

WHERE SAFETY ADVANCES, OPERATIONS THRIVE

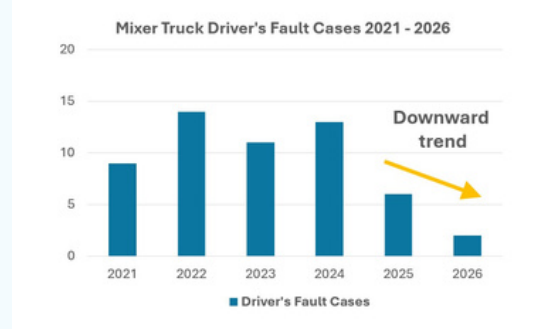
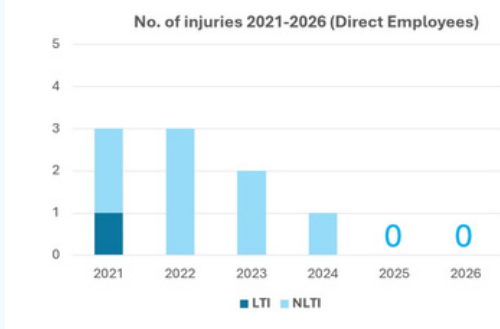
Health & Safety

How Safety Drives Better Operations Company-Wide

As we step into 2026, Alliance continues to strengthen its “Safety Above All” commitment as a driver of stronger performance across the business. Through disciplined execution, visible leadership, and a shared commitment to excellence, we are reinforcing safe, resilient, and efficient operations at every level.

This safety-led approach is delivering results company-wide, deepening our safety culture, advancing digital capabilities and strengthening operational resilience. Recent progress reflects how innovation and our people are shaping Alliance’s evolving story, defined by safety leadership, operational strength, R&D advancement, strong governance, and meaningful community impact.

Alliance’s Safety Performance



Smart Site Safety System: Driving Safer, Smarter Operations

Alliance has launched its **Smart Site Safety System(4S)**, marking a major step forward in how health, safety, and environmental (HSE) performance is managed across operations. By **integrating a mobile app, web-based command center, and smart automation**, the platform strengthens efficiency, compliance, transparency, and traceability in daily HSE activities, while laying the foundation for future Vision AI capabilities.

- ✓ Real-time visibility via mobile app & dashboard
- ✓ Digital Permit to Work(PTW) & smart LOTOTO with photo verification
- ✓ QR-based licenses & certifications with auto reminders
- ✓ Scheduled inspections with ownership & closed-loop tracking
- ✓ Centralized fleet & driver licenses with daily vehicle checks
- ✓ Digital SMART reports & safety conversations



Focused on concrete plant safety management, we introduced a structured set of measures to strengthen controls, leadership presence, and frontline engagement, ensuring safety is consistently planned, implemented, and enforced across all operations.

Higher Risk Work Control

- Strengthened oversight for contractor work on Sundays, public holidays, and night shifts through enhanced pre-work planning and reviews.



1

On Site Line Manager Oversight

- Deployed Production and Project team managers on site to issue PTWs, enforce safety measures, stop unsafe acts, and uphold zero tolerance.



2

Robust Planning & Review

- Conducted pre-work meetings before Fridays and holidays, and weekly post work reviews to ensure clear risk assessment and continuous improvement.



3

Safety Engagement & Reporting

- Promoted safety alerts, town halls, incident learning, and active hazard reporting by frontline staff.



4



Continuous Safety Improvement

- Shared good practices and written feedback, with strict enforcement of controls and immediate work stoppage for non-compliance.

5

Visible Felt Leadership

- Senior management and line managers led weekly inspections, coaching sessions, and site walks to reinforce safety expectations.



6

Housekeeping Excellence (Danshari)

- Rolled out monthly Danshari campaigns to eliminate clutter, improve organization, and reinforce the mindset that a clean site is a safe site.

7



Depot and Barge Transportation Safety

Safety at our depot operations remains a top priority. Through physical improvements, enhanced protection measures, and ongoing engagement, we continue to strengthen safety standards across our transportation activities.



