JEC

FROM COMMITMENT TO IMPACT

SUSTAINABILITY REPORT 2025

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Chief Executive's Message

Following 2024's momentous milestone of having our decarbonisation targets validated by the SBTi, we have continued to enact carbon-related initiatives across our value chain, reducing our impact while maintaining our high standards.

I am honoured to present JEC's fifth Sustainability Report, a significant milestone for our Company. In another year of complexity across our markets, we remained focused on what we do best: converting our ESG commitments into measurable progress that strengthens our business and benefits the clients and communities we serve.

Following last year's momentous milestone of having our decarbonisation targets validated by the Science Based Targets initiative (SBTi), we have continued to enact carbon-related initiatives across our value chain, reducing our impact while maintaining our high standards. To achieve these targets, internally we are working to increase our adoption of electric vehicles, while externally we are scaling solutions that cut energy, carbon and cost. This is most notable in our Jardine Engineering Digital Insights (JEDI) AI platform, which helped our Three Garden Road project achieve 435 MWh of electricity savings this year, earning the "Most Cost-efficient" merit award at the Greater Bay Area Intelligent Energy Saving Competition for Buildings.

We are also advancing responsible consumption by applying circular economy principles to how we design, build, and operate. In 2025, we adopted Interior Modular Integrated Construction (iMiC), enabling us to shorten construction timelines, reduce waste, and lower embodied carbon in our operations. We also unveiled our first carbon-neutral office in Macau, made possible through the use of iMiC and the purchase of 39 tCO_2e of certified carbon credits.

Robust governance continues to anchor these efforts. This year we strengthened our ESG governance and risk management through the launch of our Responsible Consumption and Sourcing Guideline, which supports our employees with embedding sustainability across our value chain. Complimenting this achievement, we enhanced supplier accountability through our new ESG questionnaire for Tier 1 vendors, enabling us to identify strengths and gaps in vendor performance to better inform our sourcing decisions.

Effective governance also includes supporting and nurturing the health, wellbeing and talent of our employees. In 2025 we rolled out 26 wellness programmes that engaged more than 1,100 participants, and we also attracted over 1,500 participants for our annual Group-wide Environmental, Health and Safety Week. In parallel, we continued to engage interns, apprentices, and management trainees through an array of talent development initiatives, safeguarding our talent pipeline for the future.

Looking ahead, we will sustain momentum on our science-based decarbonisation pathway, deepen sustainable design across our projects, and further integrate ESG into decision-making through our materiality assessment refresh. Together with our teams around the world, we are forging JEC into a sustainability innovator that unites engineering excellence with ESG best practice to solve our clients' toughest challenges.

Thank you to our colleagues, partners and clients for your trust as we continue to engineer practical solutions and lasting value together.

Yours sincerely,

Noky Wong
Chief Executive
Jardine Engineering Corporation

About this Report

About JEC

The Jardine Engineering Corporation Limited (JEC) enables customers to operate their facilities at world-class standards by providing the contracting expertise to design, supply and install building and specialized processes; facility operation and management; asset enhancement and energy management; and the sourcing of electrical and mechanical equipment and architectural fixtures.

Established in Shanghai in 1923, JEC is headquartered in Hong Kong and operates throughout Asia. JEC operates joint venture businesses in Hong Kong and Thailand with Trane, one of the world leaders in air-conditioning systems, services and solutions. JEC also manages the wholesale distribution of agricultural products, applied construction chemicals and household consumer items in the Philippines through Jardine Distribution Inc (JDI). Additionally, JEC operates in Singapore (JEC Singapore), Thailand (JEC Thailand) and Macau (JEC Macau). JEC is a member of the Jardine Matheson.

Report Scope

This 2025 ESG Report is JEC's fifth, outlining our sustainability strategies, ongoing sustainability initiatives, and overall performance and progress. The information contained in this report pertains to the period between 1 January 2025 to 31 December 2025 ("FY25") and covers our global operations.

Standards and Guidelines

This Report is prepared in accordance with relevant provisions of Rule 13.91 of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (Listing Rules) and the Environmental, Social and Governance Reporting Code in Appendix C2 to the Listing Rules (HKEX ESG Reporting Code) and with reference to selected standards from the Global Reporting Initiative ("GRI") Universal Standards 2021.

Please refer to the GRI and HKEX appendices for more information.

Sustainable Development Goals

Our sustainability efforts complement the United Nations Sustainable Development Goals (SDGs). We map our key contributions and areas of progress annually against four key goals, and aim to support the other goals wherever possible.

	Key Contributions	Key Milestones in 2025
8 DECENT WORK AND ECONOMIC GROWTH	• Driving economic productivity and growth • Offering high quality employment and work opportunities • Providing safe and secure working environments and protecting labour rights • Supporting youth skills and employment	• Ensuring high quality employment, with 407 new hires in 2025 • Committing to developing a zero-harm culture, with 0 fatalities recorded • Nurturing the next generation of leaders through our management trainee, apprenticeship and internship programmes
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	• Developing sustainable, resilient, and inclusive infrastructure with affordable and equitable access • Upgrading infrastructure and retrofitting industries for enhanced sustainability • Adopting environmentally sound technologies and industrial processes	• Developing a digital solution (JEDI) to optimise energy consumption and achieve energy savings in water-side HVAC system and launch Optimal App • Leveraging interior modular integrated construction to deliver low-carbon, high-quality fitouts • Promoting operational efficiencies to enhance user experience and reduce carbon emissions through the automated “Park and Fly” car park • Constructing modular operating theatres and CATH Labs at North District Hospital • Developing charging networks and microgrids with StarCharge • Constructing the world’s largest smart laundry system at the Hospital Authority’s new Supporting Services Centre
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	• Sustainably managing and efficiently using natural resources • Reducing global food waste • Reducing waste generation through prevention, reduction, recycling, and reuse	• Scaling organic waste-to-energy solutions with ALBA Group Asia • Collaborating with Gammon Construction Limited on biochar-enhanced concrete production
13 CLIMATE ACTION	• Building knowledge and capacity for climate change mitigation and adaptation	• Carbon reduction target and pathway validated by the SBTi in 2024 • Continued rollout of EV charging stations and company fleet replacement with electric vehicles

JEC in 2025

Environment

- **69%** ↓ in Scopes 1 and 2 GHG emissions
- **64%** ↓ in energy intensity
- **57%** ↓ in water intensity
- **69%** waste diversion rate

People

- **> 1,100** participants engaged in 26 wellness programmes
- **> 1,800** volunteer hours contributed by our workforce
- **> 2,400** employees attended 121,521 hours of training across our business units and geographies
- Approval for HKIE Scheme "A" Graduate Training - Environmental Discipline

Governance

- SCIENCE BASED TARGETS validation of our carbon reduction target and pathway in 2024, with **7.5%** ↓ in Scopes 1 and 2 GHG emissions recorded in 2025 (compared with 2023 emission as baseline)
- Engaged with CDP and ecovadis
- **1.17** employee work injury incidents per 1,000 workers, below our target of 1.18 per 1,000 workers

Awards and Recognition

Prestigious Desalination Plant of the Year 2025 at the Global Water Awards, Hong Kong

Global Water Intelligence

Excellence Award in the Most Valuable Brand Category at the 2025 Macau Business Awards , Macau

Project Asia Corporation and the Charity Association of Macau Business Readers

Merit Award of HKMA Sustainability Award 2025 , Hong Kong

Hong Kong Management Association

First Runner-Up Award at Walk Up Jardine House 2025 , Hong Kong

MINDSET

Gold Award of RoSPA Health & Safety Awards, Singapore

Royal Society for the Prevention of Accidents (RoSPA)

Two awards of Biz-Green Outfit Social Media Challenge of HKGBW 2025 , Hong Kong

- Most Popular Award – Silver
- Most Energetic Award - Silver

Construction Industry Council (CIC) and the Hong Kong Green Building Council (HKGBC)

ESG DNA Award, Thailand

Stock Exchange of Thailand (SET)

Three Awards in Employee Experience Awards 2025, Singapore

- Gold Award of Best Executive Coaching Programme
- Silver Award for Best Campus Recruitment Strategy
- Bronze Award for Best HR Communication Strategy

Human Resources Online

18th Singapore HR Awards 2025, Singapore

- Silver: Excellence in Workplace Culture & Engagement
- Bronze: Excellence in Learning & Development, Coaching & Mentoring

Singapore Human Resources Institute (SHRI)

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Our sustainability vision is to embed sustainability into how we design, engineer and operate. It underscores our approach to sustainability in line with our Mission: to train and develop our employees for sustainable growth; offer integrated solutions to customers; and provide technical expertise and advice to customers.

ESG Framework

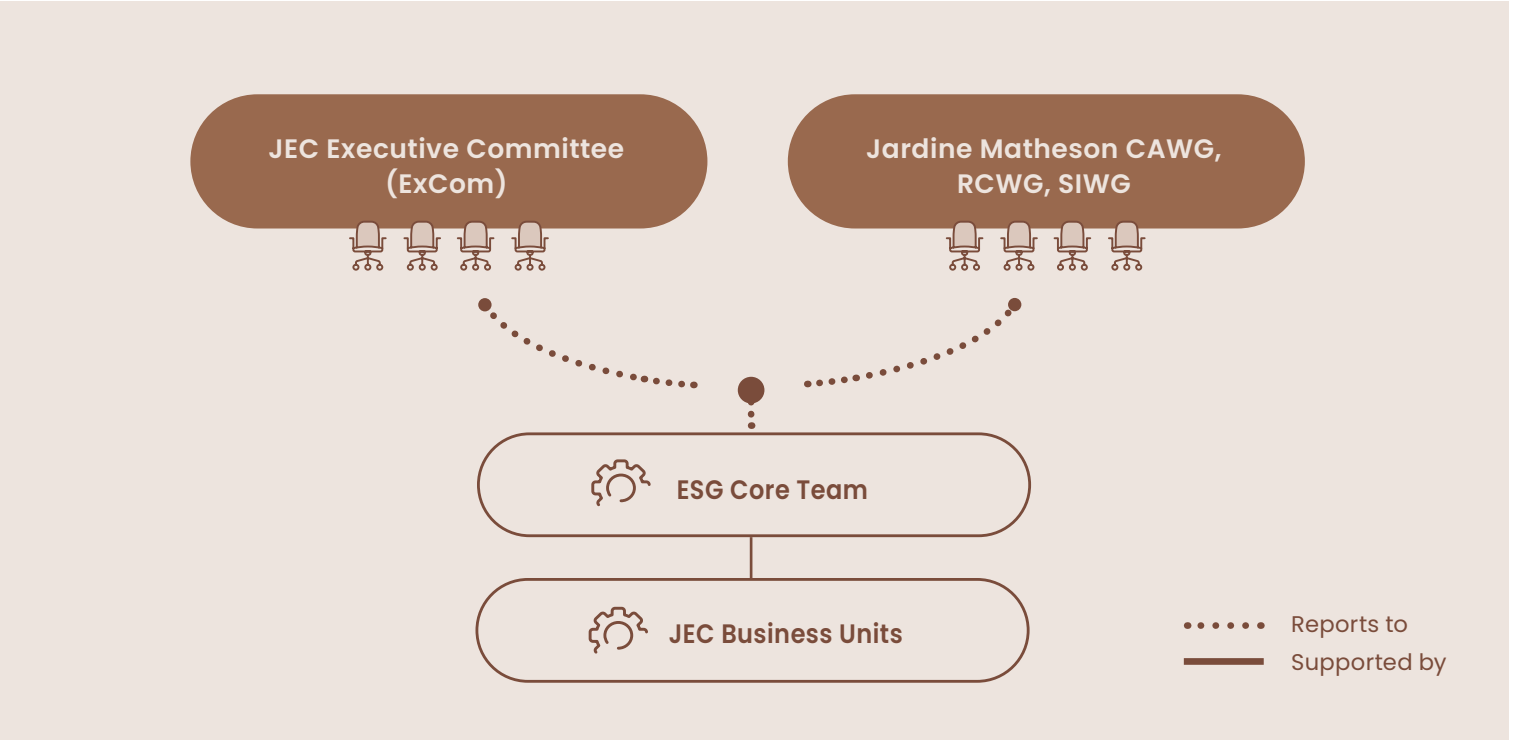
JEC's ESG Framework is built on a foundation of integrity and impact. Our approach integrates environmental stewardship, social responsibility, and sound governance into every aspect of our operations, from resource efficiency and low-carbon solutions to help clients achieve sustainable outcomes, to fostering a safe, inclusive workplace that empowers our people and supports local communities, all guided by robust, effective management. This enables us to deliver engineering excellence that contributes to a resilient and sustainable future.

Our ESG Framework sets out JEC's 12 material sustainability topics, grouped under four key themes: **People, Innovation, Environment and Governance**. As the majority of our progress under the Innovation pillar is related to environmental matters such as energy, water, and waste, we disclose information related to Innovation under the Environment section in this report. To ensure that we remain up-to-date with the dynamic landscape, we will refresh our materiality assessment and adopt a double materiality approach.

	People	Innovation	Environment	Governance
Focus Areas	• Safety, health and wellbeing • Community engagement	• Product, process and digital innovation • Engagement with value chain partners	• Decarbonisation and climate action • Circular business principles and practice	• Corporate governance, ethics, and anti-corruption • Crisis and risk response
Goals	• Minimise site-related safety risks • Improve work-life balance for JEC staff while empowering our people	• Develop a sustainability-informed innovation strategy • Deliver innovative solutions through collaborations across the value chain	• Reduce carbon footprint by identifying and implementing green solutions for JEC and clients • Develop a Circular Business Strategy	• Embed sustainability into JEC's corporate governance, and ESG risks into enterprise risk management • Increase staff and suppliers' sustainability awareness

ESG Governance Structure

JEC's ESG Core Team is overseen by one Executive Committee (ExCom) member and is supported by various business units, ensuring Board-level oversight of ESG-related issues. The Core Team reports directly to JEC's ExCom on sustainability-related items, which are raised in regular meetings such as the Board meetings, quarterly management meetings, and monthly management meetings. To facilitate communication with Jardine Matheson, our ESG Core Team attends the Group's Climate Action Working Group (CAWG), Responsible Consumption Working Group (RCWG), and Social Inclusion Working Group (SIWG).



