Hong Kong 香港 • Macau 澳門

黎氏建築
Lai Si Construction

Lai Si Enterprise Holding Limited
(Incorporated in the Cayman Islands with limited liability)

(Stock Code: 2266)

2025
Environmental, Social and Governance Report



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ABOUT THE GROUP

Lai Si Enterprise Holdings Limited (the "Company") and its subsidiaries (collectively the "Group") possess more than 30 years' expertise in the renovation and construction sector, delivering fitting-out alteration and addition works, construction works, and repair and maintenance services throughout Macau and Hong Kong. Our distinguished clientele includes hotels, casinos, international retailers, restaurants and Macau Government. Demonstrating our commitment to excellence, the Group holds prestigious international certifications: ISO9001:2015 Quality Management System, ISO14001:2015 Environmental Management System, and ISO45001:2018 Occupational Health and Safety Management System. We consistently undertake major projects, including developments for foreign-invested entertainment venues, hotel construction, government initiatives, and projects for commercial and social organisations. As of 31 December 2025, the Group has successfully delivered 25 projects and secured 19 new contracts.

With the steady growth of Macau's gaming revenue and inbound visitor numbers, large-scale concerts, world-class dining experiences, and themed exhibitions have become key attractions for tourists. Supported by the stable performance of the gaming and tourism industries, Macau's overall economy has achieved higher-quality development. The Group believes that economic recovery and tourism growth will bring new opportunities and inject fresh momentum into the construction industry. Building upon our strong local presence and extensive resources, we continuously enhance corporate governance whilst maintaining robust relationships with clients and suppliers. Throughout 2025, we have successfully embedded sustainability principles into our business operations and management, achieving notable progress in environmental, social, and governance ("ESG") initiatives. Moving forward, the Group remains committed to enhancing our ESG strategy and management, fostering stakeholder engagement, seizing market opportunities, delivering superior services, and championing sustainable development.

ABOUT THE REPORT

The Company is pleased to present its 2025 Environmental, Social and Governance Report ("ESG Report" or "this Report"). This Report details our strategies, initiatives, and achievements in sustainable development during the 1 January to 31 December 2025 ("2025" or the "Reporting Period"), demonstrating the Group's commitment to environmental and social responsibility. This Report is published in both Chinese and English and is available on the Hong Kong Stock Exchange (the "Stock Exchange") and the Group's website (www.lai-si.com). If there is any conflict or inconsistency, the English version shall prevail. Corporate governance section can be found in the Group's 2025 Annual Report on pages 16 therein.

REPORTING BOUNDARY

This Report covers the Group's core businesses in Macau and Hong Kong, including fitting-out, alteration and addition works, construction works, and repair and maintenance services. Environmental data is primarily derived from operational data from offices in both locations. The scope is determined based on operational control and relevance to material ESG topics. In May 2025, the Group relocated its principal office of business in Hong Kong, while all other operational boundaries remained largely consistent with the prior year. As a result of this boundary adjustment, the environmental data for the Reporting Period may not be fully comparable with previous years. Greenhouse gas ("GHG") emissions (Scopes 1, 2, and relevant Scope 3 categories) are reported using the operational control approach and are aligned with the ESG reporting boundary. To enhance transparency, we continuously optimize our data collection system and will expand the reporting scope when appropriate.

ABOUT THE REPORT

REPORTING PRINCIPLES

This Report is prepared in accordance with Appendix C2 Environmental, Social and Governance Reporting Code (the "ESG Reporting Code") of the Rules Governing the Listing of Securities (the "Listing Rules") on the Stock Exchange, strictly adhering to all disclosure requirements. We uphold the following reporting principles:



The Group's GHG emissions were calculated based on the methodologies and emission factors set out in the "Our Environment Approach – Air Pollutants and GHG" and "Appendix – Key Performance Indicators Summary" section of this Report, with reference to Appendix 2: Reporting Guidance on Environmental KPIs of the ESG Reporting Code. The methodologies for Scope 1, Scope 2 and Scope 3 calculations, including activity data sources and emission factors, are described in the "Appendix – Key Performance Indicators Summary" section. The Group also referred to climate-related metric guidance under the IFRS Sustainability Disclosure Standards, as encouraged by Hong Kong Exchanges and Clearing Limited ("HKEX").

ABOUT THE REPORT

OPINION AND FEEDBACK

The Group values all stakeholders' opinions on its ESG performance and governance. If you have any suggestions or questions regarding this Report and other ESG matters, please contact the Group through the following channels:

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ESG GOVERNANCE

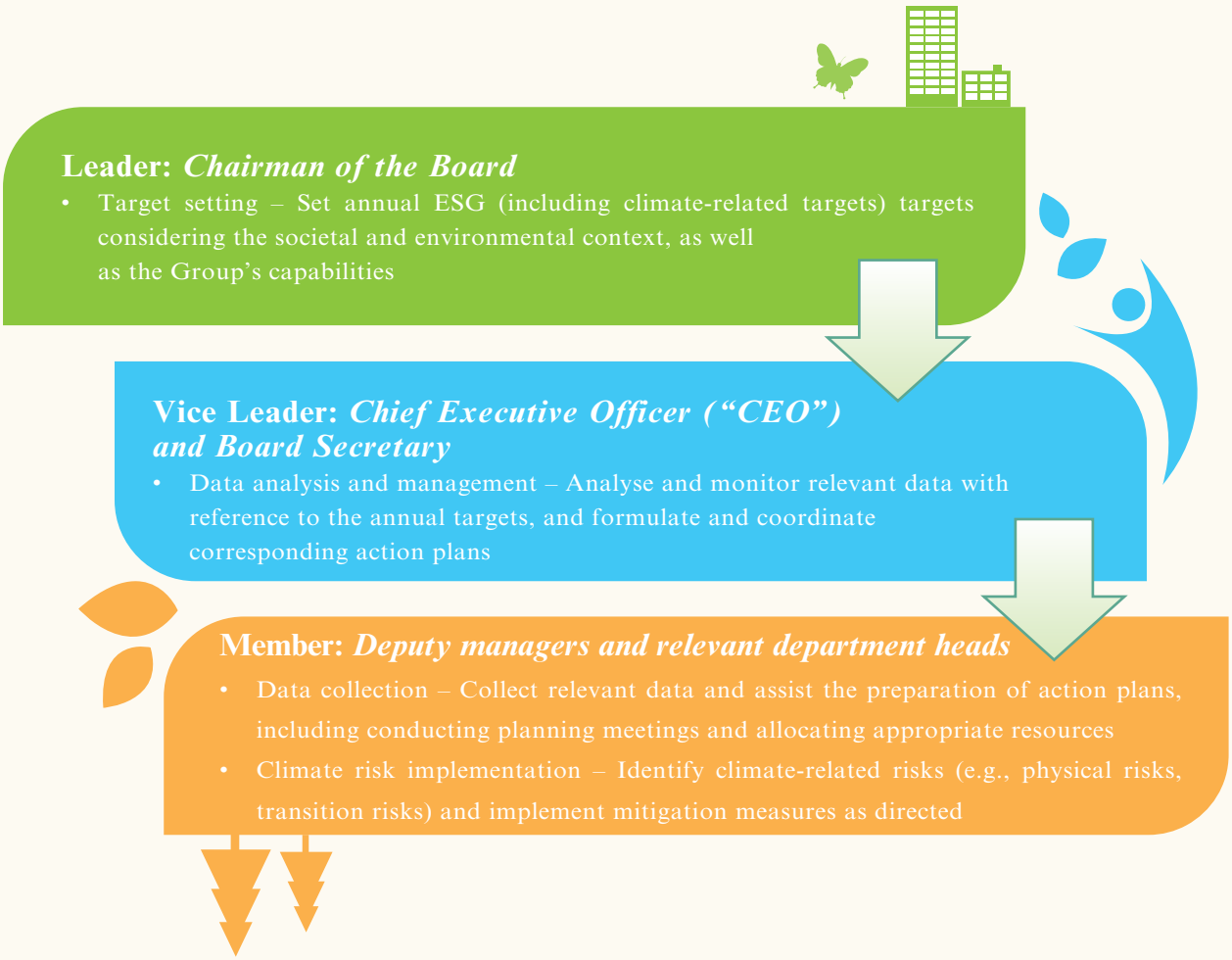
To promote the organic integration of sustainable development concepts with the Group's business development, the Group continued to optimize its ESG governance structure in 2025, with the Board of Directors (the "Board") directly leading the ESG Working Group, taking full responsibility for the supervision, decision-making, and management of ESG-related matters.

The Board serves as the highest decision-making body for ESG matters, formulating and overseeing the implementation of ESG development strategies, targets, and policies, as well as assessing and managing related risks (including climate-related risks such as transition risks and physical risks). The Board understands that the establishment of ESG targets aids in the Group's ESG governance. The Group has set clear and definite short-term and long-term sustainable development goals that address climate-related aspects, with the globally accepted milestone of carbon neutrality by 2050 serving as a guiding method for its climate strategy.

During the Reporting Period, the Board regularly reviewed ESG work progress and maintained close communication with stakeholders. To ensure the effectiveness of ESG management, several specialized committees were established under the Board, with the Audit Committee responsible for evaluating the effectiveness of risk management and internal control systems, and exercising specific oversight over climate-related risks and mitigation strategies. The ESG Working Group actively implemented various ESG policies and measures (including climate response measures) in 2025, regularly reporting work progress, performance results, and future development recommendations to the Board. In the future, the Board will continue to review and monitor the Group's ESG performance and its response to climate-related risks and opportunities, provide stakeholders with important, reliable, consistent and comparable ESG information. The Board believes that a systematic approach to managing goals and objectives is essential to achieving the Group's vision.

ESG GOVERNANCE

STRUCTURE OF ESG WORKING GROUP



ESG GOVERNANCE

ESG RISK MANAGEMENT

In 2025, the Group actively integrated ESG elements comprehensively into its risk management framework. To ensure sustainable business development, we established a systematic risk management process under the Board's supervision and guidance. Through regular assessment and identification of significant ESG risks and opportunities (including climate-related risks and opportunities), we successfully strengthened the Group's risk control capabilities, laying a solid foundation for sustainable development.

	Considerations	Management Approaches
Risk management procedures	Severity of the risk impact on the Company's financial performance	***Risk elimination:*** • Implementing changes or controls to eliminate the risk
		Risk mitigation: • Formulating and implementing risk management plan to reduce the likelihood, velocity or severity of the risk to an acceptable level
	Probability of risk occurrence	***Risk retention:*** • Monitoring and managing the risk within acceptable level continuously and accounting it as part of the risk management plan

ESG GOVERNANCE

Through risk assessment procedures, the Group identifies and evaluates various ESG-related risks, including key areas such as climate change, occupational health and safety, talent management, supply chain management, and business ethics. For each identified risk, we have developed corresponding management measures and monitoring mechanisms, and regularly review their effectiveness to ensure risks are effectively controlled. The following are the main ESG risks for this year:

Types of Risks	Risk Description	Corresponding Measures
Project Sites Safety Risk	Inadequate safety management system at project sites, and failing to effectively control safety hazards, such as, improper operation of heavy machinery and equipment; and inadequate fire prevention measures and fire-fighting equipment, may potentially lead to industrial accidents, resulting in casualties, project delays, property losses, and exposure to penalties and legal liabilities under Hong Kong/ Macau occupational safety regulations.	The Group arranges safety supervisors responsible for project sites safety inspections, training, safety meetings, etc; maintains relevant documentation, conducts site inspections to rectify unsafe worker behaviors and reduce accident risks, and adjust workers' working hours based on weather conditions to ensure that workers operate in a safe environment.
Human Resource Management Risk	Over-reliance on foreign workers, coupled with failure to timely renew work permits or unsuccessful foreign worker quota applications, may lead to staff shortages causing potential project delays.	Maintain close communication with the Labor Affairs Bureau to help authorities understand our needs for workers; and actively support and participate in activities organized by the Labor Affairs Bureau, while also cooperating with the Bureau's recruitment activities.

ESG GOVERNANCE

COMPLIANCE MANAGEMENT

As a responsible corporate citizen, the Group adheres to the core concept of compliance operations, viewing it as a crucial cornerstone for sustainable business development. We deeply understand that non-compliance not only harms the Group's interests but also affects stakeholders' rights and may lead to serious civil and criminal liabilities. Therefore, we have established a comprehensive compliance management system, led by the Audit Committee, continuously implementing and optimizing internal control mechanisms to ensure business operations comply with all applicable legal and regulatory requirements.

During the Reporting Period, the Group maintained good compliance records across ESG aspects, with no identified violations of laws and regulations, not any corruption litigation cases involving the Company or employees. These results validate our efforts in compliance management.

