

A scenic landscape photograph of a mountain range with snow-capped peaks, dense green forests, and a calm lake reflecting the scene. The sky is blue with scattered white clouds.

2025 | ENVIRONMENTAL
SOCIAL AND
GOVERNANCE (ESG)
REPORT

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◎ About the Report

This report is the first Environmental, Social and Governance (ESG) report released by Shenzhen Zhaowei Machinery & Electronics Co., Ltd. (hereinafter referred to as "Zhaowei" or "the Company"), which discloses to investors and the other stakeholders the Company's philosophy, management approach, actions and achievements on ESG issues in its operation.

Scope of Report

This report covers Shenzhen Zhaowei Machinery & Electronics Co., Ltd. and its subsidiaries. Unless otherwise specified, it is consistent with the scope of the consolidated financial statements of Zhaowei (Stock Code: 003021.SZ, 02692.HK) for the same period.

Reporting Period

This report serves as the annual report for the period spanning from January 1, 2025 to December 31, 2025. Any information outside of this reporting period has been provided with relevant context where necessary.

Basis of Preparation

This report has been prepared in accordance with the *Self-Regulatory Guidelines No. 17 for Companies Listed on Shenzhen Stock Exchange—Sustainability Report (For Trial Implementation)*, *Self-Regulatory Guidelines No. 1 for Listed Companies—Standardized Operation of Main Board Listed Companies (Revised in 2025)*, and *Appendix C2 Environmental, Social and Governance Reporting Code to the Listing Rules of The Stock Exchange of Hong Kong Limited* (hereinafter referred to as "SEHK").

Data Description

The data and cases in this report are derived from the Company's official operational records. The financial data in this report are all in RMB. In cases of inconsistency with the Company's annual financial statements, the latter shall prevail.

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Reporting Principles

Materiality

The Company has identified the material topics related to its operations that are of concern to investors and other stakeholders, which are the focus of this report. The report on these material topics also considers the industry characteristics and geographical location of the Company's operations. The analysis process and results for these material topics are detailed in the ESG Governance section of this report. Furthermore, this report highlights environmental, social, and governance matters that may have material impacts on investors and other stakeholders.

Accuracy

This report ensures that the information is as accurate as possible. For the calculation of quantitative information, standard terms, units, and measurement methods that are commonly recognized both at home and abroad are adopted. When data is cited, the source is indicated. The data scope, calculation basis, and assumed conditions are all explained for the results to ensure that calculation errors will not have a misleading impact on the users of the information hereof. The Board of Directors guarantees the accuracy of the contents of this report and confirms that there are no false records, misleading statements, or material omissions.

Balance

This report presents objective facts and discloses both positive and negative information about the Company.

Clarity

This report is published in simplified Chinese, traditional Chinese and English, with the traditional Chinese version taking precedence in the event of any inconsistencies among the versions. Supplementary tables, model diagrams, and explanations of technical terms are included in this report to complement the text. To facilitate stakeholders in accessing pertinent information efficiently, this report includes the contents and an index table of ESG standards.

Comparability

This report reveals ESG quantitative performance indicators for the current period and historical data when feasible. This report maintains consistency in the collection, measurement, and calculation methods of the same indicator across different reporting periods. If there are any changes in the collection, measurement, and calculation methods, the relevant data will be retrospectively adjusted in the report, and a full explanation will be provided to enable stakeholders to conduct insightful analysis and evaluation.

Completeness

Unless otherwise specified, this report covers Shenzhen Zhaowei Machinery & Electronics Co., Ltd. and its subsidiaries. It is the same case with the annual report.

Timeliness

This annual report is released concurrently with Zhaowei's 2025 Annual Report, offering stakeholders timely information to support decision-making.

Verifiability

All the sources and computation processes of quantitative data disclosed in this report are traceable and can be used for external verification.

◎ About Zhaowei

Company Overview

Shenzhen Zhaowei Machinery & Electronics Co., Ltd. (hereinafter referred to as "Zhaowei" or the "Company"), established in 2001, is a micro transmission and drive system solution provider that integrates design, research, development, and manufacturing, helping various industries to upgrade micro drives intelligently, and bringing a more convenient, intelligent, beautiful and healthy life to all mankind.

VISION & MISSION and CORE VALUE

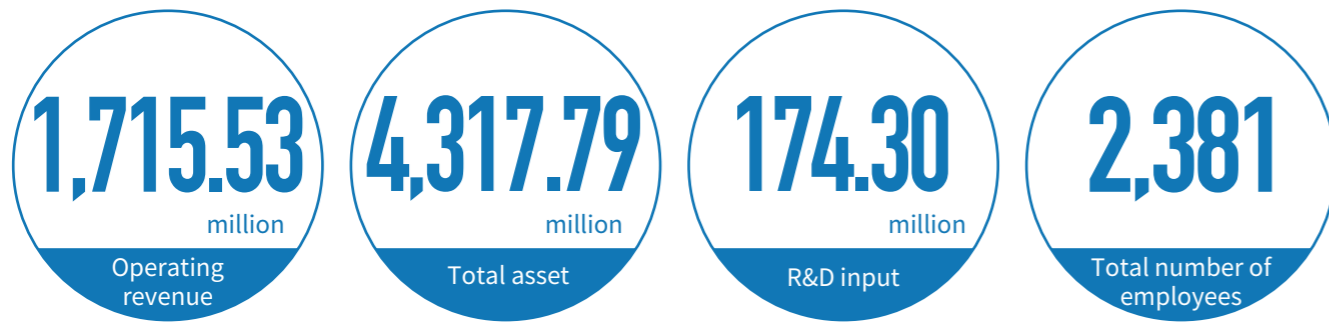
🎯 VISION & MISSION

Committed to progress in the field of micro-drives to create a smarter and better life

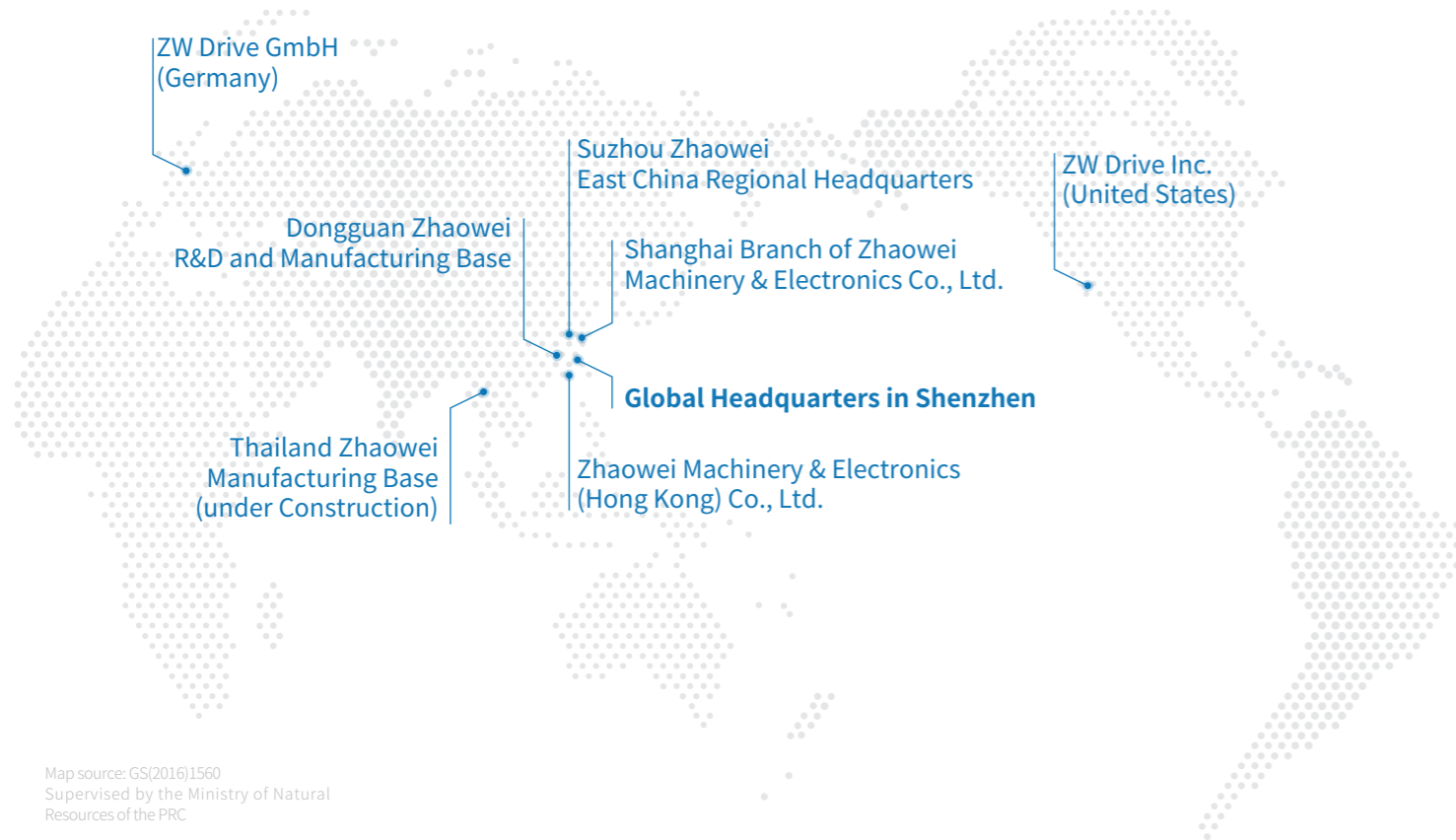
⚙️ CORE VALUES

Creating Value, Embracing Innovation, Striving for Continuous Effort, and Pursuing Excellence





Chinese name	深圳市兆威机电股份有限公司	Stock Code	003021.SZ (Shenzhen Stock Exchange)
English name	Shenzhen Zhaowei Machinery & Electronics Co., Ltd.		02692.HK (Hong Kong Stock Exchange)
Headquarters	Shenzhen, Guangdong Province		



Headquartered in Shenzhen, Zhaowei has established a robust global presence, with two intelligent manufacturing bases strategically deployed in Suzhou and Dongguan, and branches or subsidiaries successively set up in Shanghai, Germany, etc. Its customer network covers developed regions such as Europe, the U.S. and Japan, while its final products are widely applied in markets such as Europe, the Americas and Asia.