Stakeholder Engagement Approach

Targeted and effective stakeholder engagement is important to us, as it allows us to gather insights and feedback that shapes our ESG strategy. We communicate with our stakeholders through a range of appropriate channels, ensuring they can obtain information and express their views.

The following infographic provides an overview of our key stakeholders and how we engage with them.

Shareholders

- Annual general meetings
- Financial reports
- ESG reports
- Announcements and circulars
- Press releases and public publications
- Social media platforms (e.g., LinkedIn, WeChat, YouTube)

Suppliers / Subcontractors

- ESG surveys
- Tendering and assessment procedures
- Regular meetings and performance assessment
- Workshops Inspections and visits
- Corporate website
- Forums and seminars
- Social media platforms (e.g., LinkedIn, WeChat, YouTube)

Business Partners

- Product development meetings
- Memoranda of understanding
- Trade show and conference booths

Governments and Regulators

- ESG surveys
- Regular meetings and performance evaluation
- On-site inspections
- Corporate website
- Public forums and seminars

Tertiary Institutions

- Recruitment fairs and career talks
- Public forums and seminars
- Corporate website
- Social media platforms (e.g., LinkedIn, WeChat, YouTube)

Customers

- ESG surveys
- Customer satisfaction surveys
- Tendering and assessment procedures
- Corporate website
- Public forums and seminars
- Social media platforms (e.g., LinkedIn, WeChat, YouTube)
- Enquiry hotline and email address

Employees

- Employee engagement surveys
- Internal publications
- Internal feedback channels
- People & Culture visits and top management communication sessions (e.g. Town Hall)
- Performance appraisals
- Regular meetings, training programmes, seminars and workshops
- Employee engagement activities
- Internal emails and Intranet
- Social media platforms (e.g., LinkedIn, WeChat, YouTube)

Professional Bodies and Associations

- Industry conferences and site visits
- Member sharing
- Public forums and seminars
- Corporate website
- Social media platforms (e.g., LinkedIn, WeChat, YouTube)

NGOs and Local Community

- Community activities and investment programmes
- Press releases and public publications
- Corporate website
- Enquiry hotline and email address
- Social media platforms (e.g., LinkedIn, WeChat, YouTube)

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Climate Approach

Our Decarbonisation Commitment

JEC adopts a forward-looking approach to climate action and is proud to be the first Hong Kong-headquartered Electrical & Mechanical company to have a decarbonisation target and pathway validated by the Science Based Targets initiative (SBTi) in 2024. The SBTi brings together leading climate organisations to help companies and financial institutions set emission reduction goals and net zero pathways grounded in climate science.

As part of this commitment, we aim to reduce our absolute scope 1 and 2 greenhouse gas (GHG) emissions by 54.6% by 2033 from a 2023 base year, and our absolute scope 3 GHG emissions from use of sold products by 32.5% by 2023 from a 2022 base year. Our target boundary includes biogenic land-related emissions and removals from bioenergy feedstocks, and our scope 1 and 2 target ambition is in line with a 1.5°C trajectory.

To facilitate transparency with our stakeholders, we will publish our progress in accordance with the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard, covering scopes 1 and 2 emissions across our value chain, on an annual basis.

By 2033

GHG emissions

↓ **54.6%** in **Scopes 1 and 2** from a 2023 base year

↓ **32.5%** in **Scope 3** from a 2022 base year

Carbon Reduction Pathway and Levers

Scopes 1 and 2

JEC's strategy to reduce emissions tied to our operational footprint include fleet electrification, genset optimisation, renewable energy procurement, and energy efficiency improvements across offices and facilities.

A key priority is the transition to electric vehicles (EVs) within our fleet, starting with JEC Hong Kong and Macau. Furthermore, we are optimising genset operations by exploring cleaner energy sources—which can apply to the existing models of the engines, including biofuels such as hydrotreated vegetable oil (HVO)—and assessing opportunities to connect to temporary electricity grid supply. These initiatives will further reduce reliance on fossil fuels and improve operational efficiency, and is expected to deliver a 27.4% reduction in Scope 1 emissions by 2033.

To address Scope 2 emissions, JEC plans to procure renewable energy certificates RECs and implement energy efficiency upgrades across business units, including hydrogen-powered gensets and advanced building systems. These measures are complemented by grid decarbonisation efforts from local utilities, which will passively reduce our electricity-related emissions.

Collectively, these actions aim to position JEC well in meeting our SBTi commitment of 54.6% Scope 1 and 2 GHG emissions reduction by 2033, from a 2023 base year. The expected contributions of these decarbonisation levers towards our 2033 target are shown in the graphic below:

JEC Decarbonisation Pathway (2025)

Scope 3

JEC recognises that the most significant Scope 3 impacts arise from the engineering and facility management solutions we deliver. Our inventory confirms that Category 11 – Use of Sold Products remains the largest contributor, with four major equipment types (HVAC Pumps, gensets, water pumps, and chillers) accounting for the highest emissions:

To address these hotspots, we are implementing targeted actions that both reduce emissions and create value for our clients:

Enhancing Equipment Efficiency and Longevity: we are sourcing and specifying energy-efficient, lower-carbon equipment with improved performance across key parameters such as power rating, fuel/electricity consumption, fuel type, refrigerant selection, and battery technology.

Expanding Low-Carbon Solutions for Clients: our portfolio increasingly includes solutions that help clients cut energy use and carbon emissions. By improving operational efficiency and extending service life, we reduce lifecycle emissions while delivering cost savings and resilience benefits.

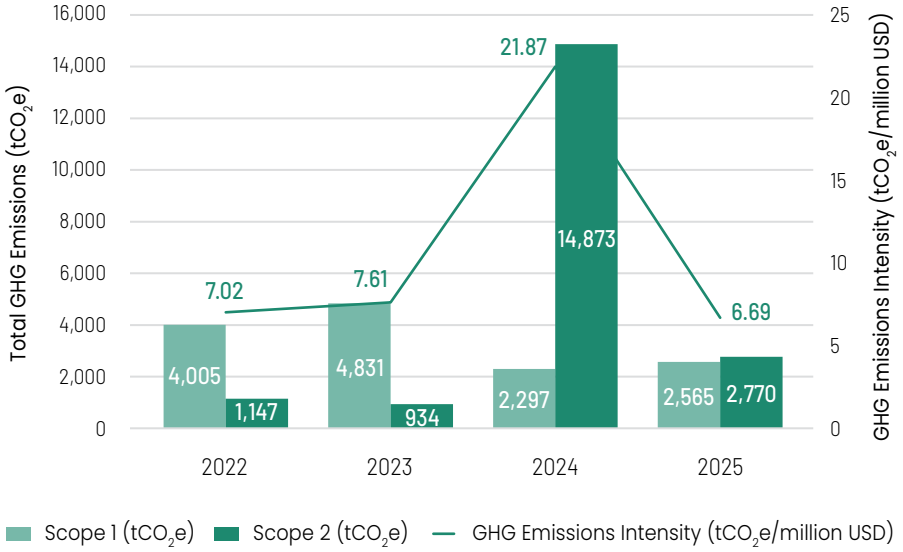
Client Engagement and Awareness: we actively engage clients to demonstrate the benefits of improving carbon performance and operational efficiency. This approach encourages adoption of products from our low-carbon portfolio, aligning client objectives with our decarbonisation pathway.

These actions are central to achieving our Scope 3 reduction targets and reflect our commitment to addressing emissions beyond our direct operations.

SBTi Progress Update[1]

This year, our initiatives above have contributed to scope 1 and 2 GHG emission reductions of 69% from 2024. JEC is looking into improving our tracking and calculation of scope 3 emissions, and will continue to collect quality data to build up a robust inventory for future disclosure.

GHG Emissions and Intensity (2022-2025)



[1] In 2024, our scope 2 emissions rose significantly while our scope 1 emissions reduced by over half. This reflects the project life cycle of our Tseung Kwan O Desalination Plant and O·PARK2, both of which progressed from the construction and installation phase to the testing and commissioning phase in 2024. While the construction and installation phase relied more significantly on on-site energy generation (and consequently generated more scope 1 emissions), the testing and commissioning phase was largely dependent on energy sourced from the local grid (thus generating more scope 2 emissions).

Energy Efficiency

29%
EV share of company fleet

60,994,608 MJ
Total energy consumption

JEDI

17,966,690 kWh
Overall electricity saved

6-8% Energy savings for water-cooled chiller plant

2-4% Energy savings for air-cooled chiller plant

Optimal app

>200 tenants served since launch

Ammonia Refrigeration System Upgrade

13.5%
Power savings

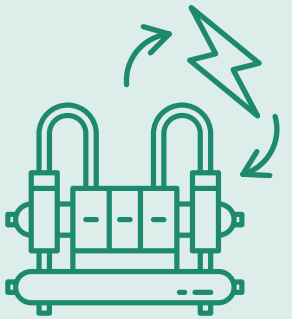
912,424 kWh
Annual energy savings

>1,000,000 HKD
Annual cost savings

Energy-saving Water Cooled Chiller Plant

>45%
Power savings

3,350,000 kWh
Annual energy savings



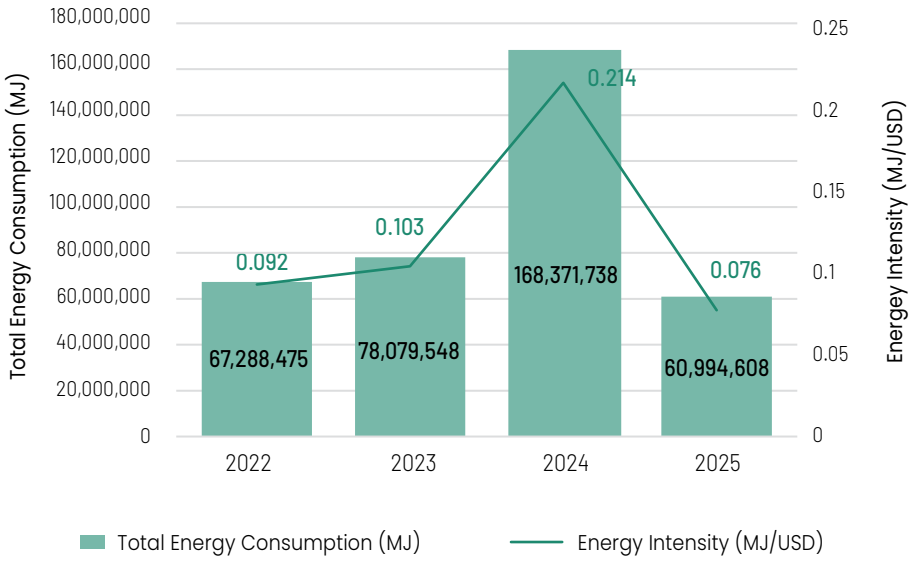
Our Approach

Energy efficiency is a cornerstone of JEC's low-carbon transition strategy, enabling us to cut emissions while enhancing business resilience. By optimising energy use across buildings, equipment, and processes, we aim to reduce reliance on carbon-intensive power, lower operating costs, and minimise the need for additional energy generation.

Internally, we have installed two electric vehicle (EV) charging stations for employee usage in our Hong Kong office, promoting our goal to increase EV percentage in the company fleet by reviewing company fleet to replace aging vehicles with electric vehicles and remove unnecessary vehicles in operation. Currently, EVs make up 29% of our company fleet.

In parallel, JEC understands the vital role that renewable energy plays in climate mitigation and actively integrates green energy into our operations and project sites. We strengthen business and climate resilience by advancing energy efficiency and renewable energy through our technical expertise. In 2025, our operations consumed a total of 60,994,608 MJ of energy, representing a decrease in total energy consumption, as JEC recorded very high electricity consumption in 2024 resulting from the testing and commissioning of major construction projects.

Total Energy Consumption and Intensity (2022-2025)



Internally, we participated in Earth Hour on 23 March 2025, engaging 30 staff volunteers to champion energy conservation and highlight the importance of shared responsibility in driving meaningful change.

Across our project portfolios, JEC's energy efficiency programmes have delivered tangible results, while leveraging AI-driven insights to continue performance enhancements. In 2025, we delivered on several projects designed to optimise our clients' energy consumption, as detailed in the subsections below.

CASE STUDY: Jardine Engineering Digital Insights (JEDI)

Optimising Energy, Comfort, and Operations for a Sustainable Future

Our JEDI platform is our flagship digital solution for AI-powered energy optimisation. Since 2020, JEDI has helped over 130 buildings across multiple sectors to lower carbon emissions and energy costs, extend equipment life through predictive diagnostics, and generate transparent dashboards for operational and ESG reporting. Our suite of solutions includes our 3-in-1 Energy Optimisation Solution, which serves to streamline supply and demand needs within buildings. This year, we further extended JEDI to air-side HVAC systems and have successfully launched our 'Optimal' app, which leverages AI to maintain thermal comfort while providing facility teams with granular energy insights.

Optimal App:
Instant Thermal Comfort at your Fingertip

JEDI's Key Features

HVAC System (Water-side: Water-cooled Chiller Plant)
6-8% energy savings for a typical water-cooled chiller plant

HVAC System (Water-side: Air-cooled Chiller Plant)
2-4% energy savings for a typical air-cooled chiller plant

Optimal App
>200 tenants served since launch

Leveraging JEDI to Achieve Energy and Cost Savings at Three Garden Road

During 2025, JEDI supported several landmark projects, notably Three Garden Road—a flagship property of Champion Real Estate Investment Trust and a pioneering pilot project in collaboration with the Great Eagle Group. This collaboration served a dual purpose to achieve energy cost savings while supporting the Great Eagle Group's in attaining its decarbonisation ambitions. Through this project, JEDI supported with the property's chiller plant optimisation, fault detection and diagnosis (FDD) to provide predictive HVAC maintenance recommendations, and dashboard development to visualise historical and real-time building management system (BMS) data. Overall, the project achieved 435,000 kWh in annual electricity savings and received the "Most Cost-Efficient" merit award at the Greater Bay Area Intelligent Energy Saving Competition for Buildings.