The Group strictly complies with relevant laws and regulations, including but not limited to the following:

Social aspect	
Employment system	
Macau: • *Labour Relations Law*	**Hong Kong:** • *Employment Ordinance* • *Employee's Compensation Ordinance* • *Occupational Safety and Health Ordinance* • *Minimum Wage Ordinance*
Occupational health and safety	
Macau: • *Decree No. 57/82/M* • *Law No. 6/80/M* • *Law No. 2/2023* • *Decree No. 44/91/M* • *Decree No. 34/93/M* • *Decree No. 48/94/M* • *Law No. 2/83/M* • *Law No. 3/2014* • *Occupational safety and health-related International Labour Organisation Conventions applicable to Macau*	**Hong Kong:** • *Occupational Safety and Health Ordinance*

Supply chain management	
Macau: • *Decree No. 57/82/M* • *Decree No. 37/89/M* • *Law No. 2/2023*	**Hong Kong:** • *Decree No. 34/93/M* • *Decree No. 48/94/M* • *Law No. 2/83/M* • *Law No. 3/2014* • *International Labour Organisation Conventions applicable to Macau*
Product responsibility	
Macau: • *Decree No. 57/82/M* • *Decree No. 37/89/M* • *Law No. 10/2023* • *Decree No. 44/91/M* • *Decree No. 34/93/M* • *Decree No. 48/94/M* • *Law No. 2/83/M* • *Law No. 3/2014* • *Commercial Code* • *Macau Cybersecurity Law* • *International Labour Organisation Conventions applicable to Macau*	**Hong Kong:** • *Intellectual Property Laws*
Anti-corruption	
Macau: • *Penal Code* • *Prevention and Suppression of Bribery in Private Sector*	**Hong Kong:** • *Prevention of Bribery Ordinance*

ESG GOVERNANCE

Environmental aspect	
Macau: • *Guideline for Waste Classification of the Environmental Protection Bureau* • *Decree No. 62/95/M* • *Law No. 2/2023* • *Law No. 2/91/M* • *Chief Executive's Decision No. 45/2022* • *Executive Order No. 4/2006* • *Administrative Regulation No. 24/2016* • *Administrative Regulation No. 15/2016* • *Administrative Regulation No. 28/2004* • *Administrative Regulation No. 22/2020*	**Hong Kong:** • *Waste Disposal Ordinance* • *Waste Disposal (Chemical Waste) (General) Regulation* • *Dangerous Goods Ordinance* • *Dangerous Goods (Application and Exemption) Regulation* • *Dangerous Goods (General) Regulations*

STAKEHOLDER COMMUNICATION

In 2025, the Group continued to uphold principles of open and transparent communication, actively establishing close interactions with various stakeholders. We deeply understand that stakeholder engagement is crucial for developing effective ESG strategies, not only contributing to corporate sustainability but also promoting long-term business success. Through multi-dimensional interactions, we gained an in-depth understanding of stakeholders' needs and expectations, enabling more precise identification and response to ESG-related risks and opportunities.

COMMUNICATION CHANNELS

To ensure effective communication with stakeholders, we adopted a comprehensive communication strategy during the Reporting Period, establishing diverse dialogue platforms:

Employees

- Establishing two-way communication channels through internal meetings, emails, employee training and activities, etc., to ensure employment management is in line with employees' expectations.

Shareholders/Investors

- Updating the Group's latest business operation through Annual General Meetings, Extraordinary General Meetings, the Group's website and publications, etc., to enhance information transparency.

Suppliers

- Ensuring the service and product quality of suppliers could meet the standards of both parties through regular meetings, on-site inspections and evaluations, etc.

Customers

- Collecting feedback on the Group's services and operations through customer satisfaction surveys, emails and telephone calls, etc., to improve customer satisfaction.

Community

- Promoting social development through community and volunteering services, charitable and community investment activities, etc.

STAKEHOLDER COMMUNICATION

MATERIALITY ASSESSMENT

In 2025, the Group launched a comprehensive stakeholder engagement program, commissioning professional independent consultants to conduct in-depth questionnaire surveys and analysis. Through scientific materiality assessment methods, we systematically identified and evaluated the ESG issues most impactful to the Group and stakeholders. These material issues not only provided guidance for this Report's disclosure focus but also offered valuable reference for the Group's operational decisions and long-term development strategic planning. We believe this data-driven approach helps enhance the targeting and effectiveness of ESG management.

Identification

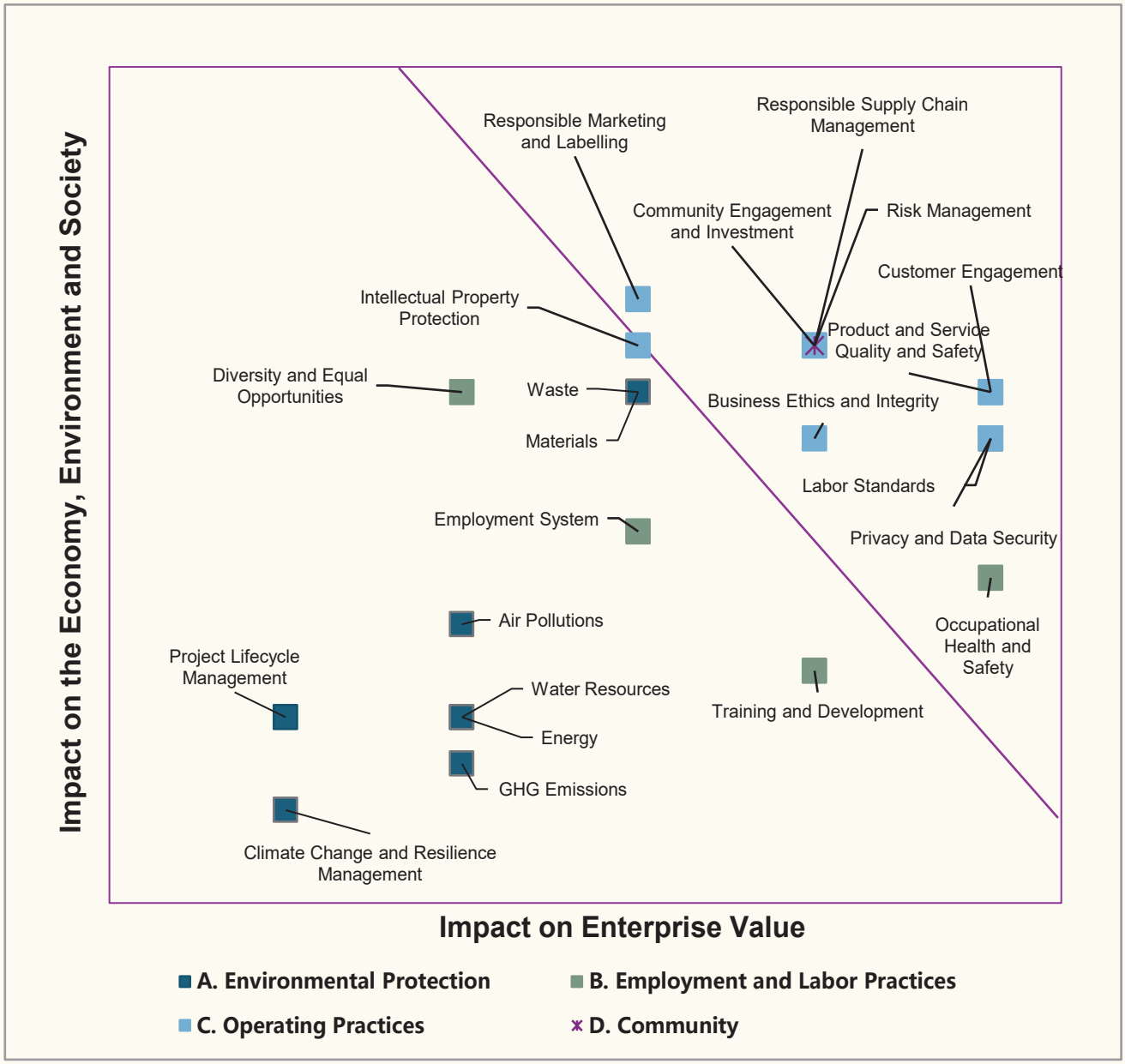
- Identified 22 issues related to the Group's business based on the reporting guidelines, market trends, industry benchmarks, etc., covering 4 major areas of "Environmental Protection", "Employment and Labour Practices", "Operating Practices" and "Community".

Prioritisation

- Invited internal and external stakeholders, including employees, suppliers and general public, to participate in the questionnaire survey and rate the importance of issues to the individual and the Group's business. Prioritisation was conducted according to the analysis results, in which 10 material issues were determined.

Validation

- The materiality assessment results were confirmed after review by the senior management and the Board.


Impact on the Economy, Environment and Society
Impact on Enterprise Value
Responsible Marketing and Labelling
Responsible Supply Chain Management
Community Engagement and Investment
Risk Management
Customer Engagement
Intellectual Property Protection
Product and Service Quality and Safety
Diversity and Equal Opportunities
Waste
Business Ethics and Integrity
Materials
Labor Standards
Employment System
Privacy and Data Security
Air Pollutions
Occupational Health and Safety
Project Lifecycle Management
Water Resources
Training and Development
Energy
GHG Emissions
Climate Change and Resilience Management
A. Environmental Protection
B. Employment and Labor Practices
C. Operating Practices
D. Community

STAKEHOLDER COMMUNICATION

2025 MATERIALITY ASSESSMENT RESULT

Material Issues

- Product and Service Quality and Safety
- Customer Engagement
- Labor Standards
- Privacy and Data Security
- Occupational Health and Safety
- Responsible Supply Chain Management
- Community Engagement and Investment
- Risk Management
- Business Ethics and Integrity
- Responsible Marketing and Labelling

Other Issues

- Intellectual Property Protection
- Waste
- Materials
- Training and Development
- Employment System
- Diversity and Equal Opportunities
- Air Pollutions
- Energy
- Water Resources
- GHG Emissions
- Project Lifecycle Management
- Climate Change and Resilience Management

During the Reporting Period, stakeholders' primary concerns focused on "Employment and Labour Practices" and "Operating Practices", with "Product and Service Quality and Safety" and "Customer Engagement" being the most significant issues for all stakeholders. This Report has structured its framework based on the above analysis results, making targeted disclosures. To ensure its ESG management and performance meet stakeholder expectations, the Group will continue to review and refine its materiality assessment to enhance understanding of stakeholder perspectives and opinions.

OUR TALENT MANAGEMENT APPROACH

In 2025, the Group adhered to a "people-oriented" talent management philosophy, viewing employees as the core driving force for continuous corporate success and development. We actively built safe, healthy, and fair work environments for employees, continuously optimized compensation and benefits systems, and maintained investment in employee career development. We focused on fostering a corporate culture of mutual respect and diversity, successfully enhancing employees' professional standards, work enthusiasm, and team cohesion.

SAFE AND SUPPORTIVE WORKPLACE

OCCUPATIONAL HEALTH AND SAFETY

Policies	Objectives and description
• *Industrial Safety Management Plan* • *Inhouse OSH Guidelines* • *Operation Monitoring Procedures (Environment, Occupational Safety and Health Management)* • *OHS Risk Analysis* • *Emergency Preparedness and Response*	• Realise compliant and effective safety management for employees • Secure a safe and healthy workplace for employees

Regarding occupational health and safety management, the Group fully recognises the significant safety risks present at our project sites. To address this, we continued implementing ISO45001:2018 occupational health and safety management system requirements in 2025, establishing and executing comprehensive safety management policies. Through establishing rigorous safety monitoring mechanisms, regular risk assessments, and preventive measures, we effectively reduced workplace accident rates and successfully promoted a safety-first corporate culture. During the Reporting Period, our safety management measures achieved significant results, further consolidating the Group's good reputation in the industry.

OUR TALENT MANAGEMENT APPROACH

Comprehensive occupational health and safety management system				
Goal: achieving zero work-related injuries, minimising potential health and safety risks				
Health and Safety Committee	• Formed by senior representatives from the Administration Department, Project Management Department and Safety Management Department; • Responsible for regularly reporting the results of safety assessments, any accident situations and potential risks to the senior management and the Board; • Responsible for formulating health and safety policies and guidelines, monitoring performance of departments, promoting safety education and training, and reinforcing internal health and safety management; and • Responsible for periodically supervising the working environment of project sites and the implementation of relevant policies and measures.			
5 occupational safety work				
Management commitments	Safe work practices	Effective work-related injury management	Safe working environment	Continuous improvement of management system

Under the occupational health and safety management system mentioned above, the Group has implemented the following safety measures:

Preventing safety risks

- Conduct regular safety assessments to evaluate the existing systems and measures, and implement corrective measures for possible loopholes; and
- Carry out classified management according to the consequences of risks, likelihood of occurrence and legal regulations, and adopt corresponding control, improvement and preventive measures to reduce the risks.