Business Scope

Consistently committed to the micro transmission and drive industry, the Company primarily provides high-performance micro transmission and drive system solutions tailored to the diverse needs of sectors ranging from Intelligent Automotive, Consumer and Healthcare Technology to Advanced Industry and Smart Manufacturing and Robotics. The Company's micro transmission and drive systems feature high precision, compact size, and low noise, enabling them to meet the application requirements of downstream industries.



Leveraging its accumulated expertise in precision transmission design and dynamic control, the Company is accelerating its transition from a "precision component supplier" to a provider of "functional modules and system-level solutions", while continuously optimizing its product portfolio.

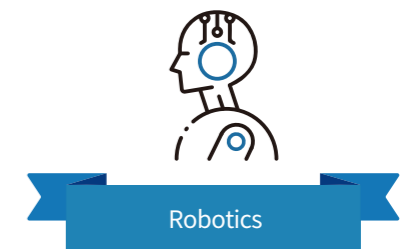
The Company focuses on the independent R&D and manufacturing of micro precision transmission systems, and continues to deepen strategic cooperation with key customers. In the fields of intelligent cockpits and steer-by-wire chassis systems, multiple projects have secured new design wins and entered mass production, demonstrating the Company's technological capabilities and execution strength. With long-standing expertise in transmission efficiency, vibration and noise control, and structural reliability, the Company's electric tailgate drive systems, automotive screen motion modules, and precision components for ABS braking systems have been widely adopted in numerous popular vehicle models of leading domestic independent brands and top emerging vehicle manufacturers, covering critical execution functions from intelligent cockpit experiences to chassis safety control.



By integrating its mechatronics capabilities, the Company is expanding the in-depth application of embedded control algorithms in industrial scenarios, forming modular drive system solutions centered on high-precision reduction mechanisms. Through optimizing gear transmission efficiency, enhancing motor response precision, and improving the adaptability of control algorithms, the Company's products are achieving increasing penetration across industrial automation lines, precision testing equipment, logistics transportation equipment, and smart building applications. This enables downstream customers to achieve domestic substitution of core components and upgrade system integration.



The Company actively expands into applications in the electrification of medical equipment, including electric staplers, surgical robots, and insulin pumps, providing customers with competitively positioned solutions. Focusing on high-precision reduction structures, low-vibration and low-noise design, and the establishment of medical-grade reliability systems, the Company continues to increase its R&D investment. It is also deepening its technological engagement in both consumer and healthcare technology applications, leveraging its core transmission technologies to empower customers in product iteration and upgrades.



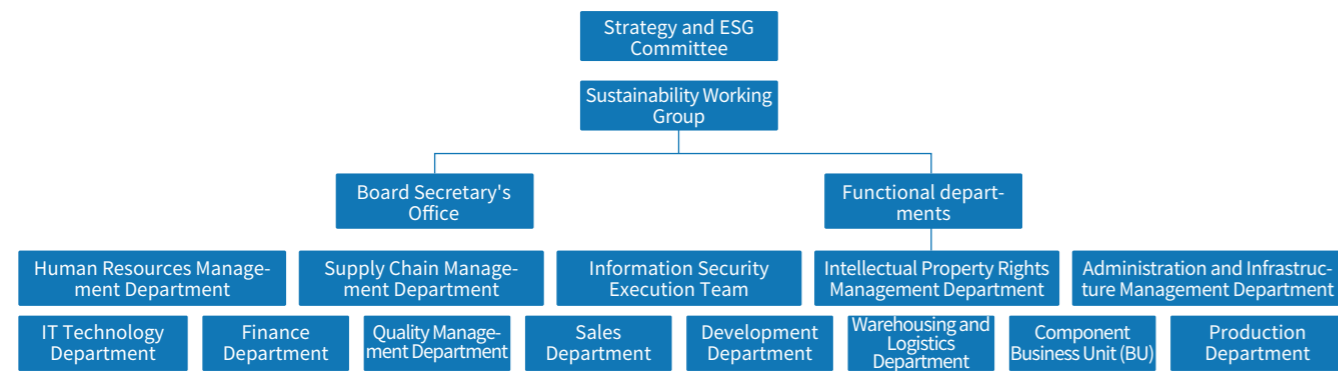
The Company continues to enhance its integrated R&D capabilities in micro transmission and drive systems. By optimizing multi-joint coordinated control algorithms and multi-modal sensor fusion capabilities, and strengthening the development of industrial and testing standard systems, it continuously improves product stability and reliability in complex application scenarios. The Company's dexterous hand products have been further refined in terms of expanded degrees of freedom, independent actuation control, and flexible control capabilities, enabling enhanced performance in complex grasping and fine manipulation tasks. Meanwhile, the Company is actively building an industry ecosystem by establishing partnerships with leading robotics companies and continuously expanding into emerging industry segments.

ESG Governance

ESG Management System

Zhaowei consistently integrates the concept of sustainable development into its business operations and decision-making processes under a top-down ESG management structure. The Board of Directors has established a Strategy and ESG Committee, which comprises five Directors, with the Chairman of the Company serving as the chairman of the Committee. The Committee is mainly responsible for studying the Company's long-term development strategy and major investment decisions and making recommendations thereon, formulating the Company's development strategic plans, guiding the formulation of the Company's ESG strategy and overseeing the Company's ESG matters, and reporting to and being accountable to the Board of Directors. The Committee members possess expertise in ESG strategic planning, community relations, public welfare project management and legal compliance, and regularly participate in external training covering ESG-related topics such as climate change to continuously enhance their understanding and grasp of domestic and international sustainability trends, policy directions and industry best practices. Under such a professional governance structure, the Company continuously consolidates the foundation for sustainability management and improves ESG management capabilities.

Meanwhile, the Sustainability Working Group has been established under the Strategy and ESG Committee, consisting of the Board Secretary's Office and functional departments. A designated sustainability liaison is appointed in each functional department to coordinate and promote the implementation of relevant initiatives, and strengthen information communication and collaboration, ensuring the effective implementation of the ESG strategy.



Strategy and ESG Committee	As the supreme decision-making body for the Company's ESG management, the Strategy and ESG Committee at the level of the Board of Directors is responsible for reviewing and approving the annual social contribution strategy, budget and major public welfare projects, evaluating the relevance of social contribution activities to the Company's long-term value, regularly reviewing ESG risks and opportunities, and examining and supervising the progress of ESG-related goals and information disclosure.
The Sustainability Working Group	Led by Board Secretary's Office, mainly responsible for ESG report preparation, and reporting regularly to the Strategy and ESG Committee.
Functional Departments	Each functional department appoints a designated sustainability liaison to implement social contribution goals in the department's operations, collect ESG-related data, and report regularly to the Board Secretary's Office.

The Company has established comprehensive ESG information reporting and disclosure mechanisms, with standardized, orderly and hierarchical internal reporting and external disclosure systems.

ESG Information Reporting and Disclosure Mechanisms

Type	Specific mechanism
ESG reporting	<ul style="list-style-type: none"> The Strategy and ESG Committee Meeting: Meetings are held based on the Company's actual operating conditions to review ESG-related matters such as climate change and energy management. Special emergency reporting: In the event of an ESG-related crisis, the emergency reporting procedure is initiated within 24 hours.
ESG information disclosure	<ul style="list-style-type: none"> ESG information is disclosed through the Company's official website and ESG section to ensure transparency. ESG performance data is regularly disclosed via the ESG report.

The Company continuously promotes the inclusion of ESG-related indicators in individual and departmental performance appraisal systems to deeply integrate ESG into operations and management, driving the effective implementation of sustainable development goals. It links annual appraisal results with budget resource allocation, performance evaluation and other relevant matters to strengthen incentive and restrictive roles of appraisal outcomes. For underperforming projects, the Company requires responsible departments to submit root cause analysis and rectification schemes, and designates the CEO Office to track implementation and evaluate the effectiveness, forming a closed-loop management mechanism for problem rectification and performance improvement to drive continuous enhancement of ESG management capabilities.

Stakeholder Communication

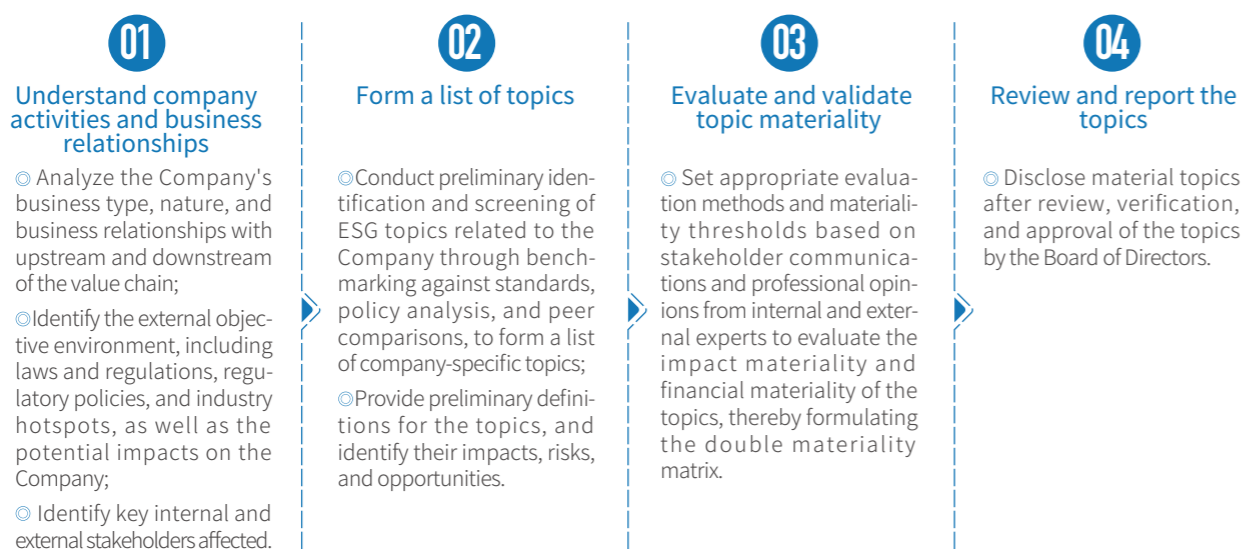
The Company incorporates ESG management into daily operations and decision-making processes, values and maintains effective communication with all stakeholders, and fully considers the long-term interests of all stakeholders.