6.1%	435 MWh	287 tCO_2e	3 months	<6 months
Reduction in energy consumption	Annual energy savings	Carbon emission reduction	Deployment completion	Payback period

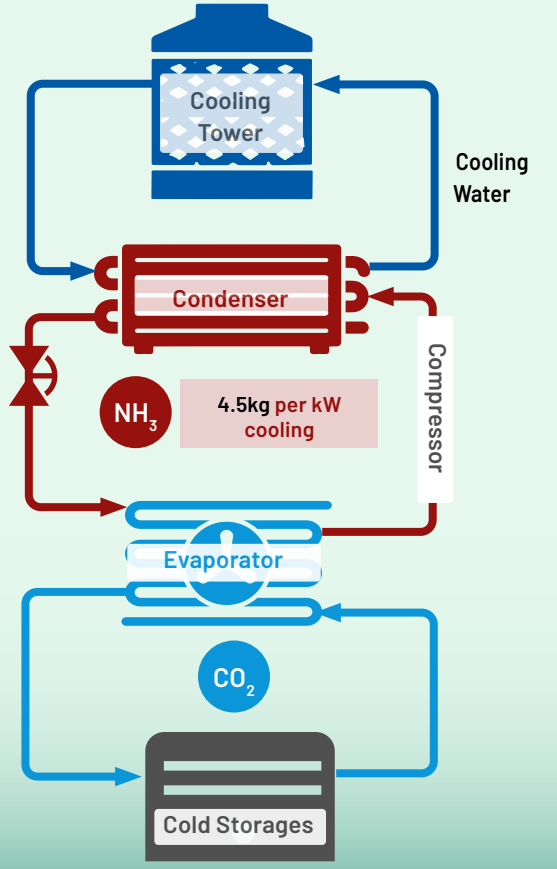
In total, our JEDI collaborations with clients over the year have resulted in an overall reduction of 17,966,690 kWh of electricity consumed. The JEDI Platform demonstrates our ability to leverage AI-driven solutions to optimise building performance, reduce emissions, and support client decarbonisation goals. As we look ahead, we aim to expand into the Macau market and explore the integration potential with microgrid and EV charging applications to manage peaks and further reduce carbon and operating costs.

CASE STUDY: Upgrading the Ammonia Refrigeration System

Recognising the essential role that cold storage facilities play in Hong Kong's logistics ecosystem, JEC is supporting the Sha Tin Cold Store No. 2 through upgrading its traditional ammonia cooling system, with the overall aim to improve safety, efficiency, and operational resilience while reducing the store's environmental impact.

Over the year, JEC took meticulous care to install the latest cascade ammonia and carbon dioxide refrigeration system, which leverages carbon dioxide that has a higher volumetric cooling capacity to halve the amount of energy and ammonia consumed, and incorporates advanced safety measures and ammonia leak detections. The new system to be installed requires only 4.5 kg of ammonia per kilowatt of cooling, making it the most efficient system available on the market. The reduced reliance on ammonia further enhances project safety, as it is a toxic and flammable. Our technical expertise has successfully allowed us to avoid service disruptions in the plant itself during the replacement works, and has allowed project teams to uphold safety protocols during the handling of ammonia.

JEC's project involvement encompasses consultancy, installation, and the stakeholder engagement scopes of work, reflecting our long expertise in handling cold storages in Hong Kong.



13.5% Power saving

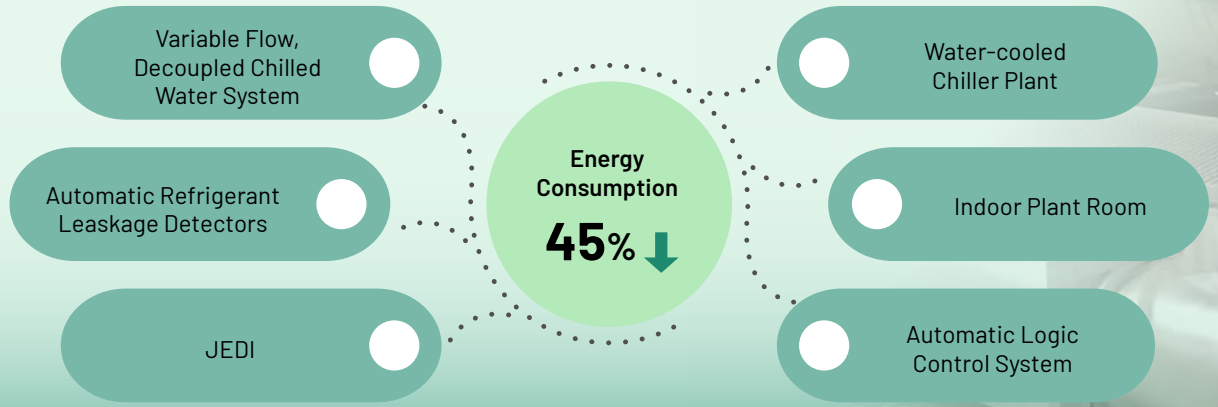
912,424 kWh Annual energy savings

98.9% Less ammonia (NH_3) used

>1,000,000 HKD Annual cost savings

CASE STUDY: Energy-saving Water-cooled Infrastructure

In partnership with Hongkong Land, JEC delivered upgrades to Chater House's centralised chilled water plant, transitioning from an air-cooled chiller configuration to a high-efficiency, water-cooled chiller plant, while taking extra measure to ensure these upgrades do not disrupt tenant comfort and daily operations. The project modernised the building's central cooling infrastructure, allowing Hongkong Land to improve energy efficiency, reduce operating costs, and enhance system monitoring to future-proof BMS controls through leveraging our JEDI platform. Through this collaboration, Chater House reduced its total energy consumption by over 45%, translating to about 3,350,000 kWh in annual electricity savings.

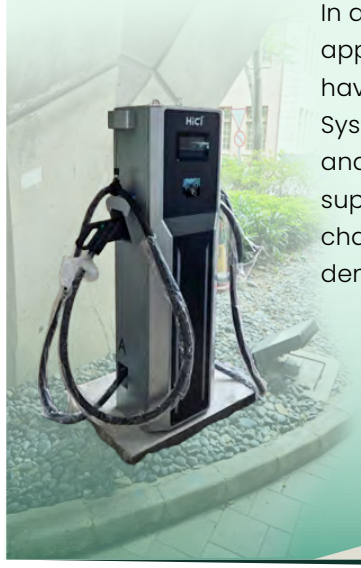


CASE STUDY: Smart EV Charging System

JEC has been playing a key role in supply chain for reducing carbon emission through providing electric vehicle (EV) charging services for different sectors including the government premises, education institutions, commercial and residential buildings since 2021. The EV charging facilities are installed in wall-mounted or floor mounted with pedestal. In 2025, over 174 units of 7kW EV chargers and over 20 units of 21 kW EV chargers were installed in Hong Kong.

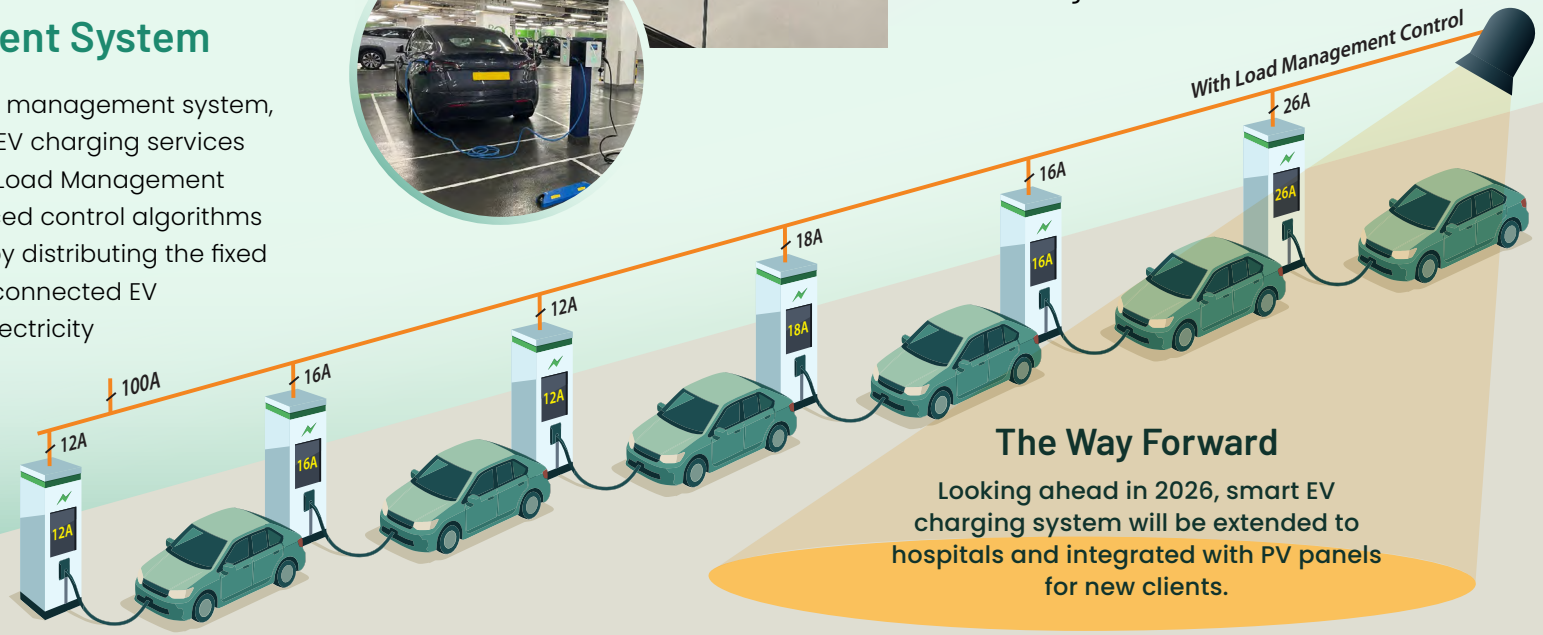
Smart Load Management System

In addition to hardware, customer management system, apps integration & maintenance, EV charging services have been integrated with Smart Load Management System (SLMS). SLMS uses advanced control algorithms and optimised energy efficiency by distributing the fixed supply current dynamically to all connected EV chargers while meeting varying electricity demand for each EV.



Benefits of Smart Management System

- Coverage of Charging Points ↑
- Utilisation Rate of Chargers ↑
- Energy Efficiency ↑
- Productivity ↑
- Cost saving



The Way Forward

Looking ahead in 2026, smart EV charging system will be extended to hospitals and integrated with PV panels for new clients.

Resource Efficiency

450 m^3
Water consumption

17,172 tonnes
Waste generated

11,794 tonnes
Waste diverted

69%
Waste diversion rate

iMiC Modular Office Space

Carbon Emission Savings

50% lower emissions per m^2

Materials Consumption

>75%
iMiC products can be reused

30%
reduction in material waste

38.4 tCO_2e
offset for JEC Macau Office

EcoPark Biochar Plant

Collaboration with Gammon Construction Limited on Biochar-enhanced Concrete Production

Rethink Waste Campaign

diversion target	2025 actual diversion
15%	22%

Our Approach

JEC prioritises the avoidance of waste at source, integrating this principle into our design processes through selecting responsibly produced materials, maximising material utilisation, and cutting unnecessary packaging. This allows us to preserve valuable natural resources such as water in a more sustainable manner, and to reduce the amount of waste that we are generating across our value chain.

CASE STUDY: iMiC Modular Office Space

Modular Approach Cuts Embodied Carbon, Promotes Safety, and Delivers Efficiently

Office portfolios across Asia are being upgraded to meet net zero pathways and WELL Building Standards. However, traditional fit out methods struggle with waste, rework, and prolonged disruptions. JEC's interior Modular Integrated Construction (iMiC) resolves this challenge by prefabricating the integrated interior modules off site—including ceilings, circuit systems, wall systems, furniture, flooring systems, glass partitions, intelligent modules, and IOT—before installing them altogether, resulting in shorter programme times, fewer deliveries required, and minimal on-site work. As modules are designed, coordinated, and tested offsite, iMiC compresses installation windows and mitigates risks such as site clashes or late design changes, resulting in predictable time on-site, and faster tenant hand backs.

CASE STUDY: iMiC Modular Office Space

JEC's Innovation Journey

In 2024, JEC showcased its iMIC Meeting Room at our annual Customer Cocktail Reception, sparking conversations and attracting strong interest from developers and commercial clients. By 2025, that interest translated into action, with JEC securing contracts from educational institutions and commercial clients, thus proving that modular interiors are not just a concept but rather a practical, scalable solution.

This momentum underscores a growing market appetite for low-carbon, high-quality fitouts. With real applications under JEC's belt, we aim to continue demonstrating how iMIC delivers both sustainability and efficiency, fitting for modern workspaces.

Lower Carbon by Design

Evidence from Hong Kong's MiC ecosystem shows that modular approaches can reduce embodied carbon compared with conventional works—primarily through material optimisation, waste minimisation, and shortened build schedules. Overall, our iMiC projects in Hong Kong have demonstrated the following key benefits.

Rapid Construction

- Factory-prefabricated modules
- On-site assembly to significantly reduce construction times

Eco-friendly Recycled Materials

- Uses recycled aluminium and inorganic materials, significantly reducing pollutants
- Replaces traditional gluing with structural connections

Non-polluting Processes

- Minimises the project's environmental footprint during the construction process through employing dust-free non-toxic processes

Alignment with WELL Health Standards

- Ensures quality control of goods and materials
- Meeting WELL Health Standards sets a baseline for healthier indoor air quality and improved acoustics

50%
Lower carbon emissions per square metre

>75%
iMiC products can be reused

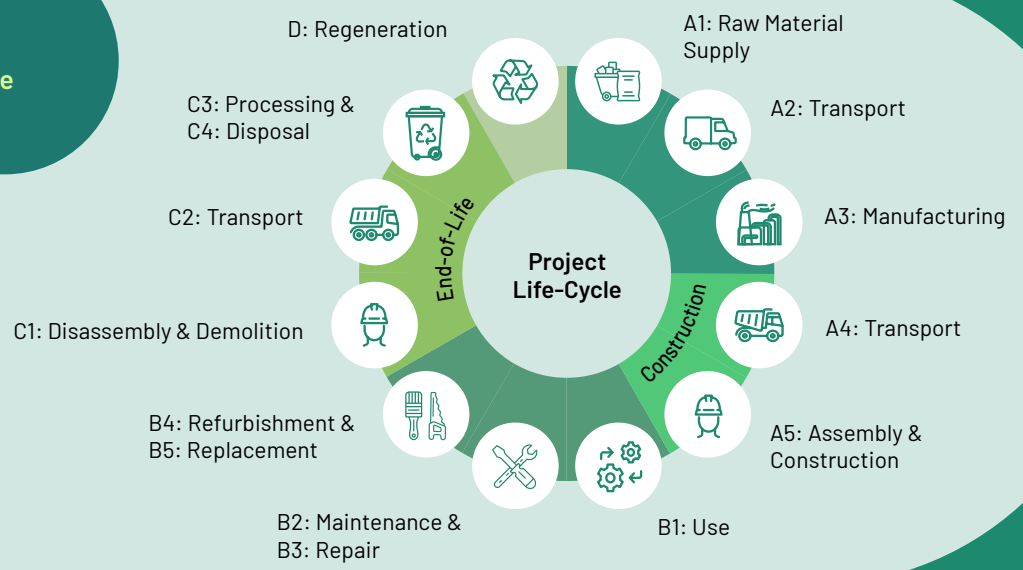
30%
Reduction in material wastes

CASE STUDY: iMiC Modular Office Space

Third-party Validation: Certified Carbon-neutral Office

Beyond internal measurements, JEC has already underpinned modular outcomes with independent validation. This year, we unveiled our first carbon neutral office, located in Macau. This achievement was made possible through leveraging modular prefabrication—resulting in a lower emissions per square metre upon the assessment of our embodied carbon footprint following GIGA and RESET standards—as well as the procurement of 39 tCO_2e of carbon credits which have been certified by the Shanghai Environment and Energy Exchange.

