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Lai Si Enterprise Holding Limited
黎氏企業控股有限公司
(Incorporated in the Cayman Islands with limited liability)
(Stock code: 2266)

VOLUNTARY ANNOUNCEMENT
STRATEGIC COOPERATION FRAMEWORK AGREEMENT

This announcement is made by Lai Si Enterprise Holding Limited 黎氏企業控股有限公司 (the "**Company**", together with its subsidiaries, the "**Group**") on a voluntary basis to inform the shareholders and potential investors of the Company of the latest business development of the Group.

STRATEGIC COOPERATION FRAMEWORK AGREEMENT

The board (the "**Board**") of directors (the "**Directors**") of the Company is pleased to announce that on 29 December 2025, the Company entered into a strategic cooperation framework agreement (the "**Framework Agreement**") with Zhuhai Construction Engineering Holding Group Co., Ltd. 珠海建工控股集團有限公司 ("**Zhuhai Construction Engineering**").

To the best of the Directors' knowledge, information and belief, having made all reasonable enquires, as at the date of this announcement, Zhuhai Construction Engineering and its ultimate beneficial owner(s) are third parties independent of and not connected with the Company and its connected persons (as defined in the Rules Governing the Listing of Securities of The Stock Exchange of Hong Kong Limited (the "**Listing Rules**")).

KEY TERMS OF THE FRAMEWORK AGREEMENT

Pursuant to the Framework Agreement, both parties have agreed to establish a long-term strategic partnership and jointly explore cooperation opportunities in different areas. The key intended cooperation areas include:

1. Setup of joint venture companies;

2. Jointly participate in construction related projects in Zhuhai City, the Hengqin Guangdong-Macao In-Depth Cooperation Zone, Hong Kong and Macau;

3. Vertical and diversified cooperation across the entire upstream and downstream industry chain in the fields of infrastructure financing, engineering construction, and building industrialization; and

4. Horizontal strategic cooperation in market expansion, project revenue generation, brand building, and industrial development, etc.

The Framework Agreement sets out the preliminary strategic cooperation intentions and serves as a framework document. Specific cooperation projects shall be subject to the execution of separate formal agreements. The Framework Agreement does not constitute a commitment by either party to any specific cooperation project.

REASONS FOR AND BENEFITS OF ENTERING INTO THE FRAMEWORK AGREEMENT

The Group is principally engaged in the business of fitting-out, alteration and addition works, construction works and repair and maintenance services.

The Board considers that the strategic cooperation contemplated under the Framework Agreement enables the Group, without changing its principal businesses, to extend and apply its existing capabilities in the development of its business in the Greater Bay Area.

The Board considers that the terms of the Framework Agreement are fair and reasonable, and entering into the Framework Agreement is in the interests of the Company and its shareholders as a whole.

INFORMATION ON ZHUHAI CONSTRUCTION ENGINEERING

Zhuhai Construction Engineering was established in August 2020 with a registered capital of RMB3 billion. Zhuhai Construction Engineering is committed to building a leading large-scale state-owned construction enterprise in Zhuhai, integrating investment, construction, and operation, with a complete industrial chain and green development. Zhuhai Construction Engineering has undertaken a number of landmark projects in Zhuhai, including major public buildings, industrial development projects, high-end residential buildings, and office buildings. Zhuhai Construction Engineering has been recognized as a National High-Tech Enterprise and awarded the "AAA Credit Enterprise" rating.

GENERAL

The Board wishes to emphasise that the Framework Agreement is non-legally binding. The cooperation intentions set out therein may or may not proceed, and whether the proposed cooperation will materialise is subject to feasibility assessments and the subsequent signing of formal cooperation agreements. Shareholders and potential investors of the Company are advised to exercise caution when dealing in the securities of the Company. The Company will make further announcements in accordance with the Listing Rules as and when appropriate.

For and on behalf of the Board
Lai Si Enterprise Holding Limited
黎氏企業控股有限公司
LAI Ieng Man
Chairman

Macau, 31 December 2025

As at the date of this announcement, the Board consists of Mr. Lai Ieng Man, Mr. Lai Meng San, Ms. Lai Ieng Wai and Ms. Cheong Weng Si as executive directors; and Mr. Siu Wing Hay, Mr. Chan Iok Chun and Dr. Liu Ting Chi as independent non-executive directors.