Key Stakeholders	Topics of Concern	Communication Channels
Shareholders and investors	<ul style="list-style-type: none"> Product safety and quality Climate change response Business ethics Risk management Corporate governance Innovation-driven development 	<ul style="list-style-type: none"> Investor hotline and dedicated email Shenzhen Stock exchange hudongyi platform Business Performance reports On-site survey Financial reports Shareholders' meeting Roadshows
Government and regulators	<ul style="list-style-type: none"> Ecosystem and biodiversity protection Product safety and quality Occupational health and safety Climate change response Environmental compliance management Water use Pollutant emissions Waste management Circular economy Energy use 	<ul style="list-style-type: none"> Supervision and inspection Meetings Work reports On-site inspection Information disclosure
Customers	<ul style="list-style-type: none"> Data security and customer privacy protection Product safety and quality Climate change response Customer service management Circular economy Business ethics Innovation-driven development 	<ul style="list-style-type: none"> Customer satisfaction survey Regular customer visits Project cooperation Customer survey
Suppliers	<ul style="list-style-type: none"> Product safety and quality Climate change response Supply chain management Innovation-driven development Business ethics Circular economy 	<ul style="list-style-type: none"> Telephone communication and site visits Supplier evaluation Supplier training Industrial exhibitions
Employees	<ul style="list-style-type: none"> Employee rights and benefits Employee training and development Occupational health and safety Business ethics Social Contribution 	<ul style="list-style-type: none"> Employee congress Employee activities Communication with employees Employee satisfaction survey Intranet Employee training
Community and the public	<ul style="list-style-type: none"> Water use Social Contribution Rural revitalization Pollutant emissions Waste management 	<ul style="list-style-type: none"> Participation in public welfare projects Rural revitalization projects Questionnaire survey Media interviews Event participation Press release

Management of Material Topics

ESG topics' materiality analysis serves as the foundation for the Company's ESG management and practices. During the Reporting Period, in accordance with the double materiality identification requirements specified in the *Self-Regulatory Guidelines No. 17 for Companies Listed on Shenzhen Stock Exchange—Sustainability Report (For Trial Implementation)* (hereinafter referred to as the "Guidelines"), the Company conducted material topic analysis by referring to relevant principles, methodologies and procedures on topic materiality analysis set forth in international sustainability reporting rules and standards, including the Global Reporting Initiative (GRI) Standards (2021), the IFRS S1—General Requirements for Disclosure of Sustainability-related Financial Information issued by the International Sustainability Standards Board (ISSB), and the EFRAG IG 1: Materiality Assessment Implementation Guidance issued by the European Financial Reporting Advisory Group (EFRAG). Based on the Company's situation, combined with standard alignment, policy analysis and peer benchmarking, the Company carried out preliminary identification and screening of ESG topics. It then evaluated and scored each topic from the perspectives of impact materiality and financial materiality, to assess its double materiality to the Company. The results serve as a major basis for the Company's ESG management and the foundation for information disclosure in this report.

Double Materiality Assessment Process



During the Reporting Period, a total of 27 ESG topics were identified, including 3 topics with only financial materiality, 10 topics with only impact materiality, and 5 with double materiality. Based on the list of topics identified, the Company developed a double materiality matrix to prioritize ESG topics. ESG topics within the same quadrant are not ranked in order of importance.

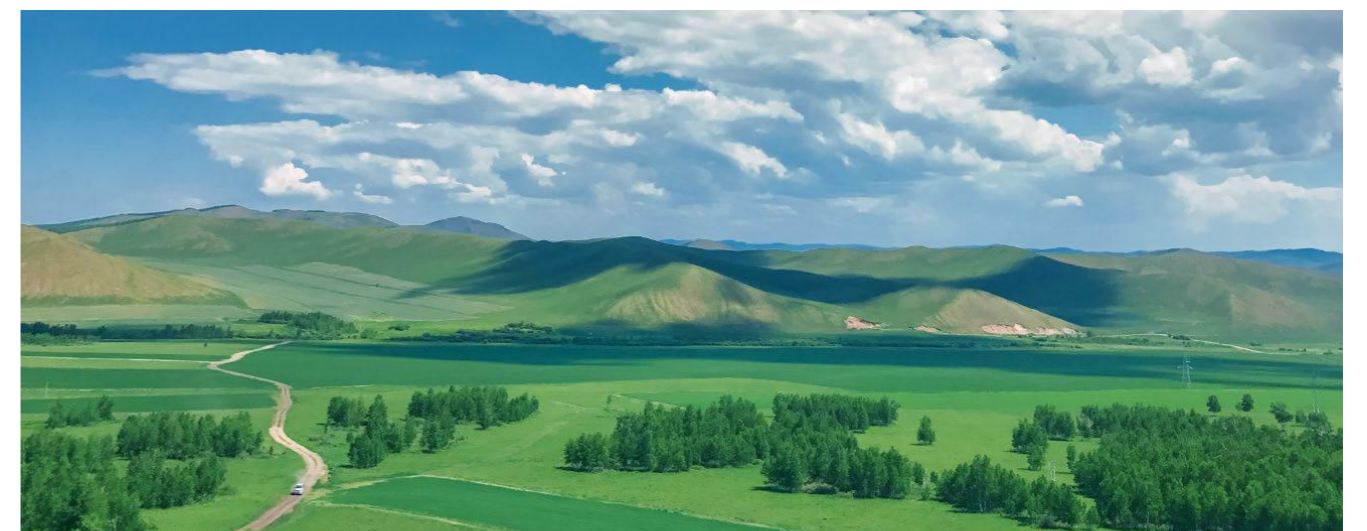
Double Materiality Matrix for 2025



Topics with financial materiality	Impact type	Impact description	Scope of impact	Risk and/or opportunity analysis	Impact period
Climate change response	Actual positive impact	In its own operations, the Company continuously implements energy conservation, emission reduction and low-carbon transition measures to reduce energy consumption and greenhouse gas emission intensity. Meanwhile, Zhaowei integrated carbon reduction into supply chain management by guiding upstream partners to improve their carbon management capabilities, and develop new environmental-friendly products to meet downstream clients' demand for low-carbon products, create green value for downstream clients, and help them reduce their operational carbon footprints, promoting coordinated response to climate change across the value chains.	Upstream of the value chain Corporate operation Downstream of the value chain	<ul style="list-style-type: none"> Risk: The intensification of climate change may lead to more frequent extreme weather events, affecting the stability of upstream raw material supply, logistics and transportation, which poses challenges to the continuity of the Company's production and operation and project delivery capacity. In addition, stricter carbon emission regulations and volatile energy prices may increase compliance costs and operation expenses. Opportunity: The Company's continuous promotion of green and low-carbon transition and application of energy conservation and emission reduction technologies helps enhance climate adaptability and operational resilience, drive collaborative emission reduction across supply chains, and expand new market opportunities by developing low-carbon products and solutions, thereby strengthening brand influence and competitive advantages. 	Short-term impact Medium-term impact Long-term impact
Environmental compliance management	Potential negative impact	A sound environmental compliance management system helps improve the Company's environmental governance capacity and operational stability, and enhances recognition of the Company's green development from upstream and downstream partners. However, inadequate management may result in compliance penalties and operational risks.	Upstream of the value chain Corporate operation Downstream of the value chain	<ul style="list-style-type: none"> Risk: Inadequate environmental compliance management may expose the Company to regulatory penalties and rectification requirements, and adversely affect the Company's reputation and image. Opportunity: The Company's continuous improvement of its environmental management system and compliance mechanism helps enhance its environmental governance capacity and operational standardization, strengthen its environmental risk prevention and control capabilities, and increase the recognition of the Company from upstream and downstream partners and the capital market. 	Short-term impact Medium-term impact Long-term impact
Employee training and development	Potential positive impact	The Company continuously improves its employee training and development systems, providing multi-level and diversified channels for employees to enhance their capabilities. By continuously upgrading employees' professional skills and overall competence, the Company helps improve its operational management efficiency and innovation capacity. Meanwhile, it promotes professional collaboration and technical exchanges with upstream partners, driving the improvement of the overall capability across supply chains.	Upstream of the value chain Corporate operation	<ul style="list-style-type: none"> Opportunity: Sound employee training and career development systems help improve employees' professional capabilities and overall competence, enhance organizational execution and innovation vitality, provide stable talent support for business upgrades and technological innovation, and reduce the risk of talent turnover, consolidating the foundation for the Company's long-term development. 	Short-term impact Medium-term impact Long-term impact

Topics with financial materiality	Impact type	Impact description	Scope of impact	Risk and/or opportunity analysis	Impact period
Innovation-driven development	Actual positive impact	By continuously advancing its technology innovation strategy, and the "1+1+1" collaborative innovation framework, and accelerating the innovative application of digital and intelligent technologies, the Company continuously enhances its R&D and achievement commercialization capabilities, production and operational efficiency, and added value of products, and provides customers with higher-quality, more efficient and differentiated product and service solutions, promoting overall upgrades and collaborative development across industrial chains.	Upstream of the value chain Corporate operation Downstream of the value chain	<p>◎Opportunity: Sustained innovation-driven development helps expand new business areas and revenue growth areas. Through technological innovation and business model optimization, the Company continuously improves its operational efficiency, reduces operating costs, and increases the attractiveness to customers and investors, creating favorable conditions for long-term sound development.</p>	Medium-term impact Long-term impact
Product safety and quality	Potential positive impact	The Company continuously strengthens product safety and quality, provides customers with stable and reliable high-quality products, and effectively improves its own operational efficiency and management capabilities, helping downstream customers enhance their market competitiveness.	Corporate operation Downstream of the value chain	<p>◎Risk: Inadequate product safety and quality management systems may lead to product defects, quality incidents or non-compliance with relevant laws, regulations and standards, resulting in customer complaints, product recalls and liability claims, increasing operational costs, and adversely affecting the Company's image and reputation.</p> <p>◎Opportunity: The Company's continuous enhancement of product safety and quality management helps improve product stability and reliability, strengthen customer trust and market recognition, attract more partners, and expand into new markets.</p>	Short-term impact Medium-term impact Long-term impact
Supply chain management	Potential positive impact	The Company continuously strengthens quality and sustainable development management over supply chains, helping enhance supply chain stability and resilience, and promote coordinated development of supply chains.	Upstream of the value chain Corporate operation Downstream of the value chain	<p>◎Risk: Inadequate supply chain management may undermine supply chain stability, and increase the probability of compliance penalties and rising operational costs.</p> <p>◎Opportunity: Sound sustainable supply chain management helps improve supply chain stability, operational efficiency, and competitive advantages of products and services.</p>	Medium-term impact Long-term impact