Enhancing safety protection

- Arrange compulsory occupational safety and health training for all employees, to enhance their understanding of health and safety policies, equipment operation techniques, and personal protective equipment, and assist employees to perform their duties safely;
- Stipulate the work requirement of having a valid Occupational Safety Card;
- Offer medical insurance and compensation insurance as additional health guarantees to employees; and
- During the Reporting Period, representatives of the Group have participated in the "Seminar on Occupational Safety Strategies for SMEs in the Construction Industry", to advance its internal occupational health and safety management and training.

Strengthening emergency response	• Develop procedures to respond to the identified accidents, potential and emergency situations, in order to prevent and mitigate the associated risks or adverse impacts; • In the event of a work-related accident, report to the Labour Affairs Bureau and the insurance company within 5 working days, and take necessary actions, including providing support, investigation and correction, to avert the recurrence of similar incidents; and • Test the emergency procedures periodically to ensure timely and effective implementation under actual circumstances.

The Group places high importance on occupational safety and health, consistently striving to provide a safe working environment for employees. In 2025's workplace injuries and lost workdays remained at low levels, and encouragingly, the Group has not experienced any work-related fatalities in the past three years. These results reflect our continued efforts and commitment to occupational safety and health management.

TRAINING AND DEVELOPMENT

We deeply understand the importance of talent to corporate development, and in 2025, continued our commitment to cultivating employees' professional capabilities and career development. Through a comprehensive training system, the Group actively invested in enhancing employees' knowledge and skills, ensuring employees could grow together with the enterprise.

OUR TALENT MANAGEMENT APPROACH

To ensure training relevance and effectiveness, we integrated resources from the Safety Department, Technical Department, and Human Resources and Administration Department, systematically planning and implementing various training programs based on business development strategies and employee needs. We provide comprehensive orientation training and Employee Handbooks for new employees to help them quickly integrate into the work environment, while also offering continuous learning opportunities for current employees to support their career development and promotion planning.

Employee training programmes	
• *Health and safety training*	• Board training
• *Environmental policy training*	• Internal policy training
• *Introduction of new equipment and tools*	• Strategy training for the construction market
• *Quality assurance training*	• Training for labour legislation in Macau
• *Quality management training*	• Training for tax legislation in Macau

The Group values training effectiveness evaluation and employee development planning. To ensure training quality, we conduct comprehensive assessments after each training course, including examining employees' understanding and practical performance. Through these assessment results, we continuously optimize training content and methods. Regarding career development, the Group implements an annual performance appraisal system, comprehensively evaluating employees' work performance and professional capabilities, using this as an important basis for promotion and salary adjustments, providing employees with clear career development paths.

In 2025, we continued to invest in talent development, with 55 (2024: 69) employees participating in various training activities, achieving an employee training coverage rate of 35.7% (2024: 46.9%) and average training hours of 0.78 (2024: 1.06) hours per person. These figures fully demonstrate the Group's continued investment and efforts in talent development.

Average training hours	2025 (Units: hour)	2024 (Units: hour)
By gender		
Male	0.90	1.26
Female	0.26	0.19
By employment category		
General employees	0.88	1.21
Middle management	–	–
Senior management	–	–
C-level executives	–	–
Overall	0.78	1.06

Percentage of Employees Trained	2025	2024
By gender		
Male	38.4%	53.3%
Female	24.1%	18.5%
By employment category		
General employees	42.6%	53.5%
Middle management	–	–
Senior management	–	–
C-level executives	–	–
Overall	35.7%	46.9%

OUR TALENT MANAGEMENT APPROACH

RESPECTFUL EMPLOYMENT ENVIRONMENT

Policies	Objectives and description
• *Staff Handbook* • *Human Resources and Payroll Policy* • *Management Regulations on the Ban on Using Child Labour and Underage Workers* • *Management System for the Ban on Forced Labour* • *Board Diversity Policy*	• Realise compliant and effective employment management • Support the Group's protection of employees' legal rights and interests in various aspects such as recruitment, promotion and dismissal, compensation and welfare, working hours and holidays, equality and diversity, etc. • Clearly state the definition and description of terms of employment in management documents to assure that employees are fully aware of their rights and obligations

In 2025, the Group continued to uphold excellence in employment management principles, viewing it as a cornerstone for long-term business development. As an enterprise with outstanding labour relations performance, we established comprehensive employment systems, strictly adhering to relevant regulatory requirements and maintaining fair and just recruitment, promotion, and compensation principles. Through regular review and optimization of employment systems, and continuous collection of employee feedback, we successfully maintained high employee satisfaction and further strengthened harmonious and trusting labour relations.

Recruitment, promotion and dismissal	• Each department is required to submit a recruitment application based on its employment needs, upon approval, the Human Resources Department and the department are jointly responsible for recruitment and interview; • Conduct legal recruitment through job advertisements in the Labour Affairs Bureau, public notice, human resources companies, employee referrals, etc.; • Strictly uphold the principles of fairness, impartiality, openness and nondiscrimination throughout the employment process, in which all employment decisions are determined by individual's skill level; • Initiate promotion based on the performance assessment of employees at the end of every financial year, serving as an encouragement to employees; and • Implement dismissal procedures in compliance with local laws and regulations, in which signed confirmation by manager, director and employee are required.

OUR TALENT MANAGEMENT APPROACH

Compensation and welfare	• Offer a competitive basic salary and benefits package to employees, including year-end bonus, insurance benefit, Mandatory Provident Fund; • Employee's compensation is based on personal qualification, relevant experience, position and seniority; • Initiate salary increment based on the performance assessment of employees at the end of every financial year; and • Conduct periodical reviews and adjustments to ensure the provision of reasonable compensation and welfare.
Working hours and rest periods	• Clearly state the entitled working hours and holidays in the employment contract for proper arrangement of rest periods; • The Human Resources Department will check the attendance record on a monthly basis; and • In addition to statutory public holidays, employees are granted leaves including annual leave, sick leave, marriage leave, compassionate leave, etc.
Equal opportunity, diversity and antidiscrimination	• Provide employees with equal opportunities and respect differences in, but not limited to, gender, age, marital status, family conditions, sexual orientation and race; • All employment treatments are based on the attitudes, skills and abilities of employees, any form of discrimination and harassment shall not be tolerated; • Developed the Board Diversity Policy to advocate the recruitment of members with different gender, age, cultural and educational backgrounds, to build diverse management and workforce; • Employees can report discrimination or unequal treatment to the senior department and management through channels such as the "Opinion Box"; and • Carry out internal investigation on reports, impose corresponding penalties on violators, and publish the investigation results for public acknowledgement.

OUR TALENT MANAGEMENT APPROACH

In 2025, the Group strictly complied with relevant laws and regulations, adhering to the highest standards in implementing labour policies. In human resource management, we consistently upheld principles of legal compliance, established comprehensive recruitment and employment systems, and developed a series of preventive measures and monitoring mechanisms to ensure the elimination of any form of child labour, forced labour, and illegal labour. Through regular internal audits and employee training, we effectively protected all employees' legal rights, further consolidating the Group's good reputation in labour rights protection.

Prevention of child labour	• All employees are required to meet the minimum legal employment age in Macau and Hong Kong, and any child under the age of 15 is prohibited from employment; • The Human Resources Department is responsible for supervising recruitment applications, including confirming the authenticity of applicants' identification documents; and • Carry out employee training to cultivate and raise awareness of eliminating child labour.
Prevention of forced labour	• Explicitly prohibit forced or involuntary labour in any forms of threats, coercion, imprisonment, withholding of identity documents, etc.; • Clearly state all relevant employment conditions in the employment contract, and provide translated versions for foreign employees, to ensure employees' thorough understanding of their rights and obligations; • Stipulate that overtime work should be voluntary and prohibit punishment or termination for employees who are unwilling to work overtime; and • In case of overtime work, employees are required to submit a written record for signed confirmation from the department head or project manager, and overtime pay or compensation will be provided accordingly.
Corrective measures in case of violation	• Immediately contact and validate with the police when a suspicious case is detected; • Adopt instant remedial measures upon the discovery of child labour, including sending the child to the police or place of residence, seeking confirmation and signature from his/her parents or guardians, and pursuing legal actions if necessary; and • Employees can raise complaints for unethical or forced labour to the Human Resources Department, managers, director or other possible channels verbally or in written form, and investigation and response will be processed within one week.

OUR TALENT MANAGEMENT APPROACH

As of 31 December 2025, the Group employed a total of 154 (2024: 147) full-time and part-time employees, with only 1 (2024: 1) part-time employee. The overall turnover rate for the Reporting Period was 24.0% (2024: 25.9%), whilst the new hire rate was 24.0% (2024: 29.9%). The detailed employment data is as follows:

Number of employees		2025	2024
Gender	Male	125	120
	Female	29	27
Age group	Below 30 years old	13	17
	30-40 years old	34	37
	41-50 years old	38	30
	Above 50 years old	69	63
Employment type	Full-time	153	146
	Part-time	1	1
Geographical region	Macau	64	57
	Hong Kong	13	12
	Mainland China	77	78
Employment category	General employees	136	129
	Middle management	11	11
	Senior management	3	3
	C-level executives	4	4
Total		154	147

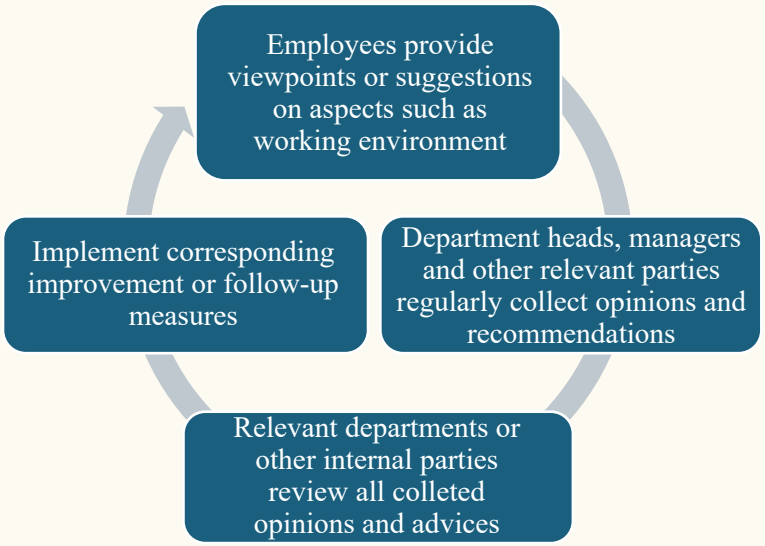
EFFECTIVE INTERNAL COMMUNICATION

In 2025, the Group continued its commitment to building an open and transparent communication culture, providing diverse communication channels for employees to promote effective dialogue between management and staff. We firmly believe that good internal communication not only helps create a harmonious and inclusive work environment but also enhances operational efficiency and employee satisfaction.

During the Reporting Period, we ensured employees stayed informed of the Group's latest developments through various channels including email, internal announcements, and regular meetings. Meanwhile, we established comprehensive feedback mechanisms allowing employees to express opinions and suggestions to the management through different forms. The Human Resources Department regularly compiles and analyses collected feedback, discussing with relevant department heads to develop practical improvement plans.

OUR TALENT MANAGEMENT APPROACH

To further protect employee rights, the Group has established an independent grievance mechanism where employees can file complaints with the Audit Committee. The Committee commits to completing investigations and submitting written reports within three months, ensuring fair and just handling of each case. We strictly implement confidentiality systems, protect whistleblowers' privacy, and explicitly prohibit any form of retaliation to safeguard employees' freedom of speech. These measures have effectively enhanced employees' trust in the Company and promoted harmonious development of labour relations.



OUR OPERATIONAL MANAGEMENT APPROACH

In 2025, the Group continued to uphold the highest operational standards, dedicated to providing quality and safe services. Through a robust corporate governance framework and systematic internal control measures, we effectively identified and managed various operational risks, ensuring the stability and sustainability of our business operations. During the Reporting Period, we continued to strengthen partnerships with our supply chain partners and, through strict compliance management, further enhanced the Group's market competitiveness and stakeholder confidence. These initiatives not only reinforced our professional reputation but also promoted long-term mutual development between the Group and all stakeholders.