38.4 tCO_2e
Offset through the purchase of carbon credits



Protecting Frontline Health and Safety: Fewer Hazards, Cleaner Sites

iMiC moves labour-intensive, higher-risk tasks to regulated factories where fixtures, services, and finishes are completed under controlled conditions. On site, installation becomes short, sequenced, and low-impact, reducing exposure to dust, solvents, noise, and heavy manual handling—conditions linked to musculoskeletal injuries and respiratory irritation in traditional fitouts. For our commercial clients, this translates to safer renovations within occupied buildings, less disruption to tenants, and cleaner indoor environments during works, thus supporting WELL, RESET, and internal health policies alongside carbon reductions. environmental impacts, while meeting rigorous global standards.

Water Management

Water Consumption and Intensity

In 2025, JEC consumed a total of 450 m^3 of water, representing a decrease in total water consumption, primarily resulting from lower consumption from JDI.

	2024	2025
Water Consumption (m^3)	1,023	450
Water Intensity (m^3/million USD)	1.30	0.56

CASE STUDY: Shek Wu Hui Sewage Treatment Works

Working together with the Drainage Services Department, JEC is providing electrical and mechanical works for new sludge treatment facilities as part of the Shek Wu Hui Effluent Polishing Plant (Main Works Stage 1). The project upgrades the existing works to a tertiary treatment standard, producing high-quality treated effluent for non-potable reuse and thereby reducing reliance on potable supplies. With the completion of the project this year, the new sludge facilities will generate high-quality sewage sludge for conversion to clean energy at T·PARK, thereby reinforcing water-energy circularity in practice.

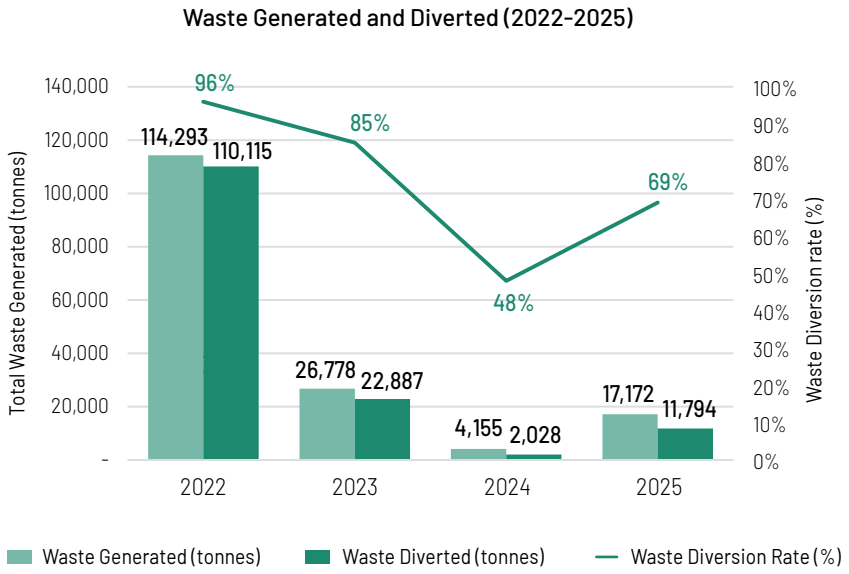
CASE STUDY: Smart Laundry Project

In 2025, JEC continued our delivery of the world's largest smart laundry system at the Hospital Authority's new Supporting Services Centre. The solution applies real-time monitoring and automated controls to improve energy and water efficiencies while reducing linen damage to just 2–3%. Once the facility is fully operational, it will process up to 27,500 tonnes of used linen annually.

Contributing to the Circular Economy

Waste Generated and Waste Diversion Rate[2,3]

In 2025, JEC generated a total of 17,172 tonnes of waste, representing an increase in total waste generation, resulting from the increase in on-site construction activities.

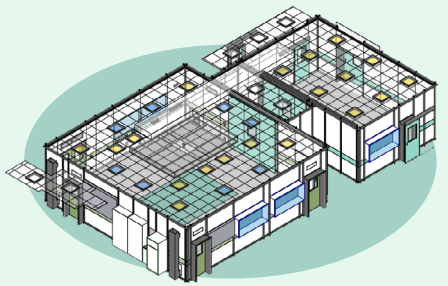


[2] Our waste generation trend demonstrated a significant drop between 2022 and 2024. This is due to the decrease in construction waste, as key projects—the Tseung Kwan O Desalination Plant and O·PARK2—progressed from the construction and installation phase to the testing and commissioning phase in 2024. Similarly, our waste diversion rate peaked in 2022 (reaching 96% diversion), but has decreased post-2022 as our waste generated is comprised of other waste categories that are significantly more challenging to divert and re-process.

[3] Waste diversion rate = (Total Diverted Waste + Total Waste Converted into Energy)/Total Waste Generated.

CASE STUDY: North District Hospital Modular Operating Theatres (MOTs)

MGI—the healthcare engineering business acquired by JEC in 2022—brings more than 30 years' experience delivering operating theatres as a whole-system integrator, providing value-added services such as virtual-reality visualisation during planning, coordinated workflow integration to streamline approvals and support, and a wide range of finishes and designs to meet clinical needs.



Over the year, we continued to deliver on the construction of ten MOTs, awarded to MGI in 2024 as part of Phase 2 of the redevelopment of Kwong Wah Hospital in Yau Ma Tei, Hong Kong. The project leverages Modular Integrated Construction (MiC) to cut waste at source and enable material circularity while achieving excellent quality control and reducing site installation efforts.

Additionally, our technical expertise is further recognised in 2025, with the awarding of the contract for the development of 21 MOTs and 2 Cardiac Catheterisation Laboratories (CATH Labs) for the North District Hospital. The continuation of MOT projects will support circular economy principles through the reduction of construction waste, lower maintenance requirements, and the long project lifespans.

CASE STUDY: Ecopark Pilot Biochar Production Plant

Commissioned by the Environmental Protection Department (EPD) and delivered by JEC, the Pilot Biochar Production Plant (PBPP) began operations in October 2024, converting up to 6,000 tonnes of wood waste annually into approximately 1,200 tonnes of biochar. The process generates carbon savings equivalent to the absorptive capacity of almost 300,000 trees, while producing wood vinegar as a secondary product. With applications that span across soil conditioning, pollutant adsorption and use as a building-material additive, the plant demonstrates how residual biomass can be transformed into higher-value products that support circular outcomes. To further recognise its climate contribution, JEC has engaged a third party to register the facility under a credible voluntary carbon credit programme, and will continue conducting our carbon credit feasibility study as well as monitoring potential carbon credit projects. In 2025, JEC collaborated with Gammon Construction Limited on biochar-enhanced concrete production, wherein Gammon obtained biochar samples from PBPP in 2025 for the trial production.

6,000 tonnes
Wood waste converted annually

1,200 tonnes
Biochar generated

300,000 trees
Equivalent of adsorptive capacity resulting from carbon savings

Waste Diverted[4]

JEC treats waste diversion as a core element of our responsible consumption agenda, and we strive to keep materials in circulation and out of landfills where possible, in line with the circular economy principles. Across offices and project sites, we segregate waste across different categories to ensure that we collect data on our hazardous and non-hazardous wastes as well as across waste streams, such as plastic, construction, general office, food, and other types of waste. Additionally, we extend this data granularity to our waste diversion, tracking the amount of waste that we divert from landfills through means such as recycling, reusing, or composting. In 2025, JEC diverted a total of 11,794 tonnes of waste, amounting to a 69% diversion rate and an increase compared to 2024, resulting from the increased focus away from landfilling.

[4] Our waste recycling rate peaked in 2022 (reaching 96% recycling), but has decreased post-2022 as our waste generated is comprised of other waste categories that are significantly more challenging to recycle.

CASE STUDY: Promoting Circular Economy Principles

At JEC Hong Kong, we embedded circular economy principles within our office operations through the launch of our "Rethink Waste" campaign. The initiative set a clear target: to increase office waste diversion from 7% in 2024 to 15% in 2025.

The campaign was built around three core elements:

- Consistent branding and communications under a "Rethink Waste" identity.
- Improved accessibility, including additional recycling bins, a distinctive colour scheme, clearer signages.
- A JEC Recycling Dashboard that consolidates weekly and monthly waste data, tracks diversion rates, and provides analysis by floor and waste stream, complete with trend comparisons.

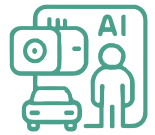
The results exceeded expectations. By year-end, the office achieved a 22% diversion rate, surpassing the initial target. Recycling options are now available at most office bins, and employee engagement continues to grow. Building on this success, JEC plans to expand the campaign to other sites and regions, supported by educational sessions to deepen awareness and participation.

At JEC Thailand, we held an upcycling workshop to illustrate the value of giving "waste" items a second life. During the workshop, our employees learned how to make elastic resistance bands from plastic scraps. At the end of the session, JEC Thailand produced over 120 bands, which were distributed to employees and the local community.

Embracing Technology and Innovation

Automated “Park and Fly” Car Park

- Double Deck AGV Parking System
- Fully automated vehicle transport to assigned spaces
- Reduces emissions from vehicle idling
- Integrates passport and facial recognition for identity matching
- Machine learning for safety/size alerts



Smart LED Film

Ultra-thin and High-transparency

Consumes only

25% of the energy of conventional displays

Microelectronics Centre Cleanroom

Class 100,000 compliant temporary cleanroom

Built, commissioned and certified in 2 days

Rapid modular deployment enabling controlled welding environment

Autonomous Mobile Robots

- Leverages AI navigation to automate goods movement
- Reduces ergonomic and safety risks
- “Sky” robotic window-cleaning system: Enhances energy/resource efficiency (water/chemical optimisation)

Our Approach

At JEC, we leverage technology and innovation to deliver smarter, safer, and more sustainable outcomes across our operations and for our clients, focusing on safety, environmental performance, and efficiency.

Over the past year, we have initiated projects that embed innovation at their core, with a clear ambition to scale impact and accelerate value creation. These initiatives are designed not only to optimise performance today but also to future-proof our operations and strengthen client partnerships in an increasingly digital and low-carbon economy.

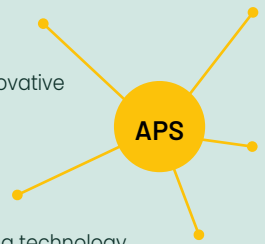
CASE STUDY: Automated "Park and Fly" Car Park

"Park and Fly" Promotes Operational Efficiencies to enhance User Experience and reduce Carbon Emissions

JEC delivered its's first design-build-operate (DBO) automated "Park and Fly" car park for the Airport Authority Hong Kong, the largest of its kind located on the Hong Kong Boundary Cross Facilities Island in the Hong Kong Port of the Hong Kong-Zhuhai-Macao Bridge. The car park provides 1,550 automated parking spaces and 250 parking slots for pick-up and drop-off, enabling transfer passengers to hand over their vehicles to a fully automated system in Transfer Cabin, the special equipment room, enjoying "Valet-like" experiences.

Passengers can then continue their journey without wasting time searching for parking and reduce air emission by shortening driving distance.