Visible Safety Awareness

- Added clear HSE signage and posters at our depots and on company vehicles to keep safety visible for staff, drivers, and contractors.

Safer Loader Maintenance

- Improved bucket arm support using more scientific calculations and redesigned tyre inflation processes with safer equipment.

Barge Safety Enhancement

- Maintained regular barge inspections and strengthened HSE measures, e.g. installing safety nets under walkways for enhanced fall protection.

Ongoing Safety Engagement

- Completed around 290 safety conversations and 11 HSE workshops in 2025 for drivers and crew, continuing active safety dialogue and training across operations.



Results & Impact

Strong Compliance Improvements

- Stronger safety performance, e.g. reduced speeding, safer turning behavior, and improved fleet safety ratings

Maintained Industry Leadership

- Set a clear safety benchmark, drove measurable behaviour change, and exceeded internal and industry safety targets

Driving Safety Transformation: Technology-Driven, Behaviour-Led

Over the past year, Alliance has delivered remarkable truck fleet safety improvements through our landmark **Safe Driving Attitude Enhancement Campaign**. By combining advanced technology, assertive enforcement, and behavioural accountability, we have fundamentally strengthened safe driving habits across the fleet.



VR Driving Safety Training

- Covering all high-risk scenarios : roundabout entry, mixer drum physics, rollover risks, lane changes and adverse weather...
- Drivers safely experience real consequences, correcting risky actions
- “Look-Think-Choose-Act” became instinctive
- Full rollout to all drivers in 2025

Highlights



AI Blind Spot Alert System



- AI camera system with automatic detection and audio alerts
- Fleet-wide rollout to mitigate heavy vehicle blind-spot risks
- Simple daily pre-operation system check
- Positive driver feedback and improved on-road awareness
- Encouraged contractors to upgrade their own vehicles

AI Risk & Violation Identification



- AI photo, log and ADAS analysis proactively identifies violations and unsafe driving behaviours, triggering immediate follow-ups

Coaching, Talks & Safety Conversations



- Targeted coaching and site-based engagements, supported by safety conversations, defensive driving focus, and timely risk, weather, and regulatory updates

Monthly Joint-Team Safety Promotion



- Cross-functional monthly campaigns focus on one practical safety theme, from incident reviews to daily vehicle checks

100% Behavioural Accountability



- All serious violations issued with formal warning letters and mandatory compliance acknowledgements to drive lasting behaviour change

360° Safety Engagement



- Consistent, high-visibility safety messaging via plant banners, driver apps, KPI dashboards, posters, and truck stickers

Higher HSE Standards for Cement Tankers



- Safety fences installed on all tractor units
- Enhanced requirements for external tankers, including dual shut-off valves, ground-operable pressure relief valves, and fixed steel discharge pipes

Innovating Green Concrete: Recycling Oyster Shells for Sustainable Construction

Alliance has initiated a collaboration with Hong Kong Metropolitan University (HKMU) to provide technical support to civil engineering students undertaking their final-year research projects. The study explores the innovative use of recycled oyster shell waste as an alternative material in green concrete production, turning food waste into a potential resource for the construction industry. It reflects our ongoing commitment to sustainability and the development of future engineering talent.



Collaborative Research on recycled oyster shell waste with HKMU

Turning Waste into Construction Innovation

- Under Alliance's technical guidance, oyster shells are processed through cleaning and crushing before being incorporated into concrete as a partial replacement for conventional materials. The research aims to assess how this alternative material performs in concrete.



Hands-On Testing with Industry Support

- We supported the students throughout mix preparation, curing and performance testing, including strength and workability assessments. All specimens were cured at 27°C in accordance with CS1 requirements, with compressive strength verified through HOKLAS-accredited testing at specified stages.

Bridging Research and Real-World Learning

- A structured testing programme was designed to ensure reliable results and practical relevance. This collaboration enhances student learning through real-world application.



