



保華有利聯營

Paul Y. – Yau Lee Joint Venture

27 October 2015

San Fong Seng Construction & Engineering Co Ltd
Rua Pequim No. 126, I Tak Com. Centre
10-Andar, Macau

Attn: Ms Athena Lao – General Manager

Dear Sirs

Studio City Project in Cotai, Macau
Main Contract
Letter of Commendation

Today we celebrate the Grand Opening of Studio City, we would like to take this opportunity to record our appreciation, which I know is shared by the top management of Melco Crown of your good performance in carrying out the reinforced concrete hotel tower structure works as well as three Named Sub-Contracts including two fine-dining restaurant and the Golden Reel Waiting Area fitting-out works in this Project.

In particular I think the following achievements must be credited to the site management teamwork which your Project Director, Mr. Eddie Yip have instilled into your own organization and the second-tier sub-contractors since the beginning of 2014 when you commence the subcontract works for the hotel transfer plate works and then assisted us to implement some DRM to recover earlier delays by others.

- Worked with the JV Management Team and was succeed in managing fast track programme to mitigate the earlier delays and completed the works on time with superlative quality standard, and assisted the JV to take on more works in other areas as other subcontractors failed to meet the milestones;
- Well managed a large amount of workers and skillfully arranged the works to enhance the output, achieving a record of 5-day cycle using alum-form for typical floors; and
- In spite of the lower safety awareness of the PRC workers, you managed to achieve a zero-fatality and relatively low accident records. After the learning curve, the house-keeping was generally good and it helped the front-line workers receiving high commendations in safety awards in many occasions.

All in all, I thank your effort helping to put the JV onto a winning course and sincerely wish that our business relationship will continue in the Phase 2 of the Project.

Yours faithfully,
For and on behalf of
Paul Y.-Yau Lee Joint Venture

Andrew Keung
Project Director

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