Topics with financial materiality	Impact type	Impact description	Scope of impact	Risk and/or opportunity analysis	Impact period
Risk management	Potential positive impact	The Company has established a systematic risk management system, continuously enhanced its comprehensive capability to assess complex risk scenarios, and implemented timely response measures, thereby improving the risk resistance and response capabilities across the value chain.	Upstream of the value chain Corporate operation Downstream of the value chain	<p>◎Risk: Incomplete risk management systems may lead to inadequate identification and untimely response to internal and external risks, thereby increasing the probability of operational fluctuations.</p>	Medium-term impact Long-term impact
Business ethics	Potential positive impact	The Company has established a sound business ethics management mechanism, and adopted a series of measures and procedures to prevent, identify and address acts such as corruption, bribery and unfair competition. This helps promote the standardized and orderly cooperation across supply chains, ensure the Company's compliant and steady development, and enhance the trust and recognition of the Company among customers and the market.	Upstream of the value chain Corporate operation Downstream of the value chain	<p>◎Risk: Inadequate business ethics management mechanisms may expose the Company to rising compliance risks, which in turn disrupt supply chain stability, increase operational costs, and damage customer confidence and corporate reputation.</p>	Medium-term impact Long-term impact





ALFA ROMEO

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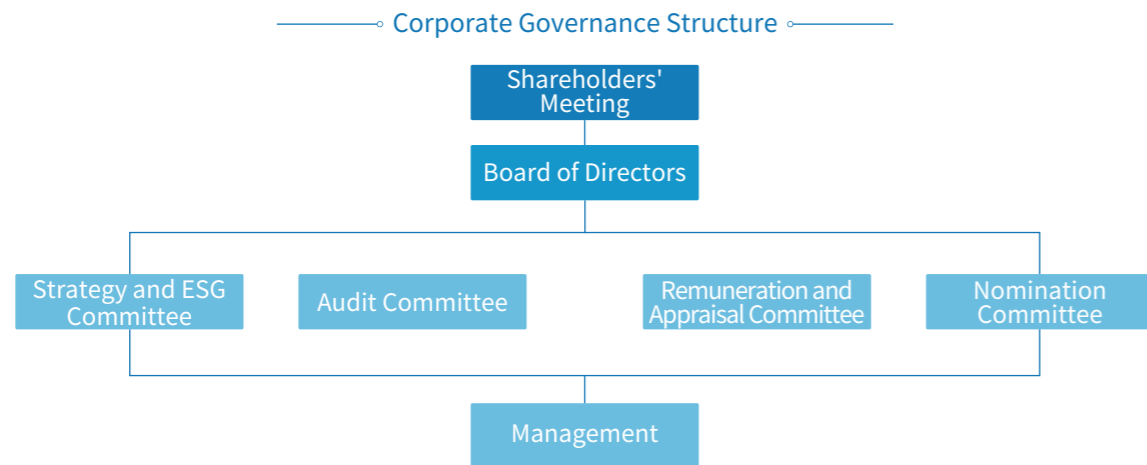
Governance

- Corporate Governance
- Investor Rights Protection
- Business Ethics
- Risk Management
- Data Security and Customer Privacy Protection

Corporate Governance

In strict accordance with the requirements of the *Company Law of the People's Republic of China*, the *Securities Law of the People's Republic of China*, the *Code of Corporate Governance for Listed Companies*, the *Self-Regulatory Guidelines No. 1 for Listed Companies—Standardized Operation of Main Board Listed Companies*, the *Rules Governing the Listing of Stocks on Shenzhen Stock Exchange*, and other relevant laws, regulations and regulatory documents, the Company has formulated the *Articles of Association* and other management systems, and improved the working rules of special committees under the Board of Directors, providing guidance for its standardized, transparent and efficient operation and supporting its steady development.

The Company has established and improved a corporate governance structure in accordance with laws, with the Shareholders' Meeting as the organ of power, the Board of Directors as the decision-making body, as well as special committees under them. All levels have clear rights and duties to check and balance each other, jointly promoting efficient corporate governance.



The Company strictly complies with and implements the relevant provisions of the *Articles of Association* to ensure fairness, justice, and transparency in the selection and appointment of directors. Concurrently, the Company values the diversity of the Board of Directors, and incorporates such factors as gender, nationality, and professional expertise in the nomination process, diversifying the Board of Directors, while ensuring its effective operation.

Board Composition and Meeting Activities

—Shareholders' Meeting: 2 sessions A total of 27 proposals deliberated—

Board of Directors: 8 Directors	4 Executive Directors	Board Meetings: 7 sessions A total of 48 proposals deliberated	Special Meetings for Independent Directors: 2 sessions
	3 Independent Non-Executive Directors		5 proposals deliberated
	1 Employee Representative Director		



Investor Rights Protection

Information Disclosure

The Company attaches great importance to information disclosure. In strict accordance with the *Administrative Measures for Information Disclosure of Listed Company*, the *Rules Governing the Listing of Stocks on Shenzhen Stock Exchange* and other relevant laws and regulations, as well as the *Information Disclosure Management System*, the Company has actively established an investor demand-oriented information disclosure system in the principles of authenticity, accuracy, completeness, timeliness and fairness, making information disclosure more effective and transparent.

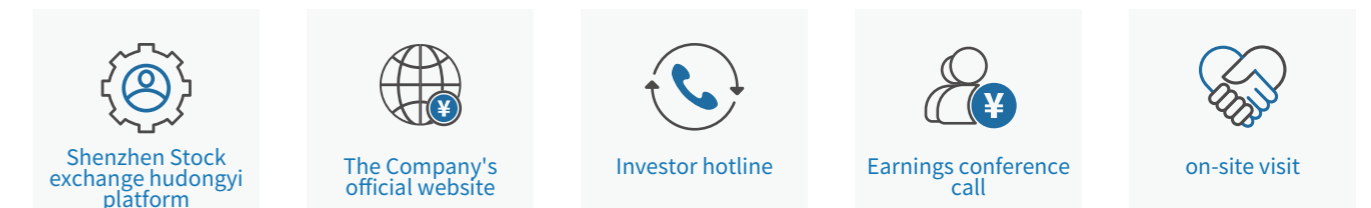
The Company continuously optimizes the content of information disclosure, and steadily improves its information disclosure workflow. It also conducts communication and training irregularly for the management and other relevant personnel on information disclosure and material information reporting systems, thereby enhancing the information disclosure awareness of all executives and the quality of the Company's information disclosure. During the Reporting Period, the Company submitted 138 regular disclosure reports, interim announcements and other documents through information disclosure media designated by the China Securities Regulatory Commission (CSRC). Additionally, it has been rated Grade A for information disclosure for three consecutive years.

While fulfilling its information disclosure obligations in a timely manner, the Company attaches importance to the confidentiality and management of inside information. It has formulated and strictly implemented the *Insider Registration System*, ensuring the transmission, review and disclosure of undisclosed information in line with laws and regulations, as well as the equal access of shareholders to corporate information. To this end, the Company prevents insiders from engaging in securities transactions using inside information, and firmly cracks down on and eliminates insider transactions, aiming to protect the right to information and legitimate rights and interests of minority investors. During the Reporting Period, the Company experienced no incidents of inside information leakage and received no penalties from securities regulators.

Investor Communication

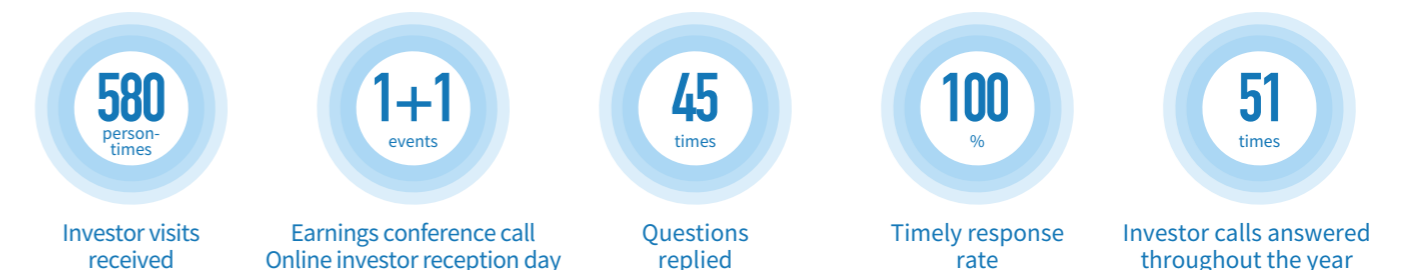
The Company is committed to maintaining good investor relations, and treating every investor seriously in the principles of openness, fairness and impartiality. It attaches great importance to investor relations management, continuously improves the investor communication mechanism, builds a two-way communication bridge with investors, and deepens investors' understanding and recognition of the Company, maintaining long-term, stable and sound investor relations.

Main Investor Communication Channels



The Company strictly fulfills its information disclosure obligations, discloses information to all investors in a truthful, accurate, complete, timely and fair manner, and delivers a comprehensive and objective picture of the Company's development, operation performance, business highlights and investment value, in a bid to effectively protect legitimate rights and interests of investors, especially minority shareholders.

During the Reporting Period, the Company received more than 580 investor visits, promptly disclosed information after each event to respect and protect shareholders' rights and interests, and published a total of six investor relations activity records. Specifically, it held one annual earnings conference call at the roadshow platform, and one online investor reception day for real-time online interactions with investors. And it replied to 45 questions at the Shenzhen Stock exchange hudongyi platform, with a 100% timely response rate, and answered 51 investor calls throughout the year. In addition to these activities, the Company properly establishes and maintains records of its investor relations activities, places emphasis on daily public opinion monitoring, and conducts regular communication and promotion through statutory media following the disclosure of its reports.



