

## Message from the Chief Executive Officer

Our company has developed and accumulated technological capabilities and management skills. I hope to propagate our capabilities and skills and continuously create new innovations and businesses combined now with purposeful ESG elements for people, planet, and profits. We must expand beyond the role of its conventional construction business and shift to a new business model hence we define the value of sustainability actively and create opportunities and solutions to provide businesses tools realize such value.

When making business decisions and developing our products and services, we consider our stakeholders' expectations in appreciation of what is material to them. This decision-making process is carried out through a robust governance framework, underpinned by policies and guidelines that define our commitment to our core values in conducting our business.

Here are some living examples on how our company is living our core values:

- 1) As we have adopted rooftop solar on our building, we have shared our learning with others on its benefits to reduce Scope 2 emissions by installing the systems for them.
- 2) We have also made concrete plans to electrify our fleet of vehicles which we have identified as a material contributor to our greenhouse gas ("GHG") emissions.
- 3) We leverage technology and methodologies in Design for Manufacturing and Assembly ("DfMA") to reduce GHG emissions as well as to improve productivity and safety.
- 4) To further embed a safety mindset, we invest heavily in safety training and recognition of best practices within the company to encourage the right behaviours.

As our impact on people and communities around the region grows, sustainability remains central to delivering our purpose and driving business results. As the Chief Executive Officer, I encourage all our employees, partners, and customers to collaborate with us to aim for a better future with an ESG mindset supported by our core values. Thank you for your interest in our ESG strategy and progress.

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**Roy Low**  
*Chief Executive Officer*

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