OPERATION WITH INTEGRITY

Policies	Objectives and description
• *Staff Handbook* • *Disciplinary Policy*	• Maintain integrity and business ethics • Provide clear definition of unethical behaviours, detailing preventive and monitoring measures, reporting channels, as well as appropriate procedures for commercial secrecy, conflicts of interest and computer usage

In terms of business ethics, the Group adheres to principles of integrity and honesty, striving to maintain the highest ethical standards. We strictly enforce anti-corruption policies and eliminate all forms of improper business conduct, including bribery, extortion, fraud, and money laundering. Through the establishment and implementation of a series of rigorous management standards and measures, we continuously monitor and improve the effectiveness of relevant management systems to ensure business operations remain honest and fair.

Anti-corruption guidelines	• Establish the Code of Ethics and Conducts in the Staff Handbook, specifying the regulations for avoiding money laundering, conflict of interest, etc.; and • As stipulated in the Disciplinary Policy, violators will be subject to a verbal or written warning, dismissal and report to local authorities according to the severity of breaching and conviction.

OUR OPERATIONAL MANAGEMENT APPROACH

Anti-corruption measures

- Implement shift work and team strategy based on the characteristics of positions to impede potential conflicts of interest and ensure fairness, minimising the risk of unethical operations.

Shift work:	Team strategy
Target positions with a higher risk of corruption and periodically re-assign relevant employees, which helps increase mobility and decrease the risk of corruption.	Delegate non-affiliated employees to perform important and risky tasks, such as bid evaluations and supplier site visits, to lower the possibility of conflicts of interest and transfer of benefits.

Whistle-blowing system

- Mandate the Human Resources Department to establish a whistleblowing system, in which a reporting hotline and e-mail are set up for internal and external stakeholders to report any suspicious activities or internal control process deficiencies;
- Respond immediately and investigate the reported case when receiving a report; and
- Enforce stringent confidential protection to personal information of the whistle-blower and investigation information, to secure the whistle-blower from any harm for reporting suspicious cases.

Anti-corruption training	• Regularly organise anti-corruption training to provide employees with information on applicable laws, regulations, ethics and relevant guidelines related to their roles and responsibilities; • Raise employees' anti-corruption awareness through education, to ensure that employees are equipped with adequate knowledge and skills in maintaining professional conduct when handling cases; and • The Group adopts a biennial anti-corruption training model. In the previous year, an average of 1.25 hours and 0.03 hours of anti-corruption training were provided to 4 directors and 6 employees, respectively. Accordingly, no anti-corruption training was conducted during the Reporting Period, in line with the scheduled cycle. The next anti-corruption training is planned for 2026, reinforcing the Group's ongoing commitment to integrity and compliance.

PRODUCT RESPONSIBILITY

Policies	Objectives and description
• *Staff Handbook* • *Integrated Management System ("IMS") Manual* • *Policy of Control of Records* • *Quality Assurance Plan* • *Policy of Customer Satisfaction, Data Analysis and Continual Improvement* • *Corrective and Preventive Action*	• Define responsibilities, and outline planning, support, operation, performance evaluation, internal audit and improvement procedures of product and service quality • Provide monitoring measures and guidelines which apply to all stakeholders involved in the operation • Facilitate acknowledgement and compliance with relevant laws and regulations of all parties • Address and continuously improve product and service quality by developing corrective and preventive measures

In 2025, the Group adhered to its customer-centric service philosophy, continuously pursuing excellence in quality and customer satisfaction. Through establishing a comprehensive quality management system, we continuously improved our service standards to ensure each project meets or exceeds customer expectations. We actively collected customer feedback and continuously optimized our service processes, further consolidating the Group's positive industry reputation and laying a solid foundation for sustainable development.

OUR OPERATIONAL MANAGEMENT APPROACH

Quality assurance

- Develop the IMS in accordance with the ISO9001, ISO14001 and OHSAS18001 standards to foster systematic quality management, in which relevant policies and procedures are strictly implemented to ensure all products and services provided conform to quality and safety requirements;
- Regularly review the quality management system during management review meetings to guarantee the continual effectiveness of quality management and lower potential risks; and
- Formulate the Quality Assurance Plan for project progress and quality, to upgrade the Group's construction works:

Project director	Project manager
• Regularly communicate with project managers and foremen to shorten the time for handling controversial issues; and • Regularly assess safety issues and measures at the project sites with safety officers.	• Monitor the project condition to ensure the progress and quality of the project have conformed with requirements stated in the contract; and • Develop monitoring measures and ensure their implementation, and take appropriate actions in case of any non-compliance.
Project coordinator	**Safety Officer**
• Record and document all quality-related issues; and • Perform a final quality check on the project to confirm the requirements are fully fulfilled.	• Conduct routine safety assessments at the project sites and assure the project has satisfied requirements in the safety control documents; and • Provide employees with on-site safety training.

OUR OPERATIONAL MANAGEMENT APPROACH

Customer services	• Formulate relevant customer service management measures in accordance with the IMS, and actively communicate with customers to understand their expectations and opinions; Customer services Protect intellectual property rights, customer privacy and data security; • As stipulated in the Policy of Customer Satisfaction, Data Analysis and Continual Improvement, responsible management and department are required to conduct a customer satisfaction survey at least once a year to facilitate continuous monitoring and improvement; • Conduct evaluation and devise improvement plans after collecting and analysing data from the customer satisfaction survey and other relevant performance information; and • As stipulated in the Corrective and Preventive Action, in case of receiving customer complaints, related departments classify and proceed the case according to its authenticity and characteristics, for timely investigation and follow-up, in which corrective and preventive actions are implemented to ensure the issue is properly addressed.
Protect intellectual property rights, customer privacy and data security	• Formulate clear internal guidelines, measures and related monitoring methods in accordance with the laws, to ensure its respect for all intellectual property rights and prevent infringement of intellectual property rights, while strengthening the management of cybersecurity and data privacy; • Develop the Policy of Control of Records under the IMS, in which all information and record are categorised into "General" and "Confidential" for management; • Properly secure and set up access rights for confidential information, and strictly prohibit employees from disclosing confidential information, to protect customer information and data; • Reduce the risk of data leakage and cyberattacks by installing firewalls, conducting real-time monitoring and regular inspection; • As stipulated in the Staff Handbook, all download and use of software require approval from the Intellectual Technology Department and are strictly regulated, to safeguard the safety and integrity of computer hardware, software and information storage devices; and • The Group adopts a biennial cybersecurity training model. In the previous year, approximately 1 hour of cybersecurity training was provided. As such, no cybersecurity training was conducted during the Reporting Period, in line with the planned cycle. The next cybersecurity training is scheduled for 2026 to further enhance employees' security awareness and vigilance.

OUR OPERATIONAL MANAGEMENT APPROACH

During the Reporting Period, the Group received no complaints against the Group or its employees regarding products and services, customer privacy, and intellectual property.

Given the nature of the Group's business, the Group does not manufacture or sell finished products that are subject to product safety recalls. As such, no product recall incidents occurred during the Reporting Period, and the percentage of products sold or shipped subject to recall for safety and health reasons is not applicable.

SUSTAINABLE SUPPLY CHAIN

Policies	Objectives and description
• *Subcontractor Working Guideline* • *Procedure on Management System* • *Quality System Procedure* • *Supplier Assessment Record* • *Incident and Control of Non-conforming Procedures*	• Facilitate conducting selection of suppliers and subcontractors and risk management in an orderly manner • Establish clear guidelines for the management and control procedures of construction and fitting-out projects • Set out rating items of suppliers and subcontractors, covering their experience and past performance, management systems, environmental and occupational health and safety awareness, etc. • Specify appropriate requirements to regulate relevant responsibilities, and stipulate the compliance with related environmental and occupational safety regulations for all services, products and materials supplied

During the Reporting Period, the Group deepened its strategic partnerships with suppliers and subcontractors, jointly committed to enhancing operational efficiency and promoting sustainable development. Through a comprehensive IMS, we systematically implemented supply chain management policies and regulations to ensure products and services meet the highest standards. Particularly in environmental and social risk management, we took proactive measures to identify, assess, and manage potential risks, working with partners to build a more resilient supply chain network. Our supplier management strategy not only ensures robust business operations but also makes positive contributions to the sustainable development of the entire industry.

OUR OPERATIONAL MANAGEMENT APPROACH

Supplier selection	• Appoint the General Manager to conduct a fair evaluation of suppliers and subcontractors based on various objective factors, and carry out compulsory on-site inspections and quality assessments of materials and product samples for further verification; and • The review results and the list of approved suppliers and subcontractors need to be confirmed by the Director before selection and then handed over to employees in the quality control unit for proper handling and archive.
Supplier evaluation	• Carry out re-evaluation of suppliers annually to ensure suppliers and subcontractors have continued to fulfil the Group's requirements; and • Terminate partnerships with high-risk suppliers who have scored less than 2 points in the Supplier Assessment Record.
Supplier monitoring	• Develop management procedures related to service quality and traceability, to instruct identification and maintenance for inspection and testing of incoming materials and on-site works throughout the project process, in order to facilitate quality control; • Further proceed with non-conforming on-site works and materials in accordance with the established procedures in the Incident and Control of Non-conforming Procedures; and • Require all cooperating suppliers to sign and abide by the Subcontractor Working Guideline, so as to ensure compliance with the Group's environmental protection and occupational safety and health requirements and avert environmental and social risks.

OUR OPERATIONAL MANAGEMENT APPROACH

During the Reporting Period, the Group engaged a total of 775 (2024: 725) suppliers to provide materials and services, among which 19 (2024: 208) suppliers have obtained ISO 9001, ISO 14001, or ISO 45000 system certifications. The relevant supplier practices have been uniformly applied to all suppliers of the same category.

Total number of suppliers		2025	2024
By geographical region	Macau	360	374
	Hong Kong	145	100
	Mainland China	259	238
	Overseas	11	13
By category	Service	246	216
	Hardware	528	508
	Others	1	1
Total		775	725

GREEN PROCUREMENT

In 2025, the Group was committed to promoting sustainable development in the supply chain, with a focus on strengthening ESG risk control within the supply chain. Following ISO14001 standards, we established clear environmental procurement guidelines in our "IMS Manual", prioritizing suppliers with excellent environmental performance and incorporating eco-friendly products and processes as key considerations in procurement decisions. To further enhance the environmental performance of our supply chain, we actively promoted green practices by providing professional environmental training to suppliers and subcontractors, deepening their understanding of the Group's environmental policies and management requirements, thereby facilitating the effective implementation of environmental protection measures. These initiatives not only effectively reduced environmental risks but also laid a solid foundation for establishing a sustainable supply chain. By the end of 2025, 1 (2024: 2) supplier from Hong Kong successfully met our stringent environmental requirements.

OUR ENVIRONMENT APPROACH

The Group fully understands the importance of environmental protection and actively promoted ESG initiatives in 2025. While ensuring stable business operations, we are committed to reducing our environmental impact and promoting sustainable development across economic, social, and environmental dimensions. In terms of environmental management, we strictly comply with relevant environmental laws and regulations, fully integrating environmental protection concepts into our daily operations and decision-making processes.

During the Reporting Period, following the guidelines of the "Macao Environmental Protection Regulations (2021-2025)", we established and implemented a series of environmental targets and measures. Through our systematic environmental management approach, we achieved significant progress in various environmental aspects, including improving resource utilization efficiency, optimizing waste management, reducing pollutant emissions, and strengthening climate change response measures. These initiatives not only demonstrate our commitment to environmental protection but also lay a solid foundation for the Group's sustainable development.

To further strengthen the Group's environmental performance management and mitigate its impact on climate change, quantitative environmental KPI targets were established for the first time during the Reporting Period. The Group will regularly collect and monitor relevant data, develop corresponding action plans, and disclose progress toward these targets in annual ESG Reports, thereby enhancing environmental performance management. The following table outlines our specific environmental targets and progress for the Reporting Period.

Aspects	Environmental targets	2025 vs 2024	Status
GHG emissions	Reduce the intensity of gross Scope 1 and 2 GHG emissions by 3% by 2030, using 2024 as the baseline year	Decreased by 3%	In Progress
Energy	Reduce the intensity of energy consumption by 3% by 2030, using 2024 as the baseline year	Decrease d by 1%	In Progress
Water	Reduce the intensity of water consumption by 3% by 2030, using 2024 as the baseline year	Decrease d by 4%	In Progress
Waste	Reduce the intensity of non-hazardous waste production by 3% by 2030	Increase d by 9%	In Progress

OUR ENVIRONMENT APPROACH

CLEAN ENVIRONMENT

Policies	Objectives and description
• *Operating Procedures for Internal Environmental Regulations* • *Procedures to Identify Environmental Factors*	• Facilitate management and minimise emissions and impacts on the environment

In 2025, the Group recognizes the environmental impact of the construction industry, and therefore we have fully implemented an environmental management system in our business operations. Through establishing and implementing a series of comprehensive environmental protection measures, we are committed to minimizing environmental pollution. We continuously strengthen emissions management and conduct regular environmental risk assessments to ensure that the environmental impacts of all operational activities are effectively controlled. Through establishing a rigorous monitoring mechanism, we closely monitor environmental indicators such as waste treatment, air pollutant emissions, and GHG emissions, effectively preventing pollution to air, water, and soil, fully demonstrating our commitment to environmental protection.

WASTE

In 2025, the Group continued to improve its waste management system, implementing comprehensive management strategies for various types of waste generated from business operations, including wastepaper, solid waste, construction waste, and paint. We strictly comply with relevant laws and regulations such as the "Construction Site Waste Classification Guidelines", establishing a comprehensive waste disposal mechanism to effectively prevent environmental pollution risks. Upholding the environmental concept of "waste reduction at source, resource recycling", we actively promote waste reduction, resource utilisation, and harmless treatment measures. Through optimizing resource usage and enhancing recycling and reuse, we strive to reduce the environmental impact of our operations.

Reduction	Resourcefulness	Non-hazardousness
• During project preparation, the project manager assesses the material usage and conducts phased purchase to maximise utilisation and minimise waste; and • Promoting digitalization in office operation for paper saving.	• Categorizing waste into plastic bottles, aluminum cans, metal cans, paper, used batteries and other solid waste to facilitate recycling; and • Appointing a "wastepaper recycling coordinator" to promote and ensure effective recycling and reuse methods and progress.	• Central collection and storage of hazardous waste for delivery to certified recyclers to appropriately dispose the waste.

During the Reporting Period, the Group was committed to minimising waste generation through effective management practices. Total non-hazardous waste generation amounted to 2,884.7 (2024: 2,518.0) tonnes, with an average of 18.732 (2024: 17.129) tonnes per employee. The increase compared to the previous year was primarily attributable to the renovation and alteration phases of certain projects during the Reporting Period, which were impacted by specific work methods, resulting in higher waste generation. Notably, through strict chemical management and environmentally friendly work plans, the Group did not generate any hazardous waste during the Reporting Period. Looking ahead, we will continue to optimize waste management processes, strengthen environmental education, enhance employee environmental awareness, and strive to achieve sustainable resource utilization.

Waste	Units	2025	2024	2023
Non-hazardous waste	tonnes	2,884.7	2,518.0	419.0
Non-hazardous waste intensity	tonnes/employee	18.732	17.129	2.972
Hazardous waste	tonnes	–	–	–
Hazardous waste intensity	tonnes/employee	–	–	–

AIR POLLUTANTS AND GHG

In 2025, the Group placed high emphasis on managing air pollutants and GHG emissions. We implemented proactive measures to address the environmental impact from vehicle usage and business travel in our daily operations. Through the implementation of the "Internal Environmental Regulatory Procedures" and "Environmental Factors Identification Procedures", we comprehensively promoted green operational strategies, including optimizing vehicle usage efficiency, encouraging eco-friendly travel methods, and promoting innovative communication modes such as video conferencing.

During the Reporting Period, we further deepened our low-carbon operation concept, closely monitored international emission reduction trends, and formulated corresponding management policies based on regional emission reduction targets. To ensure effective implementation of environmental management measures, we specifically appointed energy management coordinators to oversee operational energy efficiency performance. Meanwhile, we allocated sufficient resources to environmental protection projects and continued to strengthen environmental awareness training for employees, thereby driving the Group towards a low-carbon future. Through these initiatives, we successfully achieved our carbon footprint reduction targets during the Reporting Period.

OUR ENVIRONMENT APPROACH

During the Reporting Period, the Group's main air pollutant emissions consisted of nitrogen oxides, sulphur oxides, and respirable suspended particles. Overall, air pollutants emissions increased compared to the previous year, primarily attributable to higher fuel consumption by the transportation fleet during the Reporting Period, which were affected by factors such as project material requirements, transportation distances, and transportation frequency. The detailed emission data is as follows:

Air Pollutants[1]	Units	2025	2024	2023
Nitrogen oxides	kg	45.988	39.206	1.039
Sulphur oxides	kg	0.070	0.059	0.046
Respirable suspended particulates	kg	4.407	3.757	0.104

During the Reporting Period, the Group discloses the GHG emissions data, which aligns with the reporting boundary outlined in this Report. For details, please refer to the "About the Report – Reporting Boundary" section. Generally, we apply the operational control approach to define our organisational boundary for reporting purposes, unless otherwise stated. The Group measures its GHG emissions in accordance with the GHG Protocol: Corporate Accounting and Reporting Standards (2004). Additionally, we refer to the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (2011) to identify our Scope 3 GHG emissions across 15 Scope 3 categories.

During the Reporting Period, the Group's Scope 1 and Scope 2 GHG emissions totalled 59.1 (2024: 58.1) tonnes of carbon dioxide equivalent, with an intensity of 0.384 (2024: 0.395) tonnes of carbon dioxide equivalent per employee. This figure remained at similar levels compared to the previous year, reflecting our consistent sustainable operational performance.

Additionally, the Group disclosed for the first time this year, for 7 Scope 3 emission categories relevant to its business operations, namely: Category 1 (Purchased Goods and Services), Category 4 (Upstream Transportation and Distribution), Category 5 (Waste Generated in Operations), Category 6 (Business Travel), Category 7 (Employee Commuting), Category 8 (Upstream Leased Assets), and Category 13 (Downstream Leased Assets). In previous years, Scope 3 data was limited to business air travel only. This expansion represents a strategic effort to further identify indirect emissions across our value chain, thereby strengthening our climate resilience and contributing to climate change mitigation. As a result of the expanded reporting scope, the Scope 3 data for the Reporting Period may not be directly comparable with the corresponding data for 2023 and 2024.

[1] Calculated according to the Macau Environmental Protection Bureau's "Macao Vehicle Emission Factor Estimates (2023-2040)".

The detailed data is shown in the following table:

GHG Emissions[2]	Units	2025	2024	2023
Scope 1 – direct emissions[3]	tonnes of carbon dioxide equivalent	12.6	10.8	9.0
Scope 2 – location-based – energy indirect emissions[4]	tonnes of carbon dioxide equivalent	46.4	47.3	47.4
Sub-total GHG emissions (Scope 1 and 2)	tonnes of carbon dioxide equivalent	59.1	58.1	56.4
GHG Intensity (Scope 1 and 2)	tonnes of carbon dioxide equivalent/employee	0.384	0.395	0.400
Scope 3 – other indirect emissions[5]	tonnes of carbon dioxide equivalent	1,952.1	5.2	1.8
Total GHG emissions (Scope 1, 2 and 3)[5]	tonnes of carbon dioxide equivalent	2,011.1	63.3	58.2
GHG emissions intensity (Scope 1, 2 and 3)[5]	tonnes of carbon dioxide equivalent/employee	13.059	0.430	0.413

2 Calculated according to the Environmental KPI Reporting Guidelines in Appendix 2 of "How to Prepare an ESG Report" published by the Stock Exchange.

3 It includes GHG emissions from mobile sources of combustion.

4 It includes GHG emissions from purchased electricity from third parties.

5 It includes Scope 3 GHG emissions from Category1, Category 4, Category 5, Category 6, Category 7, Category 8, and Category 13 during the Reporting Period, while the data of Scope 3 GHG emissions in 2023 and 2024 was limited to business air travel only. Due to changes in the reporting scope, the data for the Reporting Period may not be fully comparable with the corresponding data for 2023 and 2024.

OUR ENVIRONMENT APPROACH

RESOURCES EFFICIENCY

Policies	Objectives and description
• *Operating Procedures for Internal Environmental Regulations* • *Procedures to Identify Environmental Factors*	• Minimise negative impact on the environment and natural resources

In 2025, the Group actively promoted resource efficiency management work, striving to achieve environmental sustainability goals. Through the comprehensive implementation of the "Internal Environmental Regulatory Procedures" and "Environmental Factors Identification Procedures", we have achieved significant results in energy and water resource management. We have adopted various measures to optimize resource utilization efficiency, including introducing advanced energy-saving technologies, implementing water recycling systems, and strengthening environmental awareness training for employees. These initiatives have not only effectively reduced operational costs but also demonstrated the Group's firm commitment to environmental protection, contributing to the construction of a sustainable future.

WATER CONSUMPTION

In 2025, the Group fully understood the importance of water resources and continued to optimize its water resource management system, comprehensively implementing sustainable water usage strategies. The Group's water consumption mainly comes from daily office operations, including cleaning and sanitary facilities. To this end, we have adopted various effective management measures, including regular inspection of water facilities, installation of water-saving devices, and strengthening employee water conservation awareness training, striving to improve water efficiency and contribute to the protection of precious water resources.

Raising water conservation awareness	• Post water-saving instructions in prominent places to remind employees of reasonable water usage; and • Promote water-saving tips to employees on a regular basis, to cultivate the habit of water-saving.
Enhancing water efficiency	• Install water-saving taps to control excessive water usage; • Inspect water facilities regularly, and repair or replace leaking pipes in time, to prevent wasting water resources; and • Appoint an Energy Management Coordinator to be responsible for performing water management measures and regularly monitor and analyse water consumption, to identify and redress sources of high water consumption.

During the Reporting Period, the Group did not encounter any issues in obtaining suitable water sources. The total water consumption was 667.0 (2024: 666.0) cubic meters, with an intensity of 4.331 (2024: 4.531) cubic meters per employee. Detailed data are presented in the table below:

Water consumption	Units	2025	2024	2023
Total water consumption	cubic meters	667.0	666.0	971.0
Water Intensity	cubic meters/employee	4.331	4.531	6.887

PACKAGING MATERIALS

Given the business nature, the Group's daily operations do not have material relevance to packaging materials, and therefore no disclosure on packaging materials used for finished products is made for the Reporting Period. Through its green procurement policy, the Group encourages suppliers to minimise unnecessary packaging and adopt recyclable or reusable materials.

ENERGY CONSUMPTION

In 2025, the Group actively managed energy consumption, considering it a key focus in controlling GHG emissions and reducing environmental footprint. We carefully formulated and comprehensively implemented energy policies, with particular attention to purchased electricity and vehicle fuel usage. Through improving energy equipment management and strengthening employee energy conservation awareness training, we successfully enhanced overall energy utilization efficiency. We continuously monitor and evaluate the effectiveness of various energy-saving measures to ensure effective execution of the Group's energy management strategy, contributing to the achievement of sustainable development goals.

Facility enhancement	• Adopt energy-saving facilities at project sites and offices. For example, install energy-efficient fluorescent tubes and air conditioning systems; • Clearly instruct appropriate usage and regular maintenance of air conditioning systems on a daily basis; • Periodic vehicle maintenance, and prioritize consideration on low fuel consumption and appropriate horsepower for vehicle usage; and • Replace reflective lighting design with direct lighting in public areas, corridors, etc., to the farthest possible extent.
Action improvement	• Avoid prolonged engine idling to lessen oil consumption; • Strengthen vehicles management with work plans and road maps planning for vehicle usage, and maintain constant driving speed; and • Shut down unnecessary systems and equipment during non-office hours to reduce energy consumption from idle equipment.

OUR ENVIRONMENT APPROACH

To continuously improve energy usage efficiency, the Group has established dedicated energy management coordinators who are fully responsible for supervising and coordinating all energy management work. The coordinators' responsibilities encompass the planning and implementation of environmental protection training, as well as the rational allocation of energy resources, thereby ensuring continuous improvement in the Group's energy management performance. We have also established a comprehensive energy usage monitoring system, regularly conducting thorough assessments and reviews of energy consumption, and adjusting energy-saving strategies in a timely manner based on actual operational needs and environmental protection goals, effectively avoiding energy waste and contributing to environmental protection.

During the Reporting Period, the Group's total energy consumption was 125.0 (2024: 121.0) MWh, representing an increase compared to the previous year, primarily attributable to higher petrol use for material transport and the inclusion of seven months of electricity data from the new Hong Kong office. Despite workforce growth, energy intensity edged down to 0.811 (2024: 0.823) MWh/employee. This demonstrates the Group's continued improvement in energy efficiency alongside business growth.

Energy Consumption	Units	2025	2024	2023
Petrol	MWh	45.8	43.2	32.7
Electricity	MWh	79.1	77.8	77.8
Total Energy Consumption	MWh	125.0	121.0	110.5
Energy Intensity	MWh/employee	0.811	0.823	0.784

ENVIRONMENTAL AND NATURAL RESOURCES

In 2025, the Group continued its commitment to environmental protection and sustainable development, actively reducing the environmental and natural resource impacts of its business operations. We strictly adhere to the ISO14001:2015 environmental management system standard, establishing a comprehensive environmental management framework through the full implementation of policies such as the "Internal Environmental Regulatory Procedures". Throughout the Reporting Period, we continuously optimized our environmental monitoring system, from source management to end-treatment, ensuring all operational activities meet environmental requirements.