Benefit of Automated Parking System (APS)



Future
Enhancing parking experience with innovative technology

Space
Parking space increase
Straightly increase parking revenue

Sustainability
Reduce CO_2 emission per vehicle retrieval by shorten drive distance

Innovation
Leading auto parking technology
Transforming parking industry

People
Brand new Sci-fi and effortless user experience

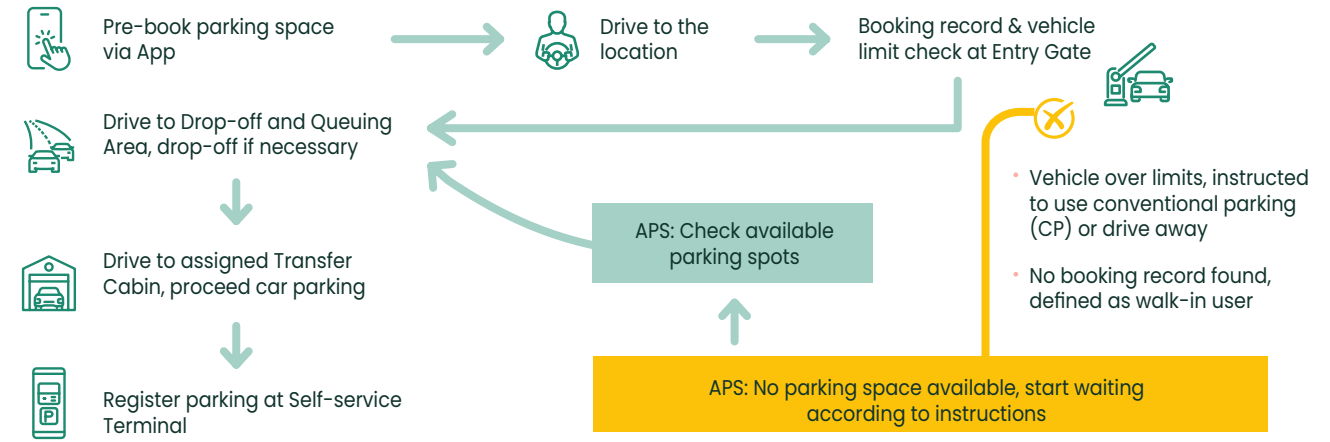
CASE STUDY: Automated "Park and Fly" Car Park

Double Deck Automatic Guided Vehicle (AGV) Parking System

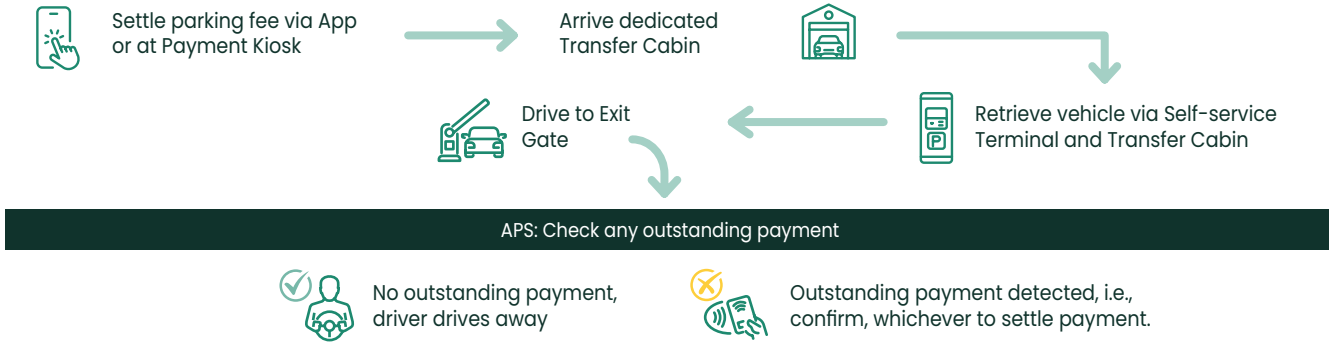
The Double Deck Automatic Guided Vehicle (AGV) Parking System utilises leading technology to promote customer connectivity and digital transformation. It is capable of transporting vehicles from the entrance cabins to designated parking spaces without human intervention. By removing the need for drivers to circle the car park, the solution significantly reduces carbon emissions from idling vehicles and shortens driving distances, contributing to both operational efficiency and environmental performance.

Furthermore, this system leverages artificial intelligence to link vehicle information with the use of users' passports and facial recognition, and machine learning to improve system dispatching and enhance efficiency of parking system. By leveraging cutting-edge digital technologies, the system optimises space utilisation, reduces parking time, enhances overall parking efficiency, and improves the drivers' experiences. Overall, the system offers a promising solution to address the growing challenges of limited parking spaces, providing a sustainable, convenient, and seamless experience for vehicle owners in Hong Kong.

Vehicle Storage Flowchart



Vehicle Retrieval Flowchart



CASE STUDY: Microelectronics Centre

JEC's MGI team delivered a Class 100,000 compliant temporary cleanroom to support cleanroom-grade pipe welding at the Microelectronics Centre (MEC). Using a modular, rapid-assembly design, the entire system was built, commissioned and acceptance testing on site in two days, establishing a highly controlled, low-particulate environment.

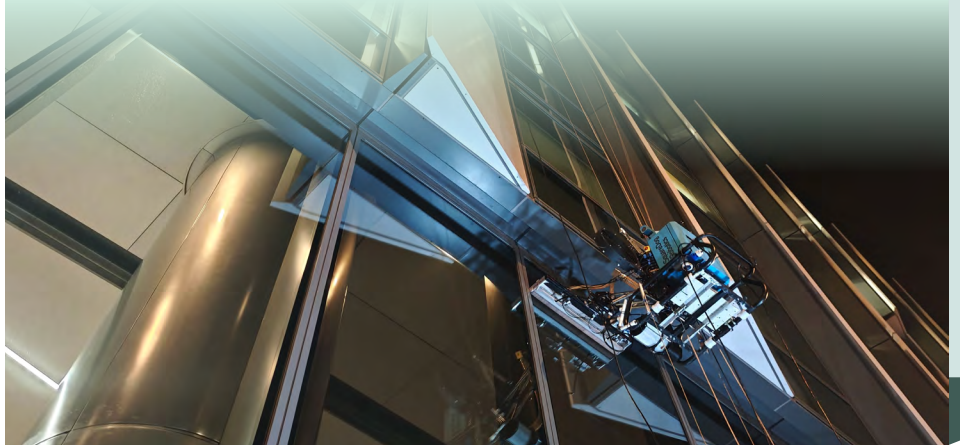
Our project team's robust management facilitated the control of environmental impacts and weld quality, aligning every step of our workflow with stringent global standards for semiconductor and precision manufacturing. The success of this project demonstrated JEC's reliable, consistent solution that safeguards quality and reduces environmental impacts, while meeting rigorous global standards.

CASE STUDY: Smart LED Film

JEC aims to promote sustainable content creation and display by offering clients a smart LED film that replaces conventional, high-load LED displays with a more efficient platform. This latest eco-friendly smart display technology is a new ultra-thin, high-transparency LED display film that enables façades and interiors to become immersive platforms for real-time information, digital art, and advertising. The material is lightweight, easier to recycle, and helps reduce electronic waste compared with traditional display solutions. The team also presented 3D media glass, which delivers high-definition transparent visuals while consuming only one-quarter of the energy used by conventional screens. These innovations support greener buildings and more sustainable interior design.

CASE STUDY: Autonomous Mobile Robot

In 2025, JEC advanced the use of robotics to streamline site logistics and reduce high-risk work. We piloted our partner SquareDog's "Follower" autonomous mobile robot to move goods and materials within facilities, using AI-driven navigation to follow operators or run predefined routes. By removing routine manual handling, the solution improves workflow efficiency while reducing ergonomic and safety risks. In parallel, we introduced a robotic "Sky" window-cleaning system that automates high-rise façade cleaning and inspection. The platform delivers consistent quality while minimising exposure to height risks, aligning with our commitments to safety. These deployments contribute to sustainability through:



Reducing Carbon Footprint

Reducing unnecessary vehicle movements and heavy-plant use.

Promoting Energy Efficiency

Optimising travel paths.

Promoting Resource Efficiency

Controlling the amount of water and chemical usage in cleaning processes.

Improving Worker Safety

Eliminating hazardous tasks.

Value Chain Collaboration

Recognising that sustainable development requires collaborative efforts on all fronts, JEC's approach to sustainability is built on meaningful partnerships across the value chain, from clients and customers, to business partners, to suppliers. We strive to co-create innovative solutions with our clients through early design engagement and providing data-driven insights to optimise workflows, conduct knowledge sharing and transfers with industry peers, and set clear ESG-related expectations with our suppliers. For additional information on how we engage with our suppliers, refer to the "Responsible Procurement" section of this report.

Clients and Customers

CASE STUDY: JEC X ALBA Green Gas to Advance Organic Waste Solutions

In 2025, JEC entered into a strategic agreement with ALBA Group Asia, completing our investment in ALBA Green Gas Holding Limited (AGG) to scale organic waste-to-energy solutions across Hong Kong, Macau, Mainland China and Southeast Asia. The partnership combines JEC's engineering capabilities with ALBA's operating expertise in recycling and environmental services, strengthening JEC's position in environmental engineering and accelerating AGG's organic waste project pipeline. By combining capital and technical know-how with a proven operator, we aim to expand high-quality organic waste management, reduce landfill dependence, and avoid greenhouse gas emissions, while setting an example for circularity and resource recovery in fast-growing Asian markets.

JEC ALBA

Strategic Partnership
for Sustainable Future of Asia

CASE STUDY: Starcharge X JEC Collaboration on Construction of Charging Network and Microgrids

In 2025, JEC entered into a Memorandum of Understanding with StarCharge to collaborate on the development of charging networks and microgrids. This collaboration will leverage both JEC and StarCharge's technical expertise, focusing on the construction and operation of charging networks and microgrids, maintenance capability building, and establishment of funds.

With this synergy, JEC aims to contribute to the development of green energy networks across Hong Kong, Macau, and Southeast Asia, promoting energy accessibility while advancing regional decarbonisation efforts.

Industry

JEC strengthened its industry leadership and collaboration through active engagement with key professional bodies and forums. Our Managing Director - Services, Mr John Chan was appointed as the Chairman of the Hong Kong Institution of Engineers Building Services Division for the 2025/2026, reinforcing JEC's position as a trusted voice in shaping the future of building services and enabling meaningful dialogue with industry peers.

Beyond professional representation, JEC contributed thought leadership at high-profile events. At the Shenzhen-Hong Kong Enterprise Internationalization Roundtable, hosted by The Hong Kong Trade Development Council and Commerce Bureau of Shenzhen Municipality, our Executive Director Mr Penn Yeung shared insights on "Engineering at the Forefront of Global Expansion", highlighting JEC's role in driving cross-border innovation. Similarly, at ReThink 2025 event, our Managing Director - Projects (E&M), Mr Alex Law explored how rethinking waste can energise a sustainable future, reinforcing our commitment to circularity and resource efficiency.

CASE STUDY: Knowledge Sharing at the Desalination Plant

JEC hosted a cross-industry knowledge sharing visit to the Tseung Kwan O Desalination Plant, bringing together 25 colleagues from Hongkong Land, Hong Kong Air Cargo Terminals (HactI), Jardine Schindler Group, Gammon Construction and our company. The programme provided participants with a first-hand view of how seawater is converted into potable water and showcased the plant's smart design and advanced control systems.

Beyond the tour, the session facilitated cross-industry dialogue on leveraging innovation to strengthen Hong Kong's water resilience. This exchange underscored the value of collaboration across the Jardines network – demonstrating that when diverse expertise converges, great ideas and solutions can emerge to address shared sustainability challenges.

People

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Creating Social Value

We are dedicated to creating a workplace where our people thrive, enabling us to serve our community by creating lasting social value. By championing safety, nurturing talent, and engaging with the societies we serve, we are building a sustainable future together.

Engaging with our Community

Our Approach

We hold a firm belief that creating social value goes beyond single, one-off actions; it is about building meaningful, long-term connections with the communities in which we operate. We are committed to active community engagement that leverages our skills, resources, and people to address local needs. Our approach focuses on youth development, offering support for the underprivileged, and promoting environmental stewardship, ensuring that our growth results in positive outcomes for the wellbeing of our wider society.

Giving Back

At JEC, giving back is how we apply an engineering mindset to community needs: practical and built to last. Through volunteering, mentoring, support, and targeted fundraising, we are helping to enhance wellbeing and open pathways for underserved groups across our markets. We prioritise programs where our expertise creates tangible benefits, from improving safety and accessibility in community facilities to environmental stewardship and youth development.

This section showcases the myriad community engagement activities we have engaged in throughout the year, translating our commitment into action.

Collaboration with HKCYS

In 2025, we continued to partner with the Hong Kong Children & Youth Services (HKCYS) Tai Po Centre to support local youth. One event involved 17 JEC volunteers hosting an upcycling workshop for local children, helping them turn used snack bags into colourful coin pouches. Participants picked up basic sewing skills, discovered how recycling can be both creative and practical, and built confidence through hands-on teamwork, positively impacting both the children and our JEC volunteers.

In July, 21 JEC volunteers spent a meaningful day with 20 children from the Tai Po Centre at the Tree Top Cottage in Tai Po, helping the children take part in outdoor adventures like ziplining, tree climbing, and orienteering. Despite initial hesitation, the children grew in confidence thanks to the gentle encouragement and steady support of our volunteers.

Golf Day

In March, we invited our clients and business partners to our annual Golf Day. We utilised eco-friendly materials and responsibly sourced items for all event materials, on-site displays, and souvenirs, ensuring that our activities protected the environment. Furthermore, we supported the "Swings for STEM" charity, raising funds to sponsor STEM education for 50 underprivileged student members of the Nam Cheong Community Living Room.

Biz-Green Dress Day

To celebrate Hong Kong Green Building Week, JEC participated in the "Let's GOAL! Biz-Green Outfits Social Media Challenge". JEC teams embraced the challenge by creating vibrant social media content that showcased our sustainability-driven office culture and commitment to energy-conscious practices, such as wearing breathable office attire to reduce air-conditioning use.

We are thrilled to share that we won two Silver Awards—the Most Popular Award and Most Energetic Award—from the Construction Industry Council and the Hong Kong Green Building Council for our participation.

Walk up Jardine House

Walk Up Jardine House is a powerful annual initiative that raises awareness for mental health and promotes open conversations about wellbeing. Our JEC teams were proud to participate in this worthy cause, joining our colleagues across the Jardine Matheson in championing mental wellness at work and beyond. Our team brought home the First Runner-Up award in the Mixed Team Race category, a source of great pride.

Scan this code to see our JEC team in action!

Providing Support in Thailand

Guided by our pledge to support those in need, this year we provided an array of physical and monetary donations to aid local communities in Thailand. Colleagues from JEC Thailand worked with a private volunteer team, which is an inventor of elastic resistance bands, to deliver 120 resistance bands directly into the hands of the Din Daeng District Education Center and residents of the Din Daeng Flats: by coupling the donation with practical guidance, we encouraged safe exercise routines that residents can sustain at home, advancing community health through simple, affordable habits. Additionally, when a local school informed us of its need for instructional equipment, we acted quickly, providing a 50-inch smart TV to support teaching and enrich the students' learning experience.

Beyond the classroom, we also contributed financial assistance through the Thai Red Cross Society to aid victims of the recent flash floods in southern Thailand, helping deliver immediate relief while communities rebuild.

JEC X Harrow: Shaping Future Engineers

We continue our support for Harrow International School's Work Shadow Programme, helping students gain practical insight into the engineering and construction industry. Three JEC Management Trainees visited the school to showcase our projects and discuss their motivations for choosing engineering, offering students a glimpse into the challenges and rewards of an engineering career. Following the discussion, participants visited the CIC Zero Carbon Park to explore the STEAM Lab, where they roleplayed as environmental engineers.