◎ Business Ethics

Governance

Integrity is the foundation of Zhaowei's business and operations. The Company consciously abides by laws and regulations, and respects business ethics in its operations, taking them as the basis and guidance for its actions, and growing into an industry leader on the strength of its high-quality products and services.

The Company has established a clear business ethics management system. The CEO Office supervises internal business ethics and anti-corruption issues, while the Audit Center is responsible for implementing relevant business ethics and anti-corruption work, coordinating risk screening, supervision, inspection and rectification, and promoting the effective implementation of integrity and compliance requirements.

Under the guidance of the Responsible Business Alliance (RBA) system, the Company promotes the implementation of integrity and standardized management. It has formulated the *Code of Business Ethics*, the *Management Procedures for Handling and Feedback of Employees' Opinions, Suggestions, Complaints and Reports on Business Ethics Violations*, the *Anti-corruption and Anti-bribery Management Regulations*, the *Acceptance Standards for Corporate Gifts*, and other management systems to define business ethics norms and standards required to be followed by employees and suppliers.

Strategy

The Company always upholds integrity in business operations, with a "zero-tolerance" attitude toward all forms of corruption and bribery. In accordance with anti-corruption and anti-bribery laws and regulations, it implements strict preventive measures, regular reviews of business ethics standards, multiple reporting channels, and comprehensive training to enhance employees' anti-corruption and anti-bribery awareness, systematically identifies and addresses business ethics-related risks and opportunities, fosters a sound environment for business ethics, while eliminating acts that violate integrity or harm the Company's interests.

Impact, Risk, and Opportunity Management

Business Ethics Management

In strict accordance with the *Interim Provisions on Prohibiting Commercial Bribery*, the *Anti-Money Laundering Law of the People's Republic of China* and other laws and regulations, the Company continuously improves its business ethics management practices, actively builds a fair and sound business environment, and eliminates all violations such as fraud, corruption and unfair competition.

To prevent commercial corruption, the Company encourages employees, suppliers and their staff members to sign the *Integrity Agreement* and comply with the Company's business ethics requirements. During the Reporting Period, the signing rate of the *Integrity Agreement* among non-production frontline employees and suppliers reached 100%. Meanwhile, the Company organizes key position holders to sign the *Commitment Letter on Integrity Practice*, clarifies disciplinary boundaries, and strengthens internal promotion, ensures that the integrity culture covers all employees.

Reporting and Complaint Management

The Company has established diversified reporting channels for stakeholders to report commercial bribery and corruption. It encourages all employees to report any known or suspected violations, including violations of laws, regulations, codes and corporate policies.



Business Ethics Reporting Channels

<p>Hotline</p> <p>13798338178 (same number for WeChat)</p>	<p>Email</p> <p>zhaowei_gmo@szzhaowei.net</p>	<p>Platform</p> <p>Follow the official WeChat account "ZHAOWEI", click "Contact Us-Integrity Reporting" at the bottom right to access "ZHAOWEI Integrity Reporting Platform".</p>
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The Company has established sound business ethics supervision and reporting handling procedures, and formulated the *Management Procedures for Handling and Feedback of Employees' Opinions, Suggestions, Complaints and Reports on Business Ethics Violations*, providing an institutional foundation for whistleblower protection.

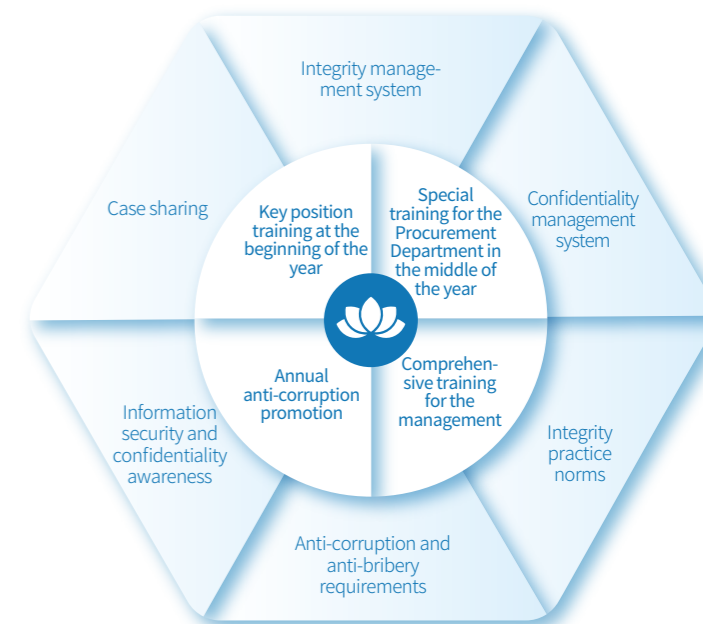
To ensure the independence and impartiality of investigation, the Company has set up the Supervision Committee as the only dedicated department authorized to conduct corruption investigations, which reports directly to the Board of Directors. From the perspective of corporate governance structure, this further strengthens the independence and objectivity of reporting and investigation mechanisms, so that relevant matters are handled in a standardized, transparent and effective manner.

During the investigation, the Company strictly prohibits the disclosure of the whistleblower's name, department and other information or revealing the content of any report to the person or department under investigation. When verifying the facts of a report, it strictly prohibits presenting the original or copies of the report materials, conducting handwriting verification for anonymous whistleblower letters and materials, or lending such materials to others without authorization. Particularly, the Company prohibits any acts of retaliation against whistleblowers. Any employees who violate confidentiality by disclosing whistleblower information or retaliating against whistleblowers will be subject to removal from position or termination of labor contract. In case of violations of laws, relevant employees will be transferred to judicial authorities for legal proceedings.

Integrity Culture Development

The Company provides business ethics and anti-corruption training for all employees to enhance their integrity and self-discipline awareness. Specifically, it has tailored training schemes based on job responsibilities of different types of employees, designed hierarchical and categorized training contents, and provided targeted integrity education for management personnel, key position holders and general employees, continuously strengthening employees' professional ethics and compliance awareness.

At the new employee onboarding stage, the Company includes content related to integrity and confidentiality as compulsory contents in the new employee onboarding training. For the management and core employees of various departments, it conducts multiple rounds of special training sessions throughout the year, including key position training at the beginning of the year, special training for the Procurement Department in the middle of the year, annual anti-corruption promotion, and comprehensive training for the management. The training content covers integrity management system, confidentiality management system, anti-corruption and anti-bribery requirements, integrity practice norms, information security and confidentiality awareness, as well as case sharing. During the Reporting Period, the Company invited external experts to give training on confidentiality, non-compete, integrity and legal compliance practices for all employees.



Anti-Unfair Competition

In strict accordance with the *Anti-Monopoly Law of the People's Republic of China*, the *Anti-Unfair Competition Law of the People's Republic of China*, the *Advertising Law of the People's Republic of China*, the *Trademark Law of the People's Republic of China* and other relevant laws and regulations, the Company has formulated the *Anti-Collusion Control Procedure* and other internal management systems to standardize anti-unfair competition practices, and explicitly committed not to engage in unfair competition that infringes upon the legitimate rights and interests of other operators, creating a sound environment and conditions for fair competition.

Fair competition

◎ The Company has established the *Anti-Collusion Control Procedures*, strictly prohibiting unfair competition practices such as exclusionary conduct, false statements, infringement of trade secrets, and exaggerated advertising. It also encourages all employees to monitor and report any violations. The HR Department is responsible for initiating investigations into reported misconduct and publishing the results, resorting to legal action when necessary.

◎ The Company registers and actively protects the "ZHAOWEI 兆威" and "ZHAOWEI" trademarks both domestically and internationally, preventing other entities from misappropriating the Company's trademarks or conducting business operations under the ZHAOWEI name.

◎ The Company has established the *Intellectual Property Maintenance and Management Procedures* to regularly maintain its trademarks and other intellectual property rights. Upon discovering any trademark misappropriation, the Company will take legal action, including proactive litigation, in accordance with the *Procedures for Handling Intellectual Property Legal Disputes* to safeguard its legitimate rights and prevent the risk of market confusion.

Business secret protection

◎ In accordance with the *Confidentiality Control Procedures*, the Company assigns confidentiality levels to information and materials based on their categories and implements an access approval system for materials and premises of varying security levels.

◎ The Company maintains an inventory of positions, areas, and equipment that pose potential risks for information leakage, and implements strict confidentiality measures for these identified targets. For instance, the Company signs *Confidentiality Agreements* and *Non-Compete Agreements* with key personnel covering their onboarding, active employment, and post-employment periods, clearly stipulating disciplinary measures for any violations of the confidentiality obligations.

The Company regularly provides anti-unfair competition training, focusing on fair competition, law-abiding operation and responsible marketing. It systematically promotes relevant laws, regulations and internal management systems, strengthens employees' compliance awareness and bottom-line thinking, and prevents unfair competition risks, aiming to maintain sound market order and corporate reputation.

Indicators and Targets

The Company has set performance indicators related to business ethics to strengthen system implementation and supervision, and promote the effective implementation of integrity management.

Indicators and targets	2025 progress
◎ Ensure 100% coverage of integrity management training for new employees.	◎ Achieved
◎ Require all non-production frontline employees to sign the Integrity Agreement.	◎ Achieved
◎ Conduct special compliance audits on procurement, sales and finance departments as planned every year, follow up relevant departments on the rectification of identified problems.	◎ Achieved
◎ Ensure a 100% acceptance rate for real-name reporting, and keep the average investigation and settlement period for general cases within 30 working days.	◎ The Company did not receive any related reports or complaints.

