2023	The Group put recycling bins at retail stores in Hong Kong to collect well- conditioned clean bedding products donated by consumers and delivered to the Crossroads Foundation for poor Hong Kong citizens or overseas people in need.
Ocean Park Conservation Foundation Hong Kong (OPCFHK)	Flag Days	8/2023	The "Casablanca Volunteer Group" formed by the Group's employees participated in a flag-selling activity organized by the Ocean Park Conservation Foundation Hong Kong with the theme of "Reducing Carbon Footprint and Mitigation of Climate Change". The funds raised will be used for the follow-up work of cetaceans stranding cases in Hong Kong, community and public education, local species conservation research projects, etc.
Orbis	Donation	9-10/2023	For each set of designated products sold on the Group's eShop (the Group's official online store in Hong Kong), the Group donates HK\$30 to Orbis's "Darkness to Go" campaign to support its work for visually-impaired in poor areas.
Yan Chai Hospital	Volunteer and Donation	Throughout the Year	The Chairman of the Group, Mr. Cheng Sze Kin, also served as the Director of Yan Chai Hospital during the Review Period. The Group participated various charitable activities held by Yan Chai Hospital in support of its work in relation to the medical, social service and educational areas, including participation in Territory-wide Flag Days and Yan Chai Charity Walk 2023, donation of 100 pieces of blanket to Yan Chai Hospital Wong Wha San Wong Yee Jar Jat Day Care Centre For the Elderly and joined the Charity Cookies Sales 2023 in support of Yan Chai Emergency Assistance Relief Fund.



CASABLANCA

GROUP LIMITED

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