Foodsport – Burnathon 6000

We were thrilled to have 26 enthusiastic team members represent JEC as ambassadors in the FOODSPORT Burnathon 6000, an annual event challenging participants to burn 6,000 calories or more during July to raise awareness of the World Health Organization's recommendation for moderate-intensity exercise. Every calorie burned was converted into food equivalents for donation to our local charity partner, St. James' Settlement's People's Food Bank: our colleagues burnt over 240,000 kcal, a significant achievement.

Providing Support for Residents

In June, volunteers from JEC Singapore visited St. Andrew's Nursing Home (Buangkok) in Singapore to provide support for the Home's residents. The initiative featured sing-along sessions, dance performances, and interactive games, helping to get the residents active and moving. In addition to providing welcome activity and companionship, JEC Singapore also raised funds to support the residents' needs.

Championing Safety and Wellbeing

Our Approach

Safety is not just a compliance matter at JEC; it is a core value embedded in our operations, and we are dedicated to systematically managing workplace safety risks through adherence to regulations, internal protocols, and continuous training. Our commitment to safety excellence has been recognised this year: the Royal Society for the Prevention of Accidents (RoSPA) awarded JEC Singapore the H&S Gold Award, highlighting our unwavering commitment to protecting lives and setting the benchmark for safety excellence.

Fostering a Culture of Safety

We are dedicated to systematically managing and mitigating workplace safety risks through adherence to local regulations, implementing internal safety protocols, promoting health and safety awareness among our employees, and providing a range of online and in-person training initiatives.

JEC Management conducts periodical site visits and inspections focusing solely on health and safety matters. These actions are designed to enhance vigilance regarding existing safety conditions and workplace culture within JEC workplaces, and to motivate project teams to sustain and advance safety performance

In 2025, our safety controls were refocused on “Support, Education, and Administration” to drive ongoing improvement. Emphasis was placed on maintaining high housekeeping standards, using appropriate personal protective equipment, conducting risk assessments, providing thorough onsite training, and managing subcontractors while sharing knowledge and experience. Occupational Health and Safety (OHS) engagement included the Medical Examination Scheme for Construction Workers, whereby JEC joined the Construction Industry Council Medical Examination Scheme for Registered Construction Workers across various sites, showcasing our commitment to the safety of our people. Additionally, this year’s annual JEC Hong Kong Subcontractor Forum aimed to foster a culture of safety among our subcontractors, with the forum conveying JEC’s safety values and current trade conditions, along with safety performance metrics, to JEC colleagues and subcontractors. Esteemed speakers at the event included clients, lawyers, and plant suppliers, who shared their expertise to enhance awareness and elevate industry safety and health standards.

EHS Week

Our annual Group-wide Environmental, Health and Safety Week (EHS Week) was held in July 2025 with the theme "Safe Today · Committed Always · Legacy Forever," engaging over 1,500 participants to encourage the upholding of rigorous safety standards across our business. Activities during the week included blood donations with the Red Cross, bamboo planting with A Plastic Ocean Foundation, and upcycling initiatives where banners were turned into sandbags. This collaborative effort supports a continued focus on safety, signifying organisational achievement across generations.

Lunch and Learn Series

To build a culture of continuous learning, JDI hosted periodic "Lunch and Learn" sessions throughout the year. These informal, online sessions covered diverse topics from financial responsibility to safeguarding against diseases in an effective manner designed for hybrid teams, offering interactive experiences that encourage participation and growth.

We will continue our Lunch and Learn series in 2026, expanding our list of topics to effectively engage all JDI employees.

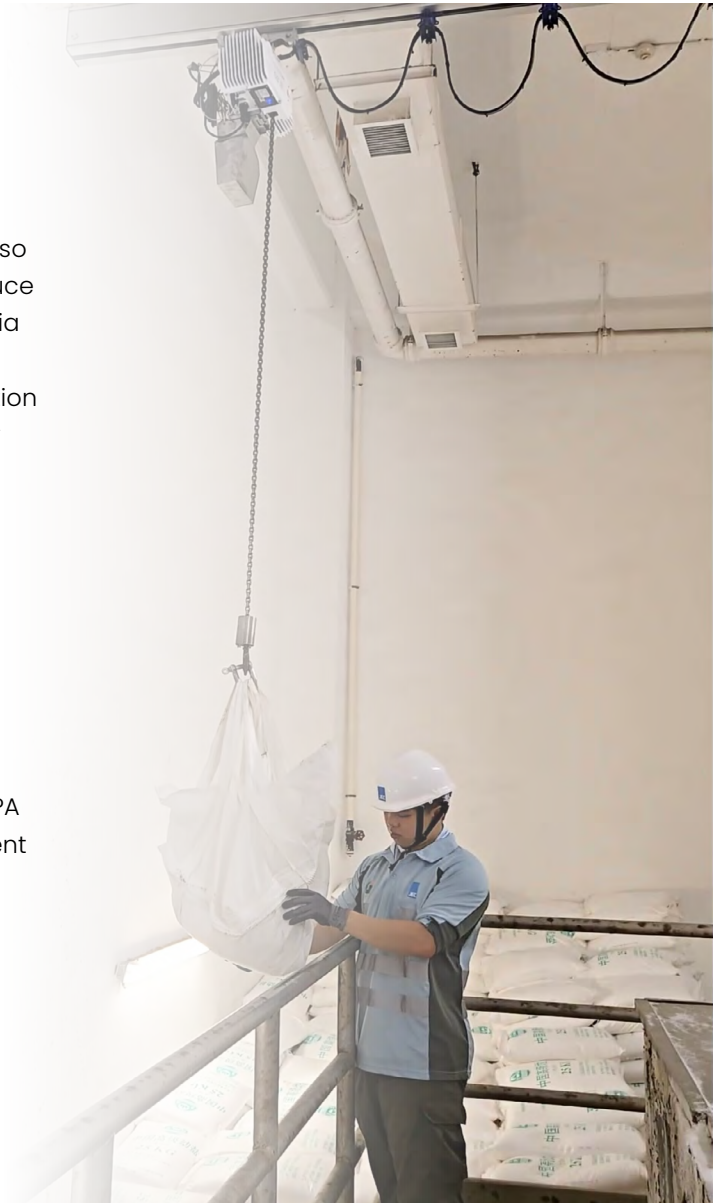
Safety Innovations

We engineer safety into every aspect of our job by pairing smart technology with practical design to remove risks at source, allowing us to operate safe and secure worksites while protecting the health of our employees.

Our excellence in safety innovation was selected for recognition at the Outstanding NEC Team Performance Awards 2025, an awards scheme organised by Hong Kong's Development Bureau (DEVB) to recognise construction and maintenance teams that exemplify core NEC principles of mutual trust and cooperation through effective collaborative partnering.

Our contracted project, to be awarded for "Excellence in Innovation and Technology Adoption" in 2026, fully adopted Smart Site Safety System (4S) devices and successfully obtained the 4S Label, underscoring our commitment to technology-enabled safety. We were also recognised for introducing practical innovations to reduce confined-space and manual-handling risks, including via a Portable Media Conveyor for filter media removal and refilling, and a Moon Lifter with real-time force and position detection for smooth, near "zero-weight" lifting of heavy objects.

In addition to our success in Hong Kong, JEC Singapore continued to benchmark against international best practice through the RoSPA Health & Safety Awards, the world's longest-running occupational safety awards programme. JEC Singapore' pursuit and maintenance of RoSPA honours reinforces our work to foster safer workplaces, strengthen trust and retention, and ensure operational resilience; we will continue to maintain RoSPA Gold Award in 2026 as part of our long-term commitment to safety leadership.



Ensuring the Wellbeing of Our Employees

Our people are the foundation of JEC's success, and safeguarding their wellbeing is a key priority for us. We are committed to a zero-harm culture that safeguards physical safety while promoting mental health and inclusion. Across our sites and offices, we embed robust health and safety practices; provide access to wellbeing resources and support; and foster an environment where every voice is heard through regular engagement and fair workplace practices. By combining strong governance with everyday care and practical support, we enable our colleagues to thrive, enabling them to do their best work for our customers and communities.

In 2024, JEC established a central Wellness Team to coordinate and expand our wellbeing initiatives. In 2025, this Wellness Team rolled out 26 wellness programmes that engaged more than 1,100 participants, ranging from family movie days and yoga classes to health workshops and staff bazaars. A highlight was the launch of the "Fruit Power Hub," a partnership with Wellcome to distribute 450 boxes of fresh fruit and 1,500 fruit vouchers for frontline colleagues in Hong Kong. This work helps to promote healthy habits amongst our employees. For 2026, the theme of the Wellness programme features "One Team, One Family," with a focus on more impactful programmes with wider reach to our frontline staff.

In parallel, in 2025 JEC Thailand held a Health Challenge gamified wellness campaign aimed at promoting healthier lifestyle choices and physical wellness. Rewards were provided to the first 20 employees who completed all activities in the Health Challenge, providing a fun and engaging method for our employees to let loose and embrace a healthier life.

Nurturing Talent

Our Approach

JEC is committed to attracting, developing, and retaining talent to support our long-term business resilience. Through structured learning, leadership development, and inclusive engagement, we are empowering our people to grow alongside our organisation while building future-ready capabilities.

Our efforts to nurture and support our talented employees have been recognised through multiple HR awards, including Gold, Silver, and Bronze accolades at the Employee Experience Awards 2025 and Silver and Bronze awards at the 18th Singapore HR Awards 2025, highlighting our excellence in recruitment, learning and development, and developing a strong workplace culture.

Encouraging Learning and Development

JEC's training and development approach is based on the concept of "learning that builds futures", ensuring the right people receive the right training at the right time. Using a dual-input model of top-down capability needs and bottom-up employee feedback, we deliver a structured, blended roadmap covering a range of targeted, relevant topics. Our vision is to unlock potential at every level—from frontline staff to senior leaders and the younger generation—by fostering a culture wherein continuous learning drives excellence. We cultivate innovation through training in smart robotics, modular construction, circular solutions and JEDI, our AI platform, while promoting cross-business learning and development.

In 2025, we began further embedding sustainability into our learning system, and more than tripled our investment in training and development when compared with 2021. This effort has delivered positive results: over 2,400 employees took part in learning programmes, investing over 121,521 hours on training.

JEC Academy at JEC Thailand

In October 2025 JEC Thailand launched JEC Academy, a structured, company-wide learning ecosystem designed to upskill employees and build long-term workforce capability across all offices and operational sites. Delivered through blended learning that combines classroom sessions with digital modules, the Academy's programmes cover technical, leadership, and behavioural training, executed internally by the People and Culture Team with cross-functional support.

ESG DNA Award

To deepen our organisation-wide ESG understanding, JEC Thailand joined the Stock Exchange of Thailand's (SET) "ESG DNA Award: Sustainability Knowledge Set for All Levels of Employees" e-learning programme to embed sustainability principles into our day-to-day work. 50% of JEC Thailand's Head Office employees participated in the training, with 51 colleagues successfully completing the two compulsory modules.
By surpassing the 70% completion threshold, JEC Thailand received a Certificate of Recognition from the SET in August 2025.

Enabling Future Leaders

Management Trainee Programme

Our two-year MT Programme prepares future leaders with essential technical and business skills. In 2025, we welcomed an intake of 15 Management Trainees. Following the recent approval of the "Environmental" Scheme "A" Graduate Training by the Hong Kong Institution of Engineers (HKIE), we now provide training in four areas: Mechanical, Building Services, Electrical, and Environmental. The programme includes rotation presentations, site visits, and meetings with senior management to foster fast-track career development. Additional resources have been allocated to the programme this year, including two supplementary training courses—a goal-setting workshop and communication skills training—to be completed within the first nine months. The programme also features team-building activities and other soft skill development opportunities.

Apprenticeship Programme

JEC's Apprenticeship Programme aims to build a sustainable pipeline of skilled tradespeople through a dual-track model that combines paid, on-the-job training with accredited courses at Vocational Training Council (VTC)-affiliated institutes. The programme enforces standardised employment terms and safe, regulated training environments for young workers.

2025

90 **apprentices** took part in the programme

22 **apprentices** graduated from the programme

10 **apprentices** were awarded scholarships for academic year 2024-2025

33 **new recruits** joined the programme

Internships

JEC's Internship Programme offers students a structured, hands-on introduction to the engineering profession, pairing real project experience with mentoring, project assignments and formal assessments to help them explore career paths and build industry-relevant skills. We actively engage campuses year-round to promote opportunities and maintain relationships that support sustained recruitment: 26 interns joined us in the Summer 2025 intake.

Notably, our summer intern cohort worked alongside site and office teams to tackle real-world challenges while developing technical and professional capabilities. After graduating their internships, participating students were equipped with the confidence and competencies to transition into early-career roles at JEC and across the wider engineering sector.

Building a Strong Corporate Culture

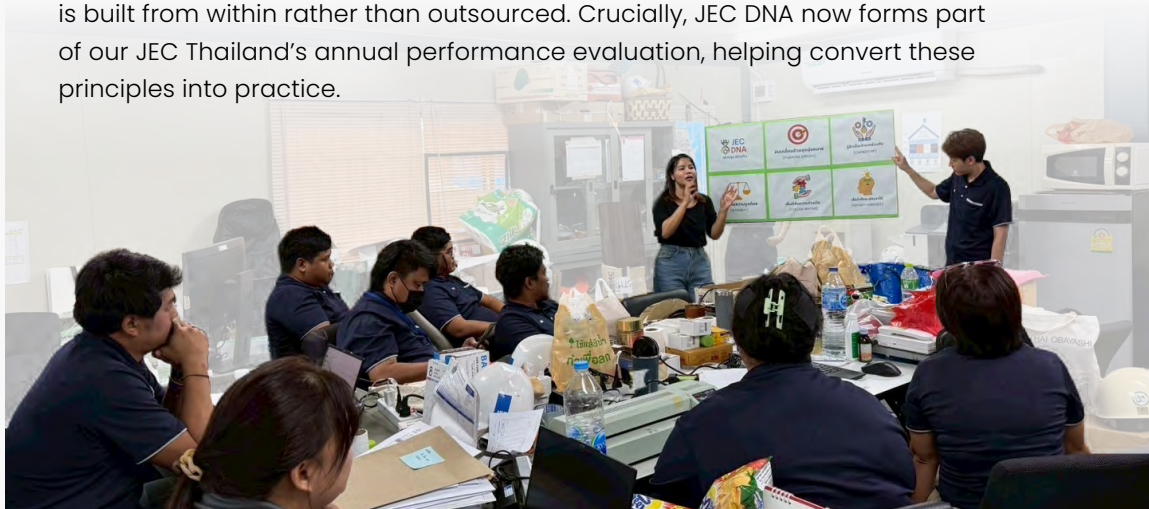
Town Hall Meeting

Our corporate Town Hall meetings serve as an important platform for JEC's management to connect with our employees through open, two-way communication in a relaxed and inclusive setting. The July 2025 Town Hall featured interactive Q&A sessions and live surveys, encouraging active staff participation and dialogue. Sustainability was also thoughtfully integrated into the event, with reduced food packaging and the use of LED signage in place of printed materials.