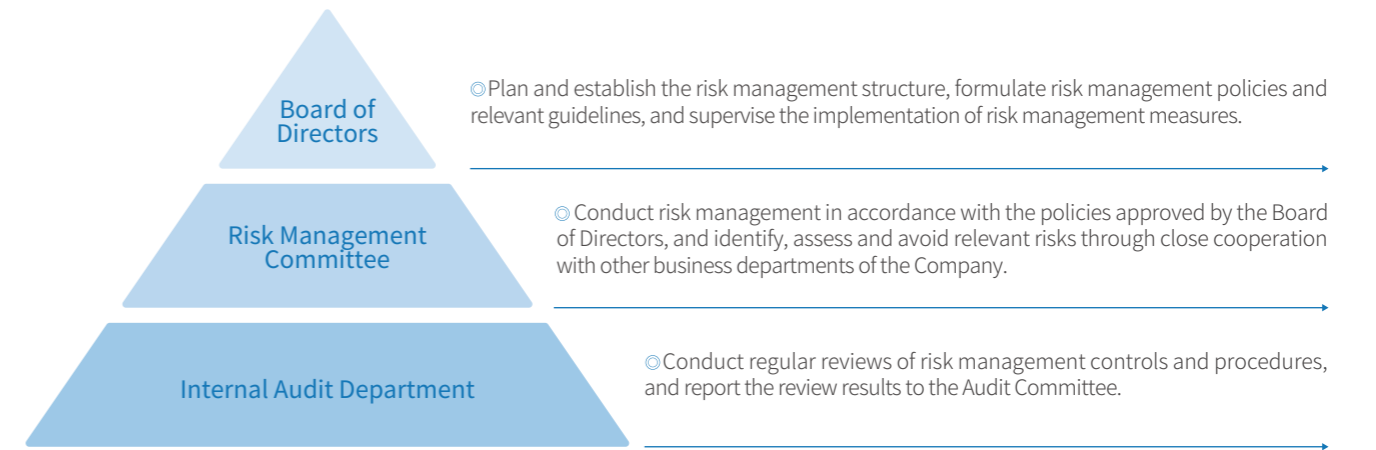
During the Reporting Period, the Company had no incidents of corruption, bribery, extortion, fraud, money laundering, unfair competition or other violations of business ethics, nor any litigation cases arising from corrupt practices.



◎ Risk Management

Governance

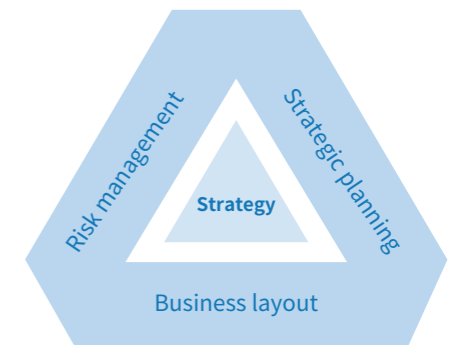
Zhaowei has established a robust risk management structure to define risk management duties of the Board of Directors, the management, and all business departments, and form a risk prevention and control system with clear responsibilities and coordinated operation, while strengthening collaborative operation of risk management and internal control system, ensuring its standardized operation and robust development.



The Company has formulated risk management and internal control-related management systems such as the *Internal Control System* and the *Contract Risk Assessment Measures* to identify and analyze risks faced by the Company, define business process standards and risk prevention and control requirements, and improve the division of duties and rights and the supervision mechanism, safeguarding the standardized and robust operation of the Company. Meanwhile, the Company has regularly evaluated changes in the market environment and its own operating activities, and updated and revised risk management policies and corresponding systems, aligning the risk management system with its strategic development and actual business conditions.

Strategy

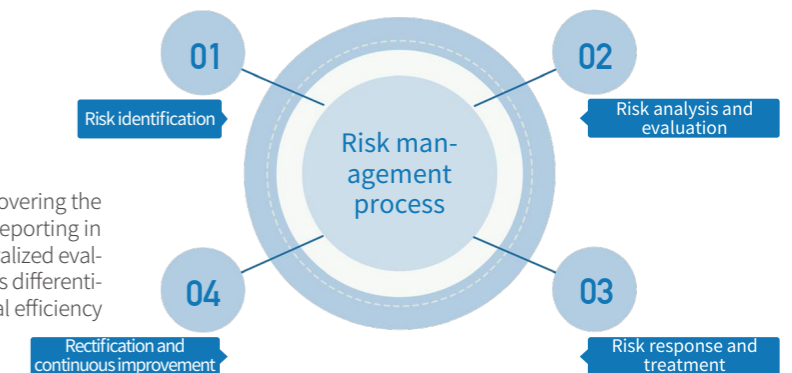
The Company upholds risk management as a key strategic tool for long-term, robust development, and proactively includes risk management into the operational decision-making process, promoting coordinated advancement of risk management with strategic planning and business layout. When setting development goals and material operational plans, the Company fully evaluates the macroeconomic environment, industry changes, and its own operational characteristics, and takes both potential risks and development opportunities into full consideration, making strategic decisions more scientific and forward-looking. By strengthening cross-departmental collaboration and regularly implementing risk identification and management, and internal control mechanisms on a regular basis, the Company continuously improves its comprehensive analysis capabilities for complex risk scenarios, providing powerful support for its operations and management.

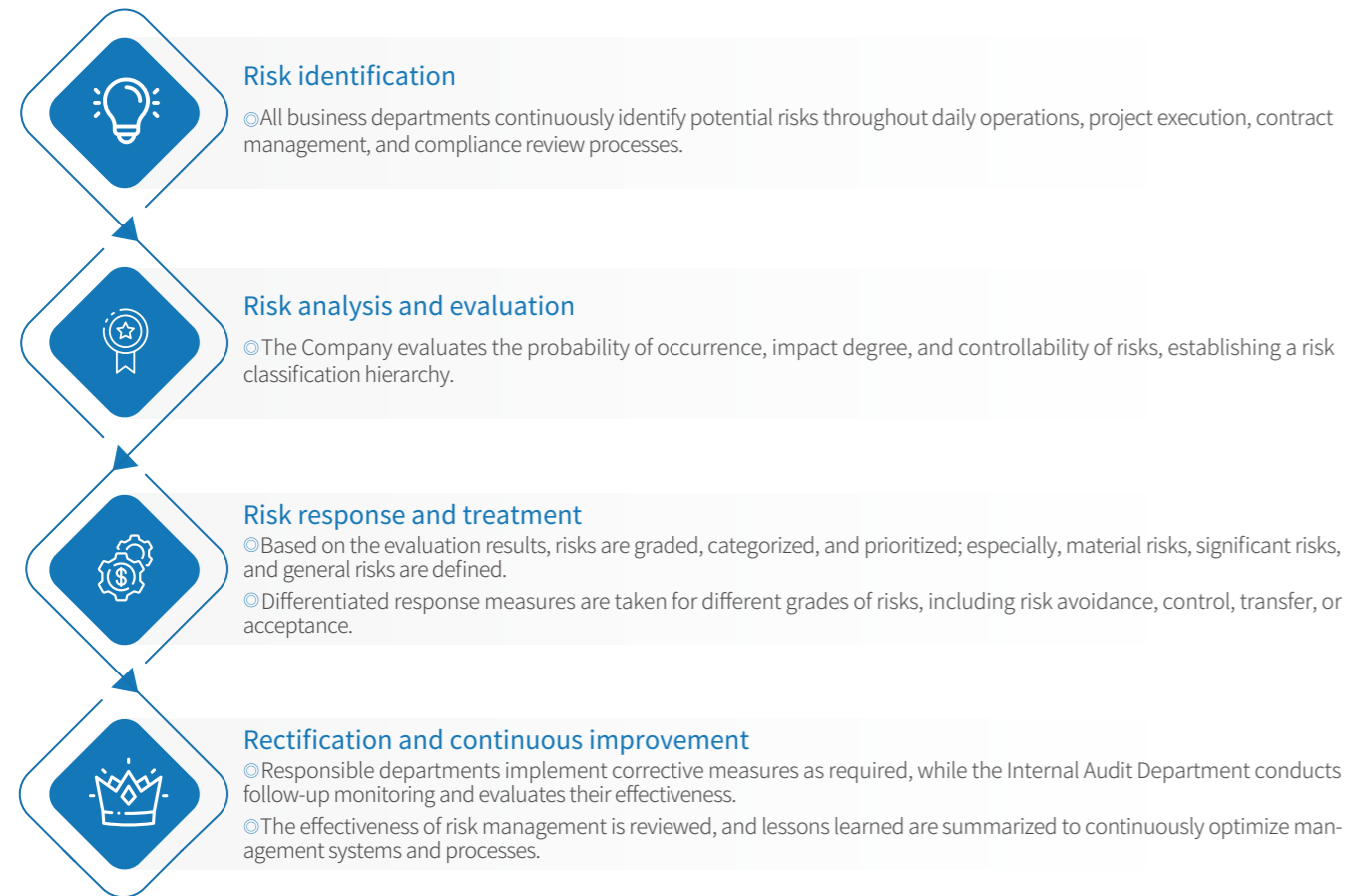


Impact, Risk, and Opportunity Management

Risk Management

The Company has established a risk management mechanism covering the entire process. All departments conduct risk identification and reporting in accordance with unified standards. The Company performs centralized evaluation and hierarchical management for risk matters, implements differentiated response measures, continuously enhancing the operational efficiency and scientific rigor of the risk management system.





The Company regularly provides risk management training for employees to continuously enhance their risk prevention awareness, ensuring the effective implementation of risk management requirements in daily operations. During the Reporting Period, it conducted risk management-related training for new employees every two months, covering the *Confidentiality Management System*, the *Confidentiality Control Procedure*, and laws and regulations concerning business secrets such as the *Anti-Unfair Competition Law of the People's Republic of China*, aiming to strengthen employees' risk and confidentiality awareness.

Internal Control

Considering its actual operation and management conditions, the Company has established a complete and effectively operating internal control system in accordance with the *Basic Norms of Internal Control for Enterprises* and its supporting guidelines, as well as other regulatory requirements on internal control. Based on the internal control system, it has put in place an internal control system and necessary internal supervision mechanism covering the corporate governance level down to all business process levels, and established a risk evaluation mechanism. Through daily management and supervision, internal audit, external audit and other approaches, the Company dynamically identifies risks and continuously improves internal control measures, providing reasonable assurance for the Company's legality and compliance of operation and management, the security of assets, and the authenticity and completeness of financial reports and relevant information, and safeguarding the high-quality and sound development of the Company.