Regarding noise management in projects, we have implemented comprehensive mitigation measures. Through scientifically planned project schedules and the introduction of advanced noise reduction equipment, we effectively controlled noise levels during works, minimizing impact on surrounding communities. These measures not only ensured timely project completion but also demonstrated our concern for community well-being.

In 2025, we further deepened our green procurement strategy, prioritizing environmentally certified products and materials. Through a strict supplier evaluation system, we ensure that procured products not only meet environmental standards but also achieve resource recycling. These initiatives fully demonstrate the Group's determination and commitment to promoting sustainable development.



OUR ENVIRONMENT APPROACH

CLIMATE CHANGE

In 2025, the Group actively responded to global climate change challenges, aligning with international society's trends toward a low-carbon economy and carbon neutrality. As a responsible corporate citizen, we have implemented multiple proactive measures to achieve green, low-carbon sustainable development goals.

GOVERNANCE

To promote the organic integration of sustainable development concepts with the Group's business growth, the Group continuously optimized its ESG governance structure during the Reporting Period. Climate-related governance is embedded within the Group's overarching ESG governance framework as set out in section "ESG Governance" of the Report. Within this framework, the following specific governance arrangements apply to climate-related matters.

The Board, as the highest decision-making body for climate-related matters, is responsible for formulating and overseeing the implementation of climate-related development strategies, targets, and policies, as well as assessing and managing climate-related risks and opportunity. To implement the Board's supervisory function, the Group has established a multi-tiered management structure, with an ESG Working Group and several specialized committees under the Board. Among them, the Audit Committee is responsible for identifying, assessing, and managing climate-related risks and opportunities. The ESG Working Group is responsible for the establishment and optimization of the risk management framework of the Group as well as the supervision and coordination of various business units to integrate climate considerations into operational oversight, risk management and internal control processes, ensuring that climate factors are embedded in the responsibilities of senior management. Oversight is exercised through established reporting channels. The ESG Working Group provides updates on climate-related risks, opportunities and progress during regular management meetings and reports to the relevant committee and the Board in accordance with the established reporting cycle. The Board receives at least one comprehensive update each year covering climate-related risks and opportunities, performance indicators and emerging regulatory developments. In the event of major climate issues or where enhanced oversight is required, the ESG Working Group reports to the Board more frequently. In 2025, the ESG Working Group actively implemented various climate-related policies and measures, and regularly reported progress, performance results, and future development recommendations to the Board.

Furthermore, to ensure that all governance levels possess the capability to address climate-related issues, Board members and relevant committees participate in climate-related training annually and engage external professional institutions for support when necessary. To further strengthen the accountability mechanism, the Group will also explore the feasibility of incorporating climate-related performance indicators into management's remuneration policy, so as to further enhance the compensation system.

OUR ENVIRONMENT APPROACH

STRATEGY

The Group is committed to strengthening its resilience against climate-related risks while identifying opportunities that align with long-term sustainability. During the Reporting Period, we adopted two highly contrasting scenarios to systematically assess climate-related risks and opportunities that are material to our business and value chain. This approach enables us to assess the resilience and robustness of our business under different future conditions. Both scenarios were developed with reference to publicly available frameworks from leading organizations, including the Intergovernmental Panel on Climate Change (the "IPCC") and the Network for Greening the Financial System (the "NGFS"). Considering multiple possible trajectories for future global climate change, separate sets of scenarios were applied to physical and transition risks to reflect distinct risk drivers.

Description of Climate Scenarios Used in the 2025 Analysis

Scenario	Warming scenario (3°C to 5+°C warming by 2100)	Decarbonization scenario (1.5°C to 2°C warming by 2100)
Rationale for Selection	• The Warming Scenario is chosen to evaluate the impacts of exacerbated climate change in the absence of effective climate action	• The Decarbonization Scenario is selected to assess the impacts of climate actions taken to achieve the 1.5°C target under the Paris Agreement
Reference scenarios	• IPCC SSP5-8.5 • NGFS Current Policies	• IPCC SSP1-2.6 • NGFS Net Zero 2050
Overall trend	• Minimal climate cooperation; continued fossil fuel reliance • Continuation of existing policies without enhancement	• Rapid decarbonization and strong international cooperation • Immediate stringent climate policies; rapid clean technology deployment
GHG emission rise	• Emissions continue rising at current rate	• Emissions are aggressively mitigated, reaching net zero by 2050

Insights from this analysis have informed our climate strategy by helping us identify risk hotspots and actions to build long-term resilience. We use a mixed-method scenario analysis to examine impacts over the short-term (2025–2026), medium-term (2027–2030), and long-term (2031–2050). These timeframes are chosen to align with the global objective of reducing emissions and achieving net zero by 2050.

As the methodologies used to project the impacts of these risks across the three time horizons involve uncertainties, our assessment is subject to related uncertainties. The main sources of such uncertainty arise from reliance on climate models, which require various assumptions regarding the frequency, intensity, and geographical distribution of climate events to estimate future conditions. The scenario analysis was completed during the Reporting Period and will be regularly reviewed and updated as part of the Group's ongoing climate-related risk assessment process.



Description	Impact Level & Time Frame	Impact on Business Model and Value Chain	Financial Impact	Preventive & Mitigation Measures
Physical Risk				
Acute Risk: Increasing severity of extreme weather events, such as typhoons and floods	**Risk Level:** Medium **Time Frame:** Short-term, Medium-term	**Business Model:** Such occurrences may result in project delays, damage to documentation, materials, equipment, and infrastructure, potentially compromising employee health and safety **Value Chain:** The supply chain may be disrupted, affecting the progress of fitting-out, alteration and addition works, construction works, and repair and maintenance services, which could potentially lead to delayed project completion	• Increased costs for facility protection repairs • Delays in projects, causing potential penalties and operating costs • Higher insurance premiums lead to an increase in costs	• Proactively secure site entrances, temporary structures, and materials against water damage • Hold regular meetings to assess risks, formulate action plans, and mitigate schedule delays • Develop extreme weather response plans based on Hong Kong/Macau historical data for swift site mobilization • Allocate additional manpower, subcontractors, and suppliers to recover schedules following weather disruptions

Description	Impact Level & Time Frame	Impact on Business Model and Value Chain	Financial Impact	Preventive & Mitigation Measures
Chronic Risk: Manifest through persistent extreme weather conditions, such as prolonged elevated temperatures and rising sea levels	**Risk Level:** Low **Time Frame:** Long-term	**Business Model:** Higher temperatures increase the risk of equipment damage and heat-related illness among site personnel, potentially resulting in extended works period, higher workforce turnover, and occupational injuries; heatwaves increase energy loads across facilities, raising operating and maintenance costs **Value Chain:** Long-term climate trends may impair infrastructure reliability and efficiency in key supplier and contractor regions, raising operating costs and disruption frequency, ultimately disrupting supply and delaying project completion	• Increased operating costs due to higher demand for cooling • Extreme weather accelerates equipment aging, thereby increasing equipment depreciation and maintenance costs • Higher demand for construction repair and maintenance leads to an increase in related expenses • Suppliers may transfer their additional costs, leading to increased material procurement costs	• Enhance office air circulation and ensure 24 availability of first-aid kits and chilled water • Inspect site ventilation, deploy equipment, and distribute government heat stroke prevention guidelines to all works staff • Mobilize additional subcontractors, adjust manpower, and secure alternative suppliers to mitigate weather impacts and recover schedules

Description	Impact Level & Time Frame	Impact on Business Model and Value Chain	Financial Impact	Preventive & Mitigation Measures
Transition Risk				
Policy and Legal Risk: Increasingly stringent carbon emission policies and regulations	**Risk Level:** Medium **Time Frame:** Medium-term, Long-term	**Business Model:** The Group must ensure compliance with increasingly stringent climate-related legislation and regulatory frameworks. More resources may need to be invested to meet compliance requirements, leading to increased operating costs **Value Chain:** Strict carbon policies may restrict upstream suppliers and contractors. Some key partners may reduce business or shut down if they cannot comply, creating supply shortages	• Mandatory emissions monitoring and reporting lead to increased compliance costs • Additional capital expenditure if assets fail to meet new requirements • Potential increase in procurement costs as suppliers meet stricter green standards	• Maintain vigilant monitoring of relevant laws and regulations through multiple channels, ensuring timely awareness of regulatory developments • Establish emergency plans, including the search for alternative certified suppliers and communication with customers regarding potential supply issues
Technical Risk: The development of low-carbon technology may affect competitiveness and costs	**Risk Level:** Low **Time Frame:** Short-term	**Business Model:** Existing equipment and construction systems may require early replacement, increasing upgrade pressure **Value Chain:** Suppliers or contractors that are unable to meet low-carbon technical standards may be phased out over time	• Premature replacement of equipment leads to higher capital expenditures • If the adoption of technology lags behind, competitiveness may be lost, resulting in a decrease in revenue • Extra operating costs in sourcing potential technological advanced suppliers or contractors	• Develop a technology-upgrade roadmap • Broaden the supplier base to reduce single-source dependence, and maintain close cooperation with key suppliers or contractors to ensure the timely introduction of the latest technologies

OUR ENVIRONMENT APPROACH

Description	Impact Level & Time Frame	Impact on Business Model and Value Chain	Financial Impact	Preventive & Mitigation Measures
Market Risk: Customers are increasingly inclined towards ESG-related, energy-efficient assets and solutions	**Risk Level:** Low **Time Frame:** Medium-term, Long-term	**Business Model:** Customers increasingly prefer energy-efficient buildings and sustainable construction solutions; failure to meet expectations may reduce competitiveness **Value Chain:** Customers may demand greater ESG transparency	• Potential loss of customers, reducing revenue • Increased resource input in the tendering and design phases leads to higher operating costs • Increased operating costs for certification and footprint assessments	• Continuously source high-efficiency energy-conserving technologies • Expand green building upgrades and asset improvements • Adopt more environmentally responsible practices throughout the supply chain by collaborating with material suppliers and specialized subcontractors that meet low-carbon and high-resource-efficiency requirements
Reputation Risk: Changing stakeholder perceptions and expectations regarding our contribution to climate change	**Risk Level:** Low **Time Frame:** Long-term	**Business Model:** Insufficient climate disclosure or ESG performance may weaken investors and customers' confidence **Value Chain:** Major customers may require ESG-capable suppliers, affecting partnership opportunities	• Potential loss of clients, reducing revenue • Investors demand a higher risk premium due to inadequate ESG performance, thereby potentially increasing financing costs or administrative expenses	• Regularly publish ESG Reports • Enhance communication with stakeholders to improve transparency and trust • Strengthen and optimise climate change risk management

Description	Impact Level & Time Frame	Impact on Business Model and Value Chain	Financial Impact	Preventive & Mitigation Measures
Opportunities				
Resource Efficiency: Lower energy use and improved cost efficiency	**Impact Level:** Medium **Time Frame:** Medium-term, Long-term	**Business Model:** Practices like energy conservation and office waste reduction can lower operating costs **Value Chain:** Collaborating with suppliers offering energy-efficient solutions to improve logistics and warehouse efficiency, thereby reducing transportation costs and emissions	• Energy conservation equipment and logistics optimization reduce administrative and energy costs	• Improve resource utilisation efficiency in the office by optimising energy use, replacing equipment, and promoting recycling • Choose partners based on resource efficiency and route optimisation to reduce overall supply chain costs and resource consumption
Energy Sources: Use of green electricity and renewable energy	**Impact Level:** Medium **Time Frame:** Medium-term, Long-term	**Business Model:** Utilising green electricity or other renewable energy sources could lead to more stable and potentially lower energy costs **Value Chain:** Partnering with suppliers who use renewable energy can reduce the overall carbon footprint of our fitting-out works, construction works and repair and maintenance services	• Collaborating with suppliers that use renewable energy can reduce energy-related costs • Enhancing brand value may lead to an increase in revenue	• Prioritise partnerships with suppliers who procure renewable energy • Explore solar and other renewable energy procurement options

OUR ENVIRONMENT APPROACH

Description	Impact Level & Time Frame	Impact on Business Model and Value Chain	Financial Impact	Preventive & Mitigation Measures
Products & Services: Opportunities from low-carbon service offerings	**Impact Level:** Medium **Time Frame:** Medium-term, Long-term	**Business Model:** Utilising green building materials, developing low-carbon fitting-out works, construction works and repair and maintenance services, thereby enhancing business competitiveness **Value Chain:** Our customers, particularly hotels, international retailers and Macau Government, increasingly demand low-carbon and energy-saving fitting-out works, construction works and repair and maintenance service solutions	• Increased revenue from value-added services	• Highlight carbon footprints or low-carbon certification marks during service promotions to enhance market competitiveness
Markets: Opportunities from expansion into climate-conscious markets	**Impact Level:** Medium **Time Frame:** Medium-term, Long-term	**Business Model:** Expand into markets with strict climate policies and strong consumer environment awareness, where demand for sustainable fitting-out works, construction works and repair and maintenance services is growing **Value Chain:** Actively align our fitting-out works, construction works and repair and maintenance services with climate regulations in target markets and collaborate with local suppliers or contractors to enter these markets	• Access to high-growth markets, increasing revenue	• Monitor climate policies and consumer trends in target markets, adjusting service offerings in advance

Description	Impact Level & Time Frame	Impact on Business Model and Value Chain	Financial Impact	Preventive & Mitigation Measures
Resilience: Supply chain diversification, enhanced climate-resilient operations, and access to green financing	**Impact Level:** Medium **Time Frame:** Short-term, Medium-term	**Business Model:** Diversified procurement reduces disruption risks from extreme weather; access to green bonds and sustainable loans strengthens financial resilience **Value Chain:** Geographic diversification improves supply chain stability for materials and equipment	• Reduced revenue volatility caused by operational disruptions • Enhancing capital market attractiveness and reducing finance costs through green financial instruments	• Strengthen supplier risk assessment and diversification • Build strong relationships with suppliers in multiple climate zones to ensure priority access during disruptions • Actively evaluate participation in green finance markets, including green bonds and sustainability-linked loans, to support climate-resilient investments

At this stage, due to the limited availability of reasonable and supportable forward-looking information and the high level of measurement uncertainty involved, the Group is unable to provide quantitative projections of the future financial impacts arising from climate-related risks and opportunities. However, in response to the requirements for climate-related financial disclosures, we have evaluated the potential financial impacts of climate-related risks and opportunities on the Group with a qualitative approach, taking into account key climate scenario parameters and the actual conditions of our business operations. Geographically, the Group's facilities in coastal areas are vulnerable to physical risks such as sea level rise and typhoons, while transition risks are primarily concentrated on upstream procurement costs for sourcing green materials and downstream customer demand for low-carbon solutions. In terms of works equipment and temporary site facilities, high-energy-consumption works and operating equipment and on-site temporary power facilities face pressure for energy efficiency upgrades while also presenting opportunities for energy-saving retrofits, material transportation routes and supply chain nodes are susceptible to extreme weather and transportation disruptions, and green building technology research, development, and innovative applications are positioned to benefit from green technology development. Across the value chain, upstream suppliers with high carbon footprints in raw materials are exposed to transition risks, while downstream customers' growing preference for low-carbon fit-out and construction products and maintenance service create market opportunities. Given the Group's scale of operations and risk exposure, these impacts are not expected to be material in the short term.

In terms of financial impact, current capital expenditures have been directed towards energy efficiency retrofits – such as works equipment and temporary site facility upgrades and energy management systems – as well as disaster prevention facilities including flood barriers and backup power systems. Over the next three to seven years, the Group expects to increase investments in low-carbon works equipment. The Group has not yet formulated any climate-specific financing strategy. If necessary, climate-related initiatives will continue to be supported through existing operational budgets. As climate-related requirements or strategic priorities evolve, the Group will assess additional funding needs. Therefore, the Group is unable to provide the specific amounts or percentages of assets or business activities affected by climate-related risks, nor the specific amounts of capital expenditures, financing, or investments related to pursuing climate-related opportunities. The Group will gradually allocate resources to support the collection and disclosure of such data in the future.

The Group has not yet developed a formal climate-related transition plan. Given the nature and scale of our business, the Group has not established a structured transition pathway, nor has it defined the assumptions or dependencies that typically form part of such a plan. At this stage, the Group continues to monitor evolving regulatory requirements, market expectations, and industry practices, and will consider developing a more specific transition plan when appropriate and feasible.

RISK MANAGEMENT

Based on the identification and assessment of potential climate-related risks and opportunities, the Group has integrated climate-related risks into its overall risk management framework to clearly define the responsibilities of relevant departments and subsidiaries, key management requirements, and implementation standards. In addition, we follow a structured management process of "risk identification, risk assessment, risk prioritization, risk response, and risk monitoring" to systematically manage climate-related risks, thereby enhancing our overall climate risk management capabilities and performance.

Climate-related Risk Management Process				
Risk Identification	**Risk Assessment**	**Risk Prioritization**	**Risk Response**	**Risk Monitoring**
Identify climate-related risks affecting the Group and assess their significance to business operations.	Determine the nature of identified risks and evaluate their potential impact. Risk Prioritization: Weigh the costs of addressing climate risks against the potential losses that can be avoided, thereby prioritising risks accordingly.	Weigh the costs of addressing climate risks against the potential losses that can be avoided, thereby prioritising risks accordingly.	Develop and implement corresponding response measures based on the assessment and prioritisation of climate-related risks.	Conduct regular climate risk assessments and review the effectiveness of risk response measures.

The Group primarily allocates resources to manage climate-related risks through its existing management and operational functions. Relevant responsibilities are undertaken by senior management and department heads as part of their day-to-day work and are supported through regular budgets allocated to ESG-related activities such as data collection, employee training, and operational improvements. The Group will continue to allocate resources in proportion to its business scale and operational needs to support climate-related initiatives and will assess additional resource requirements as regulatory expectations and climate-related risks evolve.

The prioritisation of climate-related risks adopts the same qualitative criteria used in the Group's overall risk management framework. Risks with potentially greater impact on operations, finance, or compliance are assigned higher priority for monitoring and management to ensure alignment with the Group's overall risk prioritisation methodology.

METRICS AND TARGETS

During the Reporting Period, the Group discloses the GHG emissions data, which aligns with the reporting boundary outlined in this Report. For details, please refer to the "About the Report – Reporting Boundary" section. Generally, we apply the operational control approach to define our organisational boundary for reporting purposes, unless otherwise stated. The Group measures its GHG emissions in accordance with the GHG Protocol: Corporate Accounting and Reporting Standards (2004). Additionally, we refer to the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (2011) to identify our Scope 3 GHG emissions across 15 Scope 3 categories. During the Reporting Period, the Group has identified the relevant emission categories within its value chain, including emissions from purchased goods and services, upstream transportation and distribution, waste generated in operations, business travel, employee commuting, upstream leased assets, and downstream leased assets. Detailed information is provided in the "Our Environment Approach – Air Pollutants and GHG" and "Appendix – Key Performance Indicators Summary" section of this Report.

The Group has established a long-term target to achieve carbon neutrality across its entire value chain by 2050, covering Scope 1, Scope 2, and material Scope 3 GHG emissions. This aspiration is guided by the global temperature goals of the Paris Agreement, informed by the science-based decarbonization pathways outlined by the IPCC, and aligned with international climate frameworks relevant to the Group's industry.

The Group had set ESG related quantitative targets and disclosed GHG emissions data in the "Our Environment Approach" section in this Report. The Group's environmental KPI targets include those for GHG emissions, energy consumption, and water usage. This approach enables the Group to establish realistic and progressively challenging targets that reflect recent operational performance while driving continuous improvement. The target-setting methodology is informed by scientific guidance and relevant industry benchmarks, ensuring alignment with prevailing best practices. However, as of the Reporting Period, neither the targets nor the underlying methodology have been subject to third-party verification. To ensure effective implementation, the Group has established an internal target review mechanism, under which the Board conducts an annual assessment of climate-related progress. The Group does not currently rely on carbon credits to achieve its carbon neutrality goal.

OUR ENVIRONMENT APPROACH

During the Reporting Period, the Group did not incur any material capital expenditure, financing or investment that was specifically dedicated to addressing climate related risks or pursuing climate related opportunities. The Group will continue to monitor its climate related exposures and may allocate targeted capital resources as and when climate related projects become necessary or relevant to its operational needs.

The Group recognises the value of industry-based metrics in enhancing the comparability and credibility of climate-related disclosures. In view of the fact that fitting-out works and construction works of the Group involve numerous suppliers, subcontractors, and material manufacturers, and the Group's current value chain data collection capabilities are limited, consistent industry-based metrics have not yet been disclosed. We will continue to assess the feasibility of adopting such indicators and will progressively integrate them as our internal data management systems and value chain engagement mature. Meanwhile, we are undertaking initiatives to enhance the accuracy, granularity, and traceability of Scope 3 emission data, enabling a more precise assessment of the embodied carbon in key building materials and a deeper understanding of the climate impacts associated with construction installation, procurement decisions, and waste treatment. At the same time, the Group actively collaborates with suppliers, subcontractors, manufacturers, and clients to enhance the transparency of decarbonisation efforts. Moving forward, the Group will continue to explore solutions aligned with the sustainability trends of the industry.

Regarding internal management tools, the Group is exploring the feasibility of further integrating climate considerations into its decision-making processes. We realize internal carbon pricing can help translate climate considerations into quantifiable financial metrics, guiding business units to prioritise low-carbon options in material procurement, supplier selection, and project design. At present, the Group has not yet applied internal carbon pricing in its decision-making processes; the feasibility of such implementation will be explored further in the future.

The aforementioned measures in section "Our Environment Approach" have contributed to a downward trend in the Group's GHG emissions, reflecting our commitment to reducing our operational carbon footprint while promoting the low-carbon transition across the value chain. These efforts lay a critical foundation for the development of a long-term decarbonisation roadmap, demonstrating the Group's dedication to advancing the construction industry towards sustainability and low-carbon development. Looking ahead, the Group will continue to actively pursue key projects, explore market opportunities, and identify new avenues for growth, while maintaining rigorous control over GHG emissions to ensure compliance with relevant local regulations by 2030.

OUR SOCIAL MANAGEMENT APPROACH

In 2025, the Group continued to uphold its sustainable development philosophy, actively fulfilling corporate social responsibilities while creating economic value. We strictly follow the "Social Investment Management Regulations", deeply understand community needs, and effectively plan and execute various community investment programs. During the Reporting Period, we particularly focused on social welfare and youth development areas, organizing diverse charitable activities and working together with employees to build a harmonious community. To support the development of local charitable organizations, the Group contributed a total of MOP 167,688 (2024: 118,888) in charitable donations in 2025 to promote social progress, with beneficiaries including the Lighthouse Club, Macau Youth Greater Bay Area Development Association, Yuet Wah College, Yuet Wah College Alumni Association, Macau Construction Association and Hong Nam Tai Iok Wui.

In addition, the Group's Directors actively contribute to society in their personal capacities. For example, Mr. Lai Ming San, the Group's CEO and Executive Director, in his capacity as President of the Macau Greater Bay Area Youth Development Association, successfully organized the 6th Macau Greater Bay Area Youth Development Forum and the Award Ceremony for the 6th Macau Secondary School and 3rd Macau University Student Greater Bay Area Essay Competition in July 2025. Themed "Bay Area Cultural Integration and Sustainable Development", the event invited authoritative experts to introduce development opportunities in the Greater Bay Area. It attracted participation from 37 schools across Macau, with over 420 students submitting entries, showcasing the profound thinking of Macau's youth on national development strategies. Through such initiatives, Mr. Lai consistently builds platforms for youth learning and exchange, reflecting not only his personal commitment to the future of society but also the Group's core value of supporting youth development and actively giving back to the community.



Figure 1: The 6th Greater Bay Area Youth Forum and Essay Competition Award Ceremony was successfully held.

LOOKING FORWARD

The Group recognizes the importance of corporate governance for sustainable development. Particularly in an increasingly stringent regulatory environment, we have established a comprehensive ESG governance framework and specifically strengthened our climate risk management system. To align with the Stock Exchange's new requirements for climate-related information disclosure, we have initiated detailed climate risk assessments and scenario analyses, and developed corresponding response strategies. The Board regularly reviews climate change risks and opportunities to ensure the Group's sustainable development strategy aligns with international best practices.

The Group continues to improve its ESG management system, including strengthening climate change governance, risk management, and metric monitoring. We adopt the ISSB's recommended framework to systematically identify and assess climate-related risks and develop corresponding mitigation and adaptation measures. Meanwhile, we are also committed to reducing carbon emissions through setting scientific carbon reduction targets, promoting energy conservation projects, and actively exploring renewable energy opportunities. In supply chain management, we will further strengthen cooperation with suppliers to jointly build a more resilient low-carbon supply chain.

Looking ahead, with the deepening development of the Greater Bay Area and post-pandemic economic recovery, the Group will seize development opportunities while actively addressing challenges brought by climate change. We will continue to invest in innovative technologies and green building solutions, enhance climate resilience, and strengthen communication and cooperation with stakeholders. The Group firmly believes that through effective climate risk management and proactive carbon reduction actions, not only can meet regulatory requirements but also create long-term value for shareholders and promote society's transition toward sustainable development.