JEC DNA at JEC Thailand

JEC DNA is JEC Thailand's company-wide framework for cultivating a consistent, values-led organisational culture. Centred on five desirable characteristics—Integrity, Growth Mindset, Purpose-Driven, Collaborative, and Ownership—JEC DNA articulates who we are and how we operate, ensuring we uphold trust with stakeholders and ensure alignment across the company.

Launched in June 2025 and with its foundational rollout completed in November 2025, the initiative is designed as a long-term programme implemented across all offices and operational sites. It is executed internally by our People and Culture Team with cross-functional support, reflecting our belief that culture is built from within rather than outsourced. Crucially, JEC DNA now forms part of our JEC Thailand's annual performance evaluation, helping convert these principles into practice.



Diversity and Inclusion

At JEC, we recognise that a diverse and inclusive workforce is essential for driving innovation and to understand the varied needs of the communities we serve. We follow our parent company, Jardine Matheson's, Code of Conduct to ensure we cultivate and exhibit the high standard of conduct expected across the Group.

We are committed to maintaining an environment where every employee, regardless of background, gender, or role, is treated with respect and given equal access to opportunities. By fostering a culture of inclusivity, we ensure that our people can bring their whole selves to work, contributing their unique perspectives to our collective growth. We continue to implement policies and practices to support a workplace that champions equity and belonging for all.

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Risk Management

Our Approach

At JEC, we take a structured and robust approach to monitoring, assessing, and addressing risks throughout our operations, and have dedicated Risk Champions that flag emerging risks to the relevant business units to ensure that we respond effectively and in a timely manner.

This year, JEC has obtained the ISO 19650-1:2018 and ISO 19650-2:2018 certifications relating to Information Management Using Building Information Modelling (BIM), and several of our business units make use of an integrated management system. JEC Thailand and Singapore, for example, achieved the recertification of ISO 9001:2015 Quality Management Systems, ISO 14001: 2015 Environmental Management Systems, and ISO 45001:2018 Occupational Health and Safety Management Systems, with JEC Singapore being additionally certified with ISO 41001:2018 Facility Management Systems. Our business units also conduct internal audits to ensure the proper adoption of relevant ISO standards and processes. These alignments serve as testaments of our commitment to upholding digital transformation, quality, sustainability, and workplace safety within our business operations..

CASE STUDY

Alignment with ISO 19650-2:2018 reflects JEC's commitment to managing risks across the value chain and empowers our BIM teams to create long-lasting value for our clients. Our Shek Wu Hui Effluent Polish Plant – Main Works Stage 1 project is equipped to adopt the full BIM technology throughout the entire project lifecycle, in accordance with the ISO 19650 standards. Through leveraging a Common Data Environment, the project will make use of a centralised platform to facilitate seamless BIM collaboration and coordination, supporting a wide range of BIM applications—such as 3D coordination, drawing generation, 3D virtual reality, 4D phase planning, digital fabrication, and cost estimation.

Enterprise Risk Management

JEC has developed a Risk Management and Controls Framework to identify, assess and mitigate risks. To facilitate the communication of risks to relevant stakeholders, we have dedicated Risk Champions supporting the business units to identify material issues, which will be communicated at the Group-level for a consolidated review and strategic coordination of responses.

Risk Assessments

Given the technical complexity of our operating environments, our Peer Review Policy and Procedure mandates periodic reviews by an internal third-party entity. These assessments are conducted with the purpose of evaluating the project status to ensure that emerging risks are identified and addressed in a timely manner.

Business Continuity

Our Business Continuity Plan is coordinated by our Emergency Operations Team, and seeks to define roles, escalation pathways and procedures to restore critical functions, following disastrous events. Each regional office is equipped with a Crisis Management Team (CMT) to lead and execute our crisis response in the event of a crisis, and our Hong Kong headquarters' CMT is comprised of our Chief Executive, Chief Financial Officer and Chief Operating Officer.

Business Ethics

JEC upholds the Jardines Code of Conduct, which sets clear expectations for how employees engage with business partners and stakeholders and includes standards on improper payments and entertainment, anti-competitive behaviour, and conflicts of interest.

Anti-bribery, Anti-corruption and Anti-competition

At JEC, we maintain a zero-tolerance stance toward bribery, corruption and anti-competitive conduct across our operations, consistent with the Jardines Code of Conduct. Employees, contractors, suppliers and business partners must not give or receive bribes, illicit payments or facilitation payments.

We also prohibit agreements or practices that restrict competition or abuse our market presence—such as bid rigging, price fixing, market sharing, output restrictions or resale price maintenance. Any instances of non-compliance with the Jardines Code of Conduct will result in disciplinary action commensurate with the degree of violation and will be reported to the Jardine Matheson Audit and Risk Management department and the Jardine Matheson Audit Committee twice a year.

Whistle-blowing and raising Concerns

JEC is aligned with Jardine Matheson whistleblowing policy, which outlines clear and confidential channels for employees to raise concerns, without any fear of retaliation. To maintain an air of transparency, we encourage employees to report matters relating to potential policy or legal breaches. Employees may report any suspected misconducts or non-compliances in a confidential and anonymous manner through the independently operated Speak Out programme, which is accessible 24 hours a day through a hotline or online platforms, and supports multiple local languages.

Cybersecurity

Recognising JEC's increasing dependence on and adoption of digital systems, robust cybersecurity and the protection of data privacy are integral to our operations. We take a proactive approach to enhance our resilience against cyberattacks, as well as to monitor and manage emerging risks.

In 2025, we continued to strengthen our cybersecurity approach with the aim of strengthening our digital ecosystem, and supporting sustainable business operations.

Key Cybersecurity Initiatives over 2025

Policy Enhancements

Updated IT policies to address emerging risks from new technologies—including Generative AI—ensuring responsible and secure adoption.

Employee Awareness

Continued to build a culture of vigilance through regular cybersecurity training and timely updates on evolving threats.

Resilience Drills

Conducted disaster recovery exercises based on recent high-risk scenarios, such as third-party vulnerabilities, to maintain operational continuity.

Continuous Improvement

Performed internal and external audits, complemented by red team assessments, to proactively identify and mitigate potential risks.

These efforts reflect our commitment to protecting data integrity, maintaining trust, and enabling sustainable growth in an increasingly digital world.

Policy and Procedures

In line with our approach to enhance our cybersecurity, JEC's IT Policy and Procedures is certified following ISO/IEC 27001:2022 Information Security Management Systems, and is subject to regular internal and external audits. Our Cyber Incident Response Plan and Disaster Recovery Plan is refreshed annually to ensure their effectiveness and to clearly communicate the processes, roles, and responsibilities across all key stakeholders.

Cybersecurity Training

All employees participate in ongoing cybersecurity training covering data protection, phishing, and AI-enabled deception such as deepfakes. This year, we recorded 0 substantiated breaches or complaints relating to data security or customer privacy.

Responsible Procurement

We recognise the diverse network of suppliers that sit within our supply chain and understand the key roles that suppliers play in enabling our high standards of quality, as well as our business continuity and sustainable development. As reflected in the Jardines Code of Conduct, we look to build a sustainable business, in part through engaging our value chain partners to integrate sustainability into their decision-making process and minimise their environmental and social impacts.

Our Approach

JEC's Procurement Policy sets clear expectations for the sourcing of goods and services, ensuring decisions are made fairly, consistently and transparently. We have an Integrated Market Intelligence and Risk Monitoring Dashboard to provide real-time access to market and risk data through leveraging digital tools that monitor local trends and commodity pricing, and in parallel, track potential supply chain disruptions. Our dashboard has been configured to issue out alerts to warn employees of emerging risks, allowing for effective mitigation measures to be taken in advance.

As part of our Sustainable Procurement Policy, we actively promote sustainable sourcing and have developed a supplier assessment system that screens suppliers, ensuring that they share our values and commitments to sustainability. To enhance our management approach, JEC's eProcurement System is equipped with a user-friendly interface and is automated to facilitate data audits. As part of the eProcurement system, our vendor evaluation module allows users to submit evaluations and view scores, digitalising the evaluation process and promoting transparency on vendor performance. Improved visibility over vendor performance allows for enhanced decision-making, improved accountability, and streamlined approval processes.

Our internal teams further promote robust risk control measures through performing vendor court debt searches to identify any financial liabilities—including unpaid debts, ongoing litigation, labour tribunal cases, or personal injury actions—prior to new registrations. Court debt searches will be extended to the top 80% of vendors by spend, and we will facilitate continuous checking and provide real-time risk alerts.

These additional measures aim to enhance JEC's resilience against external risks, and work to safeguard our business operations across the value chain.

Procurement ESG Questionnaire

To advance our sustainable procurement and responsible sourcing efforts and align them with our sustainability goals, JEC has introduced an ESG Questionnaire for our Tier-1 vendors. The assessment evaluates environmental, social and governance practices, enhancing transparency and accountability in our supply chain. Insights from the questionnaire highlight strengths and gaps in vendor performance to inform sourcing decisions and performance reviews that move beyond the traditional cost and quality criteria.

By embedding ESG metrics into our procurement processes, we strengthen vendor accountability, align our purchasing with corporate sustainability objectives, and prioritise partners with demonstrably strong ESG performance. During the year, over half of our Tier-1 vendors have successfully completed the questionnaire, enabling JEC to gain a clear view of their ESG positions and practices. Looking ahead, we aim to extend our ESG Questionnaire to our preferred and principal vendors, and to include ESG performance in vendor scorecards..

Responsible Consumption and Sourcing Guideline

In line with our responsible consumption priorities, we aim to maximise resource efficiency and minimise waste across our daily operations. This year, we launched a Responsible Consumption and Sourcing Guideline to support our employees with embedding sustainability into the planning and execution of activities, events and material production.

The Guideline sets two clear operating standards detailed below, and serves as the reference for all central services when organising events:

Practical Standard

Embed sustainability into current practices through establishing baseliner requirements that ensure compliance and credibility.

Core Standard

Consider sustainability first in all decisions through outlining practical and achievable steps that employees can take.

Over the year, the Guideline has successfully steered three of our routine events—Town Hall, Golf Day, and EHS Week. The events were planned with sustainability in mind, allowing for tangible progress against our ESG goals. Our successes were shared across with other subsidiaries of Jardine Matheson in an informative approach sharing session.

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Performance Metrics

GRI	HKEX	Environmental Disclosures	UOM	2023	2024	2025
GHG Emissions						
-	A1.2	**GHG Emissions**				
-	-	Total GHG emissions	tCO_2e	5,765	17,170	5,335
305-1	-	Direct (Scope 1) GHG emissions		4,831	2,297	2,565
305-2	-	Indirect (Scope 2) GHG emissions from energy purchase		934	14,873	2,770
305-4	-	GHG emissions intensity	tCO_2e/million USD	7.61	22	6.69
Energy Consumption						
302-1	A2.1	**Energy Consumption**				
-	-	Electricity	kWh	1,984,155	37,725,594	6,837,798
-	-	Gasoline (pure gasoline, gasohol 91:E10, gasohol 95:E10)	L	78,290	45,315	65,449
-	-	LPG		2,073	435	131
-	-	Diesel (pure diesel, ULSD, B5 and B7 biodiesel)		1,735,685	815,567	897,920
-	-	Total energy consumption	MJ	78,079,548	168,371,738	60,994,608
-	-	Non-renewable		75,878,586	167,987,236	60,601,535
-	-	Renewable		2,200,962	384,502	393,073
302-3	-	Energy intensity	MJ/USD	0.10	0.21	0.08
Resource Management						
306-3	A1.4	**Solid Waste generated**				
-	-	Total waste generated	tonnes	26,778	4,155	17,172
-	-	Generation based on waste type				
-	-	Hazardous waste	tonnes	45	28	43
-	-	Non-hazardous waste		26,733	4,127	17,129

GRI	HKEX	Environmental Disclosures	UOM	2023	2024	2025
Resource Management (continued)						
-	-	Generation based on waste stream				
-	-	Plastic waste	tonnes	19	17	7.66
-	-	Construction waste		26,655	4,054	17,065
-	-	JDI-specific waste		48	42	55
-	-	General office waste		45	41	43
-	-	Other waste		10	-[1]	-[1]
-	-	Food waste		0.94	0.88	0.71
306-5	**-**	**Solid Waste Disposal**				
-	-	Disposal based on waste type				
-	-	Hazardous waste disposed	tonnes	3.73	0.08	6.67
-	-	Non-hazardous waste disposed		3,888	2,127	5,371
-	-	Disposal method				
-	-	Incineration without energy recovery	tonnes	5.58	0.41	6.67
-	-	Landfill		3,886	2,126	5,371
-	-	Disposal based on waste stream				
-	-	Plastic waste	tonnes	1.99	0.05	0.02
-	-	Construction waste		3,871	2,104	5,354
-	-	JDI-specific waste		10	0.12	2.50
-	-	General office waste		3.89	19	20
-	-	Other waste		3.45	-[2]	-[2]
-	-	Food waste		0.89	0.87	0.47
306-4	**A1.3**	**Solid Waste diverted from Disposal**				
-	-	Diversion based on waste type				
-	-	Hazardous waste diverted	tonnes	42	28	37
-	-	Non-hazardous waste diverted		22,845	2,000	11,758

GRI	HKEX	Environmental Disclosures	UOM	2023	2024	2025
Resource Management (continued)						
-	-	Diversion method				
-	-	Incineration with energy recovery/ waste-to-energy	tonnes	N/A	N/A	1,841
-	-	Compost		2.42	N/A	0.23
-	-	Reuse		30	0.61	11
-	-	Recycling		22,854	2,027	9,943
-	-	Diversion based on waste stream				
-	-	Plastic waste	tonnes	17	17	7.65
-	-	Construction waste		22,784	1,949	11,711
-	-	JDI-specific waste		38	42	52
-	-	General office waste		41	20	23
-	-	Other waste		6.29	-[3]	-[3]
-	-	Food waste		0.05	0.01	0.23
-	**-**	**Water**				
303-3	-	Water withdrawal[4]	m^3	-	38,761	45,303
303-4	-	Water discharge[4]			37,737	44,853
303-5	A2.2	Water consumption[4]			1,023	450

1 In 2024 and 2025, all waste data collected fell into specific waste categories, therefore no data was classified under the "other waste" category.
2 In 2024 and 2025, all waste data collected fell into specific waste categories, therefore no data was classified under the "other waste" category.
3 In 2024 and 2025, all waste data collected fell into specific waste categories, therefore no data was classified under the "other waste" category
4 The 2024 water withdrawals, discharges, and consumption data has been restated to exclude drinking water data.