Engineering Solutions Driving Progress at Tung Chung West Station

The Tung Chung West Station and Tunnel project under MTRC Contract No.1201 adopts a top-down construction approach to reduce environmental impact and minimise disruption to the surrounding community. With the diaphragm wall and top slab completed, all subsequent concrete works must be executed through restricted access points, creating significant technical and logistical challenges. Alliance provided focused technical support and customised concrete solutions to enable safe, reliable concreting and maintain progress during this critical construction phase.

Solved Complex Long-Distance Pumping Challenges

- Concrete placement required pumping through pipelines exceeding 100m with multiple bends, resulting in high pressure and blockage risk. Alliance developed a specialised mix to ensure stable flow and reliable placement.



MTRC CONTRACT NO. 1201
Tung Chung West Station and Tunnel

Optimised High-Performance, Low-Carbon Mix Design

- To meet the requirements for high GGBS content and PP Fibres for spalling resistance, we successfully developed a Grade 45D mix that balanced durability, pumpability, and sustainability.

Extensive Testing to Reduce Construction Risk

- Focusing on cohesion, slump retention and pumpability, Alliance evaluated multiple admixtures and mix designs, supported by comprehensive laboratory and on-site pumping trials prior to full-scale deployment.



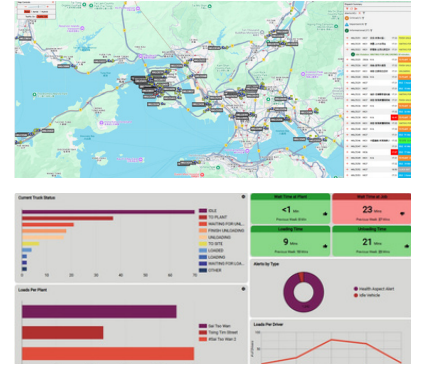
TrackIT Implemented for Enhanced Truck Status Accuracy



- Actionable Insights Through KPI Dashboard
- Smarter Delivery Planning and Better Customer Experience

Our new real-time fleet monitoring system, TrackIT, has been successfully implemented, enhancing real-time fleet visibility and strengthening the optimizer's ability to respond to changing operational conditions.

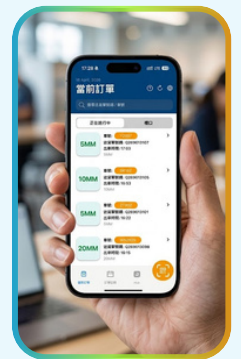
- A new KPI dashboard to provide CS teams with an at-a-glance view of overall fleet performance, with detailed truck status available at individual site level to support faster, better-informed decisions.
- Enhanced algorithms enable smarter delivery planning and better fleet coordination, improving on-time performance and service reliability.



Powering Aggregates Delivery with Smart Technology

From 1 March 2026, customers have begun using Alliance's new Aggregates Dispatching System, introducing a smarter and paperless way to manage aggregate deliveries.

The system integrates three digital tools on a single platform. The e-Dispatching System manages stock, production and dispatching in real time, while the e-Docket App (AGG) enables customers and drivers to view delivery orders, track status and complete digital goods receipt on site. A new chatbot further simplifies delivery arrangements with just a few taps. By connecting customers, drivers and internal teams on one unified platform, the system enhances order management, truck scheduling, and overall service efficiency and transparency.



e-Dispatching System for dispatch operations



e-Docket App for Customer and Driver Order Review



Chatbot for customers to arrange deliveries

Operational Capability

Strong Start to 2026 at the Tsing Yi Production Hub

We are pleased to begin 2026 with strong operational performance at our Tsing Yi Production Hub, supporting complex, high-demand projects across the region. With high-productivity facilities and enhanced logistics, we continue to deliver reliable, high-quality service for leading developers and contractors.

Broke 
2 **Daily Production Records**



New Daily Production Records

- In March 2026, the Hub **broke daily production records twice**, exceeding the designed capacity of all three concrete plants. These achievements were enabled by strategic resource planning, strong cross-functional collaboration, and effective use of remote batching operations.

Partner of Choice for Large-Scale, Ambitious Projects

- These results demonstrate robust operational capability, with the Hub providing **reliable support for large-scale, high-profile projects** through consistent quality and dependable delivery, even under demanding schedules.

Strengthened Logistics Capability

- Through a **50% expansion of our five-axle truck fleet and strategic driver recruitment**, we have built our **strongest-ever logistics fleet in 2026**, significantly enhancing delivery efficiency, flexibility and service reliability.



Supporting Hong Kong's Key Housing and Transport Infrastructure

Alliance continues to play an important role in Hong Kong's public housing and transport infrastructure, supporting multiple flagship projects through close collaboration, technical expertise and reliable delivery.



Public Housing



Railway Project

In 2025, Alliance supported **over 20 Housing Authority projects** as the Government accelerated the public housing programme. At the **Tin Wah Road public housing development**, **more than 1,200 m³ of concrete** was delivered for the tremie bored piles and pile cap works, all completed within legislative working hours and finished **within nine consecutive working days**, enabling timely site handover and supporting the Tin Shui Wai community's housing needs.

We also contributing to the **Tung Chung Line Extension – Tung Chung West Station and Tunnels Project**. Through temperature-controlled concrete solutions and dedicated resources, we have supported **challenging long-distance pumping works**, **keeping the main structural works on track** to meet a demanding construction schedule, demonstrating our capability to deliver large-scale, complex and mission-critical infrastructure projects.

Supported

20+

HA projects in 2025



People & Talent

Alliance Staff Party 2026: Recognizing Achievements and Team Spirit

Held in February, the Alliance Staff Party 2026 brought colleagues together to celebrate achievements and demonstrated the strong team spirit that drives Alliance forward. During the party, management expressed sincere gratitude for everyone's hard work and shined a spotlight on significant milestones such as zero accidents, record-breaking production, operational upgrades, and enhancements to our fleet.

Management also commended the team's resilience and emphasized the importance of maintaining business integrity, fostering innovation, staying agile, collaborating effectively, and adopting a proactive mindset under the challenging market environment. The evening wrapped up with delicious food, lively games, and award presentations, honouring Long Service staff and celebrating the winners of Alliance Run for Hope 2025.



Alliance Tree Planting Fun Day | CSR in Action

In April 2026, staff and their families came together at Pak Tam Au, Sai Kung for our Alliance Tree Planting Fun Day, an uplifting CSR activity that combined nature conservation, learning, and family bonding. During the activity, staff and family members planted native tree seedlings to help enhance biodiversity, improve air quality and support long-term ecosystem resilience. The day also featured a short guided walk introducing common tree species found in Hong Kong's countryside, enriching participants' understanding of their ecological value. The event concluded with a relaxed group lunch, providing meaningful opportunities for colleagues and families to connect and strengthen bonds in a natural setting.



↑ [Event Day Video](#)



Community & CSR

Stand with The Salvation Army to Bring Hope to the Community

Spring marked another meaningful community event as Alliance again served as a Key Partner of The Salvation Army Orienteering Charity Cup in Sha Tin. Our team took part in the two hour score-based orienteering challenge, which tested fitness, map-reading skills, analytical thinking and teamwork.

Beyond the competition, the event supported The Salvation Army's community care services for the elderly, homeless, caregivers and low-income families. Alliance was proud to help bring hope and care to those in need through this meaningful initiative.



Promote Workplace Inclusion via Movie and Coffee Moments

Alliance was pleased to again support the Hong Kong Network for the Promotion of Inclusive Society (HKNPIS) with a Movie Screening & Mobile Coffee Cart event, designed to encourage workplace inclusion and a more caring community. Staff enjoyed an uplifting short film on perseverance and the positive impact of people with disabilities, followed by sharing from HKNPIS members and handcrafted coffee by an eye-impaired coffee master. An interactive blind drawing game highlighted the importance of clear communication when vision is limited. The experience deepened participants' appreciation of inclusivity, guide dogs, and ways to better support the visually impaired.