APPENDIX

KEY PERFORMANCE INDICATORS SUMMARY

Environmental key performance indicators		Unit	2025	2024	2023
Air pollutants[1]	Nitrogen oxides	kg	45.988	39.206	1.039
	Sulphur oxides	kg	0.070	0.059	0.046
	Respirable suspended particulates	kg	4.407	3.757	0.104
GHG emissions[2]	Scope 1 – Direct GHG emissions[3]	tonnes of carbon dioxide equivalent	12.6	10.8	9.0
	Scope 2 – location-based – Energy indirect emissions[4]	tonnes of carbon dioxide equivalent	46.4	47.3	47.4
	Sub-total GHG emissions (Scope 1 and 2)	tonnes of carbon dioxide equivalent	59.1	58.1	56.4
	GHG Intensity (Scope 1 and 2)	tonnes of carbon dioxide equivalent/ employee	0.384	0.395	0.400
	Scope 3 – Other indirect emissions[5]	tonnes of carbon dioxide equivalent	1,952.1	5.2	1.8
	Total GHG emissions (Scope 1, 2 and 3)	tonnes of carbon dioxide equivalent	2,011.1	63.3	58.2
	GHG intensity (Scope 1, 2 and 3)	tonnes of carbon dioxide equivalent/ employee	13.059	0.430	0.413

1 Calculated according to the Macau Environmental Protection Bureau's "Macao Vehicle Emission Factor Estimates (2023-2040)".

2 Calculated according to the Environmental KPI Reporting Guidelines in Appendix 2 of "How to Prepare an ESG Report" published by the Stock Exchange.

3 It includes GHG emissions from mobile sources of combustion.

4 It includes GHG emissions from purchased electricity from third parties.

5 It includes Scope 3 GHG emissions from Category1, Category 4, Category 5, Category 6, Category 7, Category 8, and Category 13 during the Reporting Period, while the data of Scope 3 GHG emissions in 2023 and 2024 was limited to business air travel only. Due to changes in the reporting scope, the data for the Reporting Period may not be fully comparable with the corresponding data for the 2023 and 2024 fiscal year.

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Environmental key performance indicators		Unit	2025	2024	2023
Waste	Total hazardous waste	tonnes	–	–	–
	Hazardous waste intensity	tonnes/employee	–	–	–
	Total non-hazardous waste	tonnes	2,884.7	2,518.0	419.0
	Non-hazardous waste intensity	tonnes/employee	18.732	17.129	2.972
Energy consumption	Petrol	MWh	45.8	43.2	32.7
	Electricity	MWh	79.1	77.8	77.8
	Total energy consumption	MWh	125.0	121.0	110.5
	Energy intensity	MWh/employee	0.811	0.823	0.784
Water consumption	Total water consumption	cubic metres	667.0	666.0	971.0
	Water intensity	cubic metres/ employee	4.331	4.531	6.887

Social key performance indicators		2025	2024	2023
Total number of employees				
Gender	Male	125	120	117
	Female	29	27	24
Age group	Below 30 years old	13	17	14
	30-40 years old	34	37	35
	41-50 years old	38	30	31
	Above 50 years old	69	63	61
Employment type	Full-time	153	146	140
	Part-time	1	1	1
Geographical region	Macau	64	57	52
	Hong Kong	13	12	8
	Mainland China	77	78	81
Employment category	General employees	136	129	124
	Middle management	11	11	9
	Senior management	3	3	4
	C-level executives	4	4	4
Total		154	147	141

APPENDIX

Social key performance indicators		2025	2024	2023
Employee turnover rate				
Gender	Male	22.4%	28.3%	29.1%
	Female	31.0%	14.8%	12.5%
Age group	Below 30 years old	23.1%	11.8%	14.3%
	30-40 years old	20.6%	24.3%	22.9%
	41-50 years old	26.3%	30.0%	35.5%
	Above 50 years old	24.6%	28.6%	26.2%
Employment type	Full-time	24.2%	25.3%	26.4%
	Part-time	–	100.0%	–
Geographical region	Macau	34.4%	29.8%	26.9%
	Hong Kong	53.8%	58.3%	25.0%
	Mainland China	10.4%	18.0%	25.9%
Employment category	General employees	22.8%	24.0%	25.0%
	Middle management	54.5%	36.4%	66.7%
	Senior management	–	100.0%	–
	C-level executives	–	–	–
Overall		24.0%	25.9%	26.2%

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Social key performance indicators		2025	2024	2023
Occupational health and safety of employees				
Work-related injuries		4	4	3
Lost days due to work-related injuries		219	83	242
Work-related fatalities		–	–	–
Total number of other workers				
Employment category	General employees	111	98	–
	Middle management	–	–	–
	Senior management	–	–	–
	C-level executives	–	–	–
Total		111	98	–
Occupational health and safety of other workers				
Work-related injuries		–	–	–
Lost days due to work-related injuries		–	–	–
Work-related fatalities		–	–	–
Total number of employees trained				
Gender	Male	48 (38.4%)	64 (53.3%)	11 (9.4%)
	Female	7 (24.1%)	5 (18.5%)	– (–)
Employment category	General employees	55 (42.6%)	69 (53.5%)	10 (8.1%)
	Middle management	– (–)	– (–)	1 (11.1%)
	Senior management	– (–)	– (–)	– (–)
	C-level executives	– (–)	– (–)	– (–)
Overall		55 (35.7%)	69 (46.9%)	11 (7.8%)

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Social key performance indicators		2025	2024	2023
Average training hours of employees				
Gender	Male	0.90	1.26	1.84
	Female	0.26	0.19	–
Employment category	General employees	0.88	1.21	1.73
	Middle management	–	–	0.11
	Senior management	–	–	–
	C-level executives	–	–	–
Overall		0.78	1.06	1.52
Total number of suppliers				
Geographical region	Macau	360	374	334
	Hong Kong	145	100	80
	Mainland China	259	238	196
	Overseas	11	13	10
Total		775	725	620
Anti-corruption				
Average training hours (hours)	Employees	–	0.03	–
	Board	–	1.25	1.00

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Aspects	Description	Page/Remark
A. Environmental		
A1 Emissions		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the Group relating to air emissions, discharges into water and land, and generation of hazardous and non-hazardous waste. Note: Air emissions include NO_x, SO_x, and other pollutants regulated under national laws and regulations. Hazardous wastes are those defined by national regulations.	12, 35-54
A1.1	The types of emissions and respective emissions data.	37-38, 57
A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	58
A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	37, 58
A1.5	Description of emission target(s) set and steps taken to achieve them.	35
A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	36
A2 Use of Resources		
General Disclosure	Policies on the efficient use of resources, including energy, water and other raw materials. Note: Resources may be used in production, in storage, transportation, in buildings, electronic equipment, etc.	40
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A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility).	41, 58
A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	17-19, 35

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A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	40-41
A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	41
A3 The Environment and Natural Resources		
General Disclosure	Policies on minimising the Group's significant impacts on the environment and natural resources.	42
A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	42
B. Social		
Employment and Labour Practices		
B1 Employment		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the Group relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, antidiscrimination, and other benefits and welfare.	10-12, 22-28
B1.1	Total workforce by gender, employment type (for example, full- or part-time), age group and geographical region.	25, 58
B1.2	Employee turnover rate by gender, age group and geographical region.	25, 58-59
B2 Health and Safety		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the Group relating to providing a safe working environment and protecting employees from occupational hazards.	10, 17-19
B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	19, 60
B2.2	Lost days due to work injury.	60
B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored.	17-19

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Aspects	Description	Page/Remark
B3 Development and Training		
General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities. Note: Training refers to vocational training. It may include internal and external courses paid by the employer.	19-21
B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	21, 60
B3.2	The average training hours completed per employee by gender and employee category.	21, 61
B4 Labour Standards		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the Group relating to preventing child and forced labour.	24
B4.1	Description of measures to review employment practices to avoid child and forced labour.	24
B4.2	Description of steps taken to eliminate such practices when discovered.	24
Operating Practices **B5 Supply Chain Management**		
General Disclosure	Policies on managing environmental and social risks of the supply chain.	32
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B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	33
B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	33
B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	34

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B6 Product Responsibility		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the Group relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	29
B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	32
B6.2	Number of products and service related complaints received and how they are dealt with.	31
B6.3	Description of practices relating to observing and protecting intellectual property rights.	31
B6.4	Description of quality assurance process and recall procedures.	30
B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	31
B7 Anti-corruption		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the Group relating to bribery, extortion, fraud and money laundering.	11, 27-29
B7.1	Number of concluded legal cases regarding corrupt practices brought against the Group or its employees during the reporting period and the outcomes of the cases.	10
B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	27-28
B7.3	Description of anti-corruption training provided to directors and staff.	27-28
Community		
B8 Community Investment		
General Disclosure	Policies on community engagement to understand the needs of the communities where the Group operates and to ensure its activities take into consideration the communities' interests.	55
B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	55
B8.2	Resources contributed (e.g. money or time) to the focus area.	55

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Part D: Climate related disclosure		
(I) Governance		
	Information about: (a) the governance body responsible for oversight of climate-related risks and opportunities; and (b) management's role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities.	43
(II) Strategy		
Climate-related risks and opportunities	Information of climate-related risks and opportunities that could be expected to affect the Group's cash flows, its access to finance or cost of capital over the short, medium or long term.	44
Business model and value chain	Information of the current and anticipated effects of climate-related risks and opportunities on the business model and value chain.	45-51
Strategy and decision-making	Information of the effects of climate-related risks and opportunities on its strategy and decision-making. Information about the progress of plans disclosed in previous reporting periods.	43-51
Financial position, financial performance and cash flows	Information about: (a) how climate-related risks and opportunities have affected its financial position, financial performance and cash flows for the reporting period; and (b) the climate-related risks and opportunities identified for which there is a significant risk of a material adjustment within the next annual reporting period. Disclosures about: (a) how the Group expects its financial position to change over the short, medium and long term; and (b) how the Group expects its financial performance and cash flows to change over the short, medium and long term.	45-51
Climate resilience	Information of the resilience of the Group's strategy and business model to climate-related changes, developments and uncertainties, with climate-related scenario analysis to assess its climate resilience.	44

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Aspects	Description	Page
(III) Risk Management		
	Information about: (a) the processes and related policies used to identify, assess, prioritise and monitor climate-related risks; (b) the processes used to identify, assess, prioritise and monitor climate-related opportunities; and (c) the extent to which, and how, the processes for identifying, assessing, prioritizing and monitoring climate-related risks and opportunities are integrated into and inform the Group's overall risk management process.	52
(IV) Metrics and Targets		
Greenhouse gas emissions	The absolute gross greenhouse gas emissions generated during the reporting period, expressed as metric tons of CO_2 equivalent, classified as: (a) Scope 1 greenhouse gas emissions; (b) Scope 2 greenhouse gas emissions; and (c) Scope 3 greenhouse gas emissions; Information on: (a) measurement of greenhouse gas emissions; (b) the approach used to measure its greenhouse gas emissions; (c) location-based Scope 2, emissions and information about any contractual instruments of Scope 2 greenhouse gas emissions; and (d) the categories included within the measurement of Scope 3 greenhouse gas emissions.	37-39, 53-54, 57-58
Climate-related transition risks	The amount and percentage of assets or business activities vulnerable to climate-related transition risks.	47-48

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Aspects	Description	Page
Climate-related physical risks	The amount and percentage of assets or business activities vulnerable to climate-related physical risks.	45-46
Climate-related opportunities	The amount and percentage of assets or business activities aligned with climate-related opportunities.	49-51
Capital deployment	The amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities.	54
Internal carbon prices	Information on: (a) whether and how the Group is applying a carbon price in decision-making; and (b) the price of each metric tonne of greenhouse gas emissions the Group uses to assess the costs of its greenhouse gas emissions, if any.	34
Remuneration	Information on whether and how climate-related considerations are factored into remuneration policy, or an appropriate negative statement.	43
Industry-based metrics	Information on industry-based metrics that are associated with one or more particular business models, activities or other common features that characterise participation in an industry, if any.	53-54
Climate-related targets	Information on: • The qualitative and quantitative climate-related targets the Group has set to monitor progress towards achieving its strategic goals; and any targets the Group is required to meet by law or regulation, including any greenhouse gas emissions targets. • The approach to setting and reviewing each target, and how progress against each target is monitored. • The performance against each climate-related target and an analysis of trends or changes in the Group's performance.	35, 53-54
Applicability of cross-industry metrics and industry-based metrics	Reference to and consideration of the applicability of cross-industry metrics and industry-based metrics.	–