GRI	HKEX	Social Disclosures	UOM	2023			2024			2025		
Workforce				Female	Male	Total	Female	Male	Total	Female	Male	Total
401-1	B1.1, B1.2	**Employee Hiring**										
-	-	Number of employees										
-	-	Total number of employees	Headcount	532	2,421	2,953	498	2,280	2,778	496	2,268	2,764
-	-	Total new hire employees	Headcount	110	396	506	77	347	424	106	301	407
-	-	Total employee turnover	Headcount	87	457	544	94	408	502	127	414	541
-	-	Number of employees										
-	-	Total percentage of employees	%	18.0%	82.0%	100.0%	18.0%	82.0%	100.0%	17.9%	82.1%	100.0%
-	-	Percentage of new hire employees	%	21.7%	78.3%	100.0%	18.2%	81.8%	100.0%	26.0%	74.0%	100.0%
-	-	Employee turnover percentage	%	16.0%	84.0%	100.0%	18.7%	81.3%	100.0%	23.5%	76.5%	100.0%
401-2		**Benefits Provided to Full-time Employees that are not provided to Temporary or Part-time Employees**										
-	-	Life insurance	%	74.1%	66.7%	68.0%	68.3%	62.5%	63.6%	39.8%	43.2%	42.6%
-	-	Health care	%	92.1%	91.8%	91.9%	93.0%	94.3%	94.0%	65.5%	77.9%	75.6%
-	-	Disability and invalidity coverage	%	65.8%	62.6%	63.2%	59.6%	58.8%	58.9%	39.8%	43.2%	42.6%
-	-	Parental leave	%	99.6%	99.8%	99.7%	98.2%	99.8%	99.5%	100.0%	100.0%	100.0%
-	-	Retirement provision	%	83.1%	80.4%	80.9%	81.3%	78.0%	78.6%	77.6%	79.7%	79.3%
401-3		**Parental Leave**										
-	-	Total number of employees entitled to parental leave	Headcount	530	2,415	2,945	485	2,275	2,760	487	2,159	2,646
-	-	Total number of employees that took parental leave	Headcount	8	40	48	17	83	100	15	74	89
-	-	Total number of employees that returned to work within reporting period	Headcount	8	40	48	16	83	99	13	71	84
-	-	Total number of employees still employed 12 months after their return to work	Headcount	8	33	41	15	72	87	12	68	80
402-1		**Labor-Management Relations**										
-	-	Minimum number of weeks' notice typically provided to employees	Weeks		1-4 weeks			1-4 weeks			2-4 weeks	
-	-	Are notice period and provisions for consultations and negotiations specified in collective bargain agreements?	-		Yes[5]			Yes[6]			Yes[6]	

GRI	HKEX	Social Disclosures	UOM	2023			2024			2025		
Occupational Health and Safety				Employees	Workers; internally audited	Workers; externally audited	Employees	Workers; internally audited	Workers; externally audited	Employees	Workers; internally audited	Workers; externally audited
403-8		**Employees/Workers covered by OHS System[7]**										
-	-	The number of employee/workers covered	Number	2,953	2,953	2,953	2,778	2,778	2,778	2,764	2,981	2,981
-	-	The percentage of employees/workers covered	%	100%	100%	100%	100%	100%	100%	100%	100%	100%
				All employee	Non-employee		All employee	Non-employee		All employee	Non-employee	
403-9	**B2.1, B2.2**	**Work-related Injuries**										
-	-	The number of fatalities as a result of work-related injury	Number	0	0		0	0		0	0	
-	-	The number and rate of high-consequence work-related injuries (excluding fatalities)	Number	0	1		0	1		0	4	
-	-	The number recordable work-related injuries	Number	8	22		7	23		11	18	
-	-	The main types of work-related injury	-	» Burn » Contusion & bruise; fracture; laceration & cut » Sprain & strain » Irritation			» Contusion & bruise; fracture; laceration & cut » Sprain & strain			» Contusion & bruise; fracture; laceration & cut » Sprain & strain » Abrasion		
-	-	The number of hours worked[8]	Number	6,907,800	5,917,200		6,800,800	6,327,400		5,511,076	7,158,000	
403-10	**B2.1, B2.2**	**Work-related Ill-health**										
-	-	Total cases of recordable work-related ill health	Number	0			0			0		
Training and Development												
404-1	**B3.1, B3.2**	**Average Training Hours provided to Employees**										
-	-	Senior executive	Hours	32.30			26.87			20.19		
-	-	Manager	Hours	23.07			25.07			21.64		
-	-	Non-manager	Hours	24.76			28.05			47.27		
-	-	Female	Hours	22.39			19.58			26.78		
-	-	Male	Hours	25.44			29.43			47.72		
-	-	All employees	Hours	24.89			27.69			43.97		

GRI	HKEX	Social Disclosures	UOM	2023			2024			2025		
Diversity and Inclusion				Female	Male	Total	Female	Male	Total	Female	Male	Total
405-1	B1.1	**Diversity and Equal Opportunity**										
-	-	Total number of board members	Number	1	4	5	1	4	5	1	5	6
-	-	Board members by gender	%	20%	80%	100%	20%	80%	100%	17%	83%	100%
Customer Management				Female	Male	Total	Female	Male	Total	Female	Male	Total
416-2	B6	**Customer Health and Safety**										
-	-	Incidents of non-compliance with regulations resulting in a fine or penalty	Number		0			0			0	
-	-	Incidents of non-compliance with regulations resulting in a warning										
-	-	Incidents of non-compliance with voluntary codes										
417-1		**Marketing and Labelling**										
-	-	Sourcing of components of products or services	-		Yes			Yes			Yes	
-	-	Content, particularly with regard to substances, that might produce an environmental or social impact										
-	-	Safe use of the product or service										
-	-	Disposal of the product and environmental or social impacts										
418-1	B6.2	**Customer Privacy and Data**										
-	-	Total number of substantiated complaints concerning breach of customer privacy	Number		0			0			0	
-	-	Complaints received from outside parties and substantiated by the organisation										
-	-	Complaints from regulatory bodies										
-	-	Total number of identified leaks, thefts, or losses of customer data										

5 Only JDI and JEC Singapore.
6 Excluding JEC Shenzhen.
7 OHS System covers all external contractors.
8 In 2025, the number of hours worked/man-hours were calculated excluding bank holidays and all types of leave.

GRI	HKEX	Economic Disclosures	UOM	2023	2024	2025
Procurement Practices						
204-1	B5.1	**Proportion of spending on Local Suppliers**				
-	-	Percentage of the procurement budget used for significant locations of operation that is spent on suppliers local to that operation (such as percentage of products and services purchased locally)	%	81%	85%	82%
Anti-corruption						
205-1		**Operations assessed for Risks related to Corruption**				
-	-	Number of operations assessed for risks related to corruption	Number	1	0	0
-	-	Percentage of operations assessed for risks related to corruption	%	100%	0%	0%
205-2	B7.3	**Governance Body Members that the Organisation's Anti-corruption Policies and Procedures have been communicated to**				
-	-	Number of governance body members	Number	5	5	6
-	-	Percentage of governance body members	%	100%	100%	100%
205-2	B7.3	**Employees that the Organisation's Anti-corruption Policies and Procedures have been communicated to, broken down by Employee Category**				
-	-	Total	%	100.0%	100.0%	100.0%
-	-	Senior execuive				
-	-	Manager				
-	-	Non-manager				
205-3	B7.1	**Confirmed Incidents of Corruption and Actions Taken**				
-	-	Total number of confirmed incidents of corruption	Number	0	0	0
-	-	Total number of confirmed incidents in which employees were dismissed or disciplined for corruption				
-	-	Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption				

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GRI Standard	HKEX ESG Guide	Disclosures Name	2025 Reporting Location/Remarks
General Disclosures			
GRI 2: General Disclosures 2021			
2-1		Organisational details	Chief Executive's Message About JEC JEC in 2025
2-2		Entities included in the organisation's sustainability reporting	About this Report
2-3		Reporting period, frequency and contact point	About this Report
2-4		Restatements of information	JEC's 2024 water consumption data has been restated in the Performance Metrics section to exclude drinking water data.
2-5		External assurance	No external assurance was conducted on the 2025 sustainability report.
2-6		Activities, value chain and other business relationships	About JEC Our Approach to ESG Value Chain Collaboration
2-7		Employees	People Performance Metrics
2-8		Workers who are not employees	Performance Metrics
2-9		Governance structure and composition	ESG Governance Structure
2-10		Nomination and selection of the highest governance body	
2-11		Chair of the highest governance body	
2-12		Role of the highest governance body in overseeing the management of impacts	
2-13		Delegation of responsibility for managing impacts	
2-14		Role of the highest governance body in sustainability reporting	
2-15		Conflicts of interest	Ommited as information is currently unavailable. JEC will review disclosure for the next report
2-16		Communication of critical concerns	Our Approach to ESG Governance
2-17		Collective knowledge of the highest governance body	Ommited as information is currently unavailable. JEC will review disclosure for the next report

GRI Standard	HKEX ESG Guide	Disclosures Name	2025 Reporting Location/Remarks
General Disclosures (continued)			
2-18		Evaluation of the performance of the highest governance body	Omitted due to confidentiality constraints
2-19		Remuneration policies	Omitted due to confidentiality constraints
2-20		Process to determine remuneration	Omitted due to confidentiality constraints
2-21		Annual total compensation ratio	Omitted due to confidentiality constraints
2-22		Statement on sustainable development strategy	Chief Executive's Message Sustainable Development Goals Our Approach to ESG
2-23		Policy commitments	Our Approach to ESG
2-24		Embedding policy commitment	
2-25		Processes to remediate negative impacts	Ommited as information is currently unavailable. JEC will review disclosure for the next report
2-26		Mechanisms for seeking advice and raising concerns	Governance (Whistle-blowing and raising concerns)
2-27		Compliance with laws and regulations	Ommited as information is currently unavailable. JEC will review disclosure for the next report
2-28		Membership associations	JEC in 2025
2-29		Approach to stakeholder engagement	Stakeholder Engagement Approach
2-30		Collective bargaining agreements	Ommited as information is currently unavailable. JEC will review disclosure for the next report
Material Topics			
GRI 3: Material Topics 2021			
3-1		Process to determine material topics	Our Approach to ESG Please refer to JEC's 2021 Sustainability Report.
3-2		List of material topics	
Environmental Topics			
GRI 302: Energy 2016			
3-3		Management of material topics	Energy Efficiency Performance Metrics
302-1	A2.1	Energy consumption	
302-3	A2.1	Energy intensity	

GRI Standard	HKEX ESG Guide	Disclosures Name	2025 Reporting Location/Remarks
Environmental Topics (continued)			
GRI 305: Emissions 2016			
3-3		Management of material topics	Climate Approach Performance Metrics
305-1		Direct (Scope 1) GHG emissions	
305-2		Indirect (Scope 2) GHG emissions	
305-4		GHG emissions intensity	
GRI 303: Water and Effluents 2018			
303-3		Water withdrawal	Resource Efficiency Performance Metrics
303-4		Water discharge	
303-5	A2.2	Water consumption	
GRI 306: Waste 2020			
3-3		Management of material topics	Resource Efficiency Performance Metrics
306-3	A1.4	Solid waste generated	
306-4	A1.3	Solid waste diverted from landfill	
306-5		Solid waste disposal	
Social Topics			
3-3		Management of material topics	People Performance Metrics
204-1	B5.1	Proportion of spending on local suppliers	
GRI 401: Employment 2016			
3-3		Management of material topics	People Performance Metrics
401-1	B1.1, B1.2	Employee hiring	
401-2		Benefits provided to full-time employees that are not provided to temporary or part-time employees	
401-3		Parental leave	
402-1		Labor-management relations	

GRI Standard	HKEX ESG Guide	Disclosures Name	2025 Reporting Location/Remarks
Social Topics (continued)			
GRI 403: Occupational Health and Safety 2018			
403-1		Occupational health and safety management system	Championing Safety and Wellbeing Performance Metrics
403-4		Worker participation, consultation, and communication on occupational health and safety	
403-5		Worker training on occupational health and safety	
403-8		Employees/workers covered by OHS system	
403-9	B2.1, B2.2	Work-related injuries	
403-10		Work-related ill-health	
GRI 404: Training and Education 2016			
3-3		Management of material topics	Nurturing Talent Performance Metrics
404-1	B3.1, B3.2	Average hours of training per year per employee	
404-2		Programs for upgrading employee skills and transition assistance programs	
404-3		Percentage of employees receiving regular performance and career development reviews	
GRI 405: Diversity and Equal Opportunity 2016			
3-3		Management of material topics	Nurturing Talent Performance Metrics
405-1	B1.1	Diversity and equal opportunity	
GRI 416: Customer Health and Safety 2016			
416-2	B6	Incidents of non-compliance concerning the health and safety impacts of products and services	Performance Metrics
Governance Topics			
GRI 205: Anti-corruption 2016			
3-3		Management of material topics	Governance Performance Metrics
205-2	B7.3	Communication and training about anti-corruption policies and procedures	
205-3	B7.1	Confirmed incidents of corruption and actions taken	
GRI 418: Customer Privacy and Data 2016			
418-1	B6.2	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Performance Metrics

Sustainability Report 2025

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