The Company continuously strengthens its internal audit supervision, and clarifies and improves the duties and responsibilities of the Board of Directors, the Audit Committee and the Internal Audit Department. Specifically, the Company reinforces the supervisory role of the Audit Committee, enhances the Internal Audit Department's supervision over the implementation of the Company's internal control system, deepens and expands the scope of internal audits, and continuously strengthens the internal control awareness and accountability of the Board of Directors and employees in key positions, in a bid to give full play to the roles of the internal control system in improving corporate management, risk prevention and control, and high-quality development of the Company.

Under the leadership of the Board of Directors and the Audit Committee, the Company's Internal Audit Department conducts internal audits independently and regularly in accordance with internal audit procedures, and reviews and assesses operational and management activities as well as internal controls, fully performing the supervisory duty for internal audits. In response to problems identified in the audits, relevant departments made rapid responses and timely corrective measures, thereby effectively reducing the Company's overall operational risks, and ensuring sound and efficient operation of the Company.

Meanwhile, the Company strengthens awareness of compliance operation to ensure the effective implementation of the internal control system, effectively promoting its standardized operation level, and healthy and sustainable development. Based on the identification of material weaknesses in internal control over financial reporting, there were no material weaknesses in internal control over financial reporting as of the benchmark date of the internal control evaluation report.

Indicators and Targets

The Company has established performance indicators related to risk management, and summarizes and analyzes the implementation of goals at the end of the year to fully understand its risk points and rectification results, achieving comprehensive risk management.

Indicators and targets	2025 progress
<ul style="list-style-type: none"> The internal audit scope covers the company's financial, IT, information security, and procurement-related management activities 	<ul style="list-style-type: none"> Achieved
<ul style="list-style-type: none"> Conduct special financial audits 4 times each year 	<ul style="list-style-type: none"> Achieved
<ul style="list-style-type: none"> Conduct special information security audit once a year 	<ul style="list-style-type: none"> Achieved
<ul style="list-style-type: none"> Conduct annual internal control self-assessment once a year 	<ul style="list-style-type: none"> Achieved



◎ Data Security and Customer Privacy Protection

Data Security Management

In strict accordance with the *Cybersecurity Law of the People's Republic of China*, the *Data Security Law of the People's Republic of China*, and other laws, regulations, and policies, the Company has established a comprehensive data security and privacy protection management system. Additionally, it has set up the Information Security Committee in charge of major decisions on company information security, formulation of reward and punishment systems, establishment of information security policies and objectives, and overall management of information security and the security of information assets, with Chairman of the Board of Director as Head and CEO as Deputy Head. An Information Security Group has been established under the committee, which is composed of the Digital Economy Center and other functional departments and responsible for the implementation of internal information security measures and the achievement of information security management goals. Furthermore, the Company has formulated internal system, including the *Information Security Organization Control Procedure*, the *Information Security Risk Management Procedures*, and the *Information Security Incident Management Procedures*, to strengthen information security risk prevention and control, and enhance data security and privacy protection standards.

Concurrently, the Company continuously improves its data security system building. Through a hierarchical information security management platform, it has established a comprehensive protection system covering "network-system-data-terminal" dimensions, enhancing information system security protection capabilities and operational stability in all aspects.

— Main Data Security Systems —



Server virtualization management platform

- ◎ Provide high availability and disaster recovery functions to ensure business continuity.
- ◎ Incorporate security mechanisms such as secure boot, permission control, and operation auditing to ensure security and reliability.
- ◎ Offer high-performance virtualization and unified resource management capabilities, enhancing system operational stability.



Network firewall management platform

- ◎ Feature multi-layer protection, with integrated functions of application identification, intrusion prevention, antivirus, Web application firewall, and botnet protection.
- ◎ Integrate cloud-based threat intelligence with local sandboxing to achieve proactive threat defense.
- ◎ Provide visualized operations and maintenance, strengthening security protection.



Document encryption management platform

- ◎ Utilize driver-level dynamic encryption and decryption technology to automatically encrypt sensitive documents and control external transmission.
- ◎ Implement permission control based on users, departments, and projects.



Data backup management platform

- ◎ Provide unified backup management to realize centralized backup from physical machines to cloud environments.
- ◎ Ensure rapid recovery of databases and critical application backups.
- ◎ Prevent tampering during transmission and storage, and provide operation audit logs.



IP data terminal security and data leakage prevention management system

- ◎ Strengthen document encryption management, protecting sensitive files through transparent encryption and decryption technology.
- ◎ Strengthen behavior auditing with support for video recording and playback.
- ◎ Prevent data leakage by monitoring and blocking external transmission of sensitive data via email, instant messaging, cloud storage, and clipboard.
- ◎ Formulate security strategies by department or role in line with the compliance requirements for level protection and ISO 27001:2022 Information Security Management System Certification.

The Company organizes and conducts information system penetration tests every year, simulates cyberattack scenarios to assess system protection capabilities, and promptly remediates security vulnerabilities, enhancing the overall defense level. During the Reporting Period, the Company carried out penetration tests on the OA system and the supplier relationship management (SRM) system, continuously enhancing the security protection capabilities of critical business systems. In addition, the Company conducts an annual information security risk review to systematically identify security hazards and potential risks in the operation of data security systems, and improve risk evaluation and control measures, improving the overall information security management level. During the Reporting Period, the Company conducted information security risk review comprising three phases: training on asset identification and risk assessment, information asset identification, and information security risk assessment, covering a total of 25 departments. The Company promptly implemented measures for risk mitigation and established a continuous monitoring mechanism to enhance its overall information security risk management capabilities.

To continuously improve its information security management system, the Company conducts annual internal and external information security audits and management reviews. These efforts systematically evaluate the information security management system, technical measures, and implementation status, timely identify management gaps and compliance risks, and promote continuous improvements. During the Reporting Period, the Songgang Factory in Shenzhen obtained the ISO 27001:2022 Information Security Management System Certification.

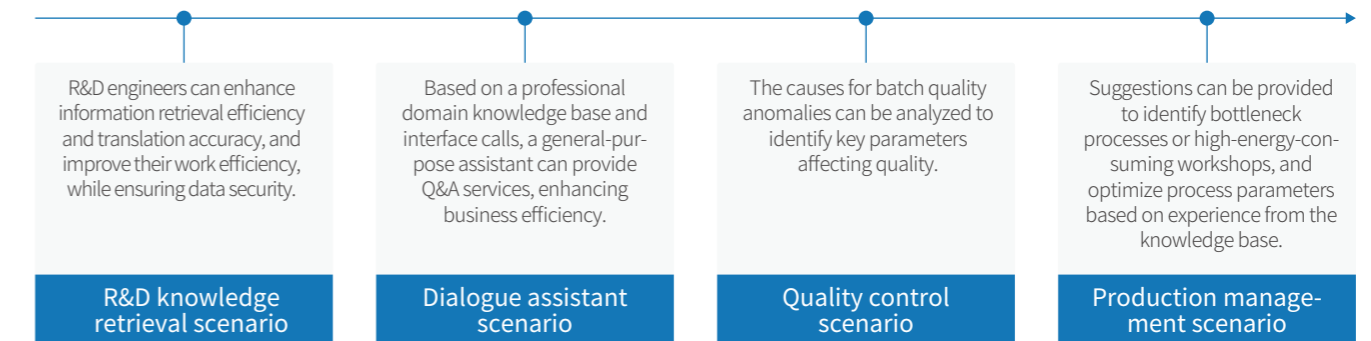
To enhance employee awareness of information security and compliance, the Company formulates an annual information security training plan. It conducts information security training for all employees, and implements hierarchical, categorized, and multi-format training and publicity activities for employees in different positions, fostering a positive environment where all employees participate in and uphold information security. During the Reporting Period, the Company organized two information security training sessions for management personnel, covering topics such as information security compliance and customer information security requirements. Concurrently, "must-know" information security training was provided for all employees, with a 100% participation rate. For internal auditors, the Company conducted one training session on the standards of the ISO 27001:2022 Information Security Management System.

During the Reporting Period, the Company did not experience any negative incidents resulting in penalties due to violations of laws and regulations related to information security and privacy protection.

Digital and Intelligent Management

The Company actively promotes the deep integration of Artificial Intelligence (AI) and digital and intelligent technologies across its entire operational process, and continuously incorporates them into core aspects of the entire value chain, including project management, design standardization, quotation and contract review, production scheduling, procurement planning, and sales prediction, aiming to further consolidate and enhance the Company's competitive advantages in the field of micro transmission and drive technology.

— Zhaowei's AI Application Trends —



— AI application system —



Professional domain knowledge base Q&A assistant

◎ An intelligent dialogue assistant has been launched to provide users with services such as product consultation, system interpretation, and business support based on the knowledge base and system interface call capabilities. This system gives standardized and intelligent responses to customer and internal consultations, effectively enhancing service efficiency and accuracy. Leveraging this platform, the Company has significantly reduced the manual transfer rate, improved customer satisfaction, and alleviated customer service pressure, while optimizing management costs.



Quality summary and analysis

◎ A supplier quality analysis and evaluation system has been established to conduct comprehensive analysis on key indicators such as the incoming material qualification rate and the inspection result, accurately identifying high-quality and high-risk suppliers. This system provides dynamic monitoring and hierarchical management of supplier performance, offering data support for procurement decisions and quality control. Leveraging the system, the Company continuously optimizes its supply chain structure, improving its procurement quality level and operational efficiency.



Business language conversion query data

◎ An intelligent query tool for "converting business language to SQL" has been applied to automatically convert business personnel's natural language requirements into database query statements. This system achieves instant data acquisition and analysis, improving data query efficiency and accuracy.

During the Reporting Period, the Company organized AI-themed training sessions for employees, focusing on topics such as AI application cases, user operation manuals, and permission control. These initiatives continuously enhanced employees' digital literacy and intelligent application capabilities.

02

Environmental

- Climate Change Response
- Environmental Compliance Management
- Energy Use
- Water Use
- Pollutant Emissions
- Waste Management
- Circular Economy
- Ecosystem and Biodiversity Protection

Climate Change Response

Governance

The Company actively responds to the national carbon peaking and carbon neutrality goals, and has clearly defined its climate governance objectives and implementation pathways. It continuously strengthens greenhouse gas emissions accounting, the execution of emission reduction strategies, and information disclosure management, while steadily advancing green and low-carbon development. The Company has established a top-down climate governance framework. Under the leadership of the Chairman, the Strategy and ESG Committee of the Board serves as the highest governing body for climate-related matters, while an EHQM task force, composed of heads of various departments, is responsible for the management and execution of climate-related initiatives. Through clearly defined roles and a coordinated management mechanism, the Company identifies and assesses climate-related risks and opportunities, formulates and implements targeted response measures, comprehensively mitigates climate-related risks, and enhances its climate resilience. During the Reporting Period, the Company organized ESG and climate-related training sessions for Board members and senior management to ensure they possess the appropriate skills and competencies to oversee the Company's climate strategy and related risk management. For details of the governance mechanisms for managing climate-related matters, please refer to the section headed "ESG Management System".

Climate Governance Framework

Decision-making Level

The Strategy and ESG Committee under the Board of Directors, as the highest decision-making body, is primarily responsible for monitoring global climate change trends and policy developments, formulating climate strategies aligned with the Company's long-term development based on its actual circumstances, and overseeing the actions of various departments in addressing climate change to ensure the effective implementation of relevant measures. The Committee also actively promotes the integration of climate change considerations into the Company's business decision-making.

Management Level

Under the guidance of the Strategy and ESG Committee, the management level, comprising heads of various departments, is responsible for overseeing the implementation of the Company's climate strategy and regularly reporting to the Committee on climate-related risks and opportunities, as well as progress in management. It also coordinates internal resources to support the execution level in carrying out climate change-related initiatives.

Operational Level

In accordance with the Company's overall arrangements, the operational level is responsible for carrying out climate change-related work, including formulating carbon reduction strategies, developing carbon reduction technologies, and promoting the Company's carbon reduction achievements. It also collaborates with external organizations to jointly address climate change challenges.

Strategy

The Company has incorporated climate change considerations into its development strategy and established a three-stage strategic development pathway—"basic maturity", "intermediate maturity", and "leading maturity"—corresponding to the short-, medium-, and long-term horizons. The Company continuously monitors policy and regulatory developments as well as industry trends to identify climate-related risks and opportunities. At the same time, it actively captures climate-related opportunities, expands into green markets, and drives long-term value growth.

Short term—1-2 years

The Company defines the short term as 1–2 years, during which it aims to establish fundamental capabilities to address climate change and formulate basic low-carbon operational strategies to meet near-term regulatory and market requirements for low-carbon performance of its operations and products.

Medium term—3-5 years

The Company defines the medium term as 3–5 years, during which it aims to achieve an intermediate level of climate maturity, advance its low-carbon transition, identify climate-related risks and opportunities, and develop comprehensive climate transition plans. It will further enhance its management systems and promote low-carbon principles across the organization. The Company will strengthen energy consumption and emissions monitoring, optimize production processes, and dynamically track carbon emissions. While advancing its own decarbonization, it will also develop and launch products and services that support emissions reduction across the industry.

Long term—Over 5 years

The Company defines the long term as over 5 years, with the goal of achieving a leading level of climate maturity within the industry, building a leading low-carbon operating system, and transforming low-carbon principles into core competitive advantages.

By optimizing its value chain through carbon monitoring and enhancing resource efficiency, the Company seeks to achieve coordinated economic and environmental development. At the same time, it will deepen supply chain collaboration, promote environmentally friendly policies, guide low-carbon consumption, and work with upstream and downstream partners to develop low-carbon products, thereby building a sustainable ecosystem.

To strengthen its assessment of climate-related risks and opportunities, the Company has further carried out a comprehensive evaluation of their impacts across the entire value chain.

Type	Description	Time dimension	Value Chain Impacts	Financial Impacts
Physical Risks				
Acute Risks	The increased frequency and intensity of extreme weather events, such as typhoons and floods, may impact the infrastructure of the Company's subsidiaries and production bases, including production workshops, R&D laboratories, and warehousing facilities. This may lead to water ingress or moisture exposure of precision equipment, resulting in equipment failures, asset losses, and increased operating costs.	Short-term Medium-term	Direct operations	Revenue▼ Operating Costs▲ Fixed Asset Value▼
Transition Risks				
Policy and Regulatory Risks	As climate-related policies become more stringent and regulatory requirements continue to evolve, compliance expectations for the Company's operations, product development, and supply chain management are increasing. This may result in higher operating and compliance costs.	Medium-term Long-term	Upstream Direct operations	Revenue▼ Credit Risk▲
Reputational Risk	Regulators, customers, and other stakeholders are placing increasing emphasis on the Company's climate change management and performance. Failure to meet expectations or the occurrence of significant environmental incidents may adversely affect the Company's reputation and lead to higher operating costs.	Medium-term Long-term	Direct operations	Revenue▼ Credit risk▲
Technology Risk	The development of low-carbon innovative technologies involves uncertainties and requires a certain investment return cycle, which may lead to increased research and development costs for the Company.	Long-term	Direct operations	Revenue▼ Operating costs▲
Opportunities				
Energy Sources	By adopting low-emission energy sources and expanding the scale of its photovoltaic power generation systems, the Company is creating new opportunities for its own energy transition and energy conservation and emission reduction, while helping to reduce energy costs.	Medium-term Long-term	Direct operations	Operating costs▼
Market Opportunities	As clients place increasing emphasis on climate change, the Company can enter emerging markets and actively develop products with a lower carbon footprint, thereby creating new drivers of business growth. This is expected to enhance the Company's revenue and provide financial support for innovation and technology development.	Long-term	Downstream	Revenue▲

Impact, Risk, and Opportunity Management

The Company has established a comprehensive and effective risk management framework and processes, integrating climate change considerations into every stage of risk identification, screening, assessment, and management. The Company conducts comprehensive risk assessments across multiple dimensions, including legal and regulatory compliance, strategic development, operational management, market environment, financial management, and information security. It also regularly evaluates major risks and opportunities and promotes the effective implementation of risk control measures.

Management Procedure for Climate Risks and Opportunities

Data Collection and Analysis	<ul style="list-style-type: none"> ◎ The EHQM task force collaborates with the supply chain management, production and operations, and R&D departments to collect climate-related data, including energy consumption, water usage, and emissions of pollutants and waste. ◎ Based on the analysis of such data, the Company identifies operational areas that are highly dependent on environmental resources, as well as key points that may be impacted by climate change.
Risk Assessment	<ul style="list-style-type: none"> ◎ Using risk assessment models, the Company evaluates the identified environmental dependencies and impacts, including the likelihood of risk occurrence, the impact of extreme weather events on the supply chain, the effects of changes in environmental regulations on production costs, and the potential operational risks arising from resource scarcity. ◎ The assessment results are consolidated into a detailed risk report and submitted to management for review.
Development and Implementation of Management Measures	<ul style="list-style-type: none"> ◎ Based on the results of the risk assessment, the EHQM task force formulates corresponding management measures. For example, in terms of energy management, the Company may invest in green energy projects and improve energy efficiency. ◎ All management measures are subject to approval by the Chairman and are implemented by the relevant departments.
Monitoring and Feedback	<ul style="list-style-type: none"> ◎ The Company has established a continuous monitoring mechanism to regularly assess the effectiveness of climate change management measures. The EHQM task force regularly reports to the Board of Directors on the latest status of climate-related risks and opportunities, as well as progress in climate management, ensuring that management remains informed of the latest developments.

Extreme Weather Response

The Company places great importance on the potential impacts of climate change on its operations. Focusing on climate-related physical risks such as extreme weather events, it has established and continuously improved emergency prevention and control measures, and is enhancing its operational resilience and safety. The relevant adaptation measures are as follows:

Infrastructure Optimization	<ul style="list-style-type: none"> ◎ During the construction and upgrading phases of each production site, the Company engages qualified local design institutes to carry out scientific planning and design in accordance with local geological conditions, climate characteristics, and applicable design standards. Full consideration is given to extreme weather and environmental changes to continuously enhance the safety and adaptability of infrastructure.
Management Process Optimization	<ul style="list-style-type: none"> ◎ Timely notifications on weather conditions, protective measures, and precautionary guidance are provided, and comprehensive emergency response plans are established. ◎ Warehouses and buildings are equipped with raised thresholds and floor mats to prevent rainwater backflow during typhoons. Temporary reinforcements are installed on rolling shutter doors to enhance structural safety. Sandbags and protective measures for underground spaces are also deployed to mitigate risks from heavy rainfall and urban flooding. ◎ During construction at project sites, the Company strengthens communication and coordination with contractors, reasonably adjusts work schedules during periods of high temperatures, and suspends outdoor operations when necessary to safeguard occupational health and construction safety.

Operational Energy Conservation and Emission Reduction

The Company recognizes its important responsibility in addressing climate change and advancing the low-carbon transition, and regards energy conservation and consumption reduction as a key focus of its operational management. It continuously optimizes its energy structure and operating model.

Focusing on key areas such as energy structure optimization and low-carbon logistics, the Company continues to advance green operations, enhance its energy management mechanisms, reduce energy consumption and carbon emission intensity, and strengthen operational resilience and sustainability. The Company has established key energy management targets and breaks down energy conservation and emission reduction tasks to various business units and functional departments to ensure effective implementation. At the same time, the Company increases the use of green energy through rooftop photovoltaic (PV) projects and continues to implement energy-saving upgrades and process innovations to improve energy efficiency and reduce greenhouse gas emissions from operations. During the Reporting Period, the Company's rooftop PV projects had an installed capacity of 0.95 MW and generated 1,090 MWh of electricity.

In addition, the Company continues to optimize its logistics routes, primarily relying on road transportation. By optimizing transport routes, improving load factors, and reducing empty mileage, the Company reduces energy consumption and greenhouse gas emissions during transportation.

Value Chain Collaboration

The Company places strong emphasis on collaborative development across its value chain and integrates climate change considerations throughout its supply chain management and client engagement processes. By working together to address climate change and industry transition challenges, the Company aims to reduce the overall carbon footprint of its value chain and enhance its collective capability and long-term resilience in responding to climate change.

The Company strengthens collaboration with suppliers to jointly develop new technologies and improve production processes, promoting energy conservation, emissions reduction, and efficient resource utilization, thereby continuously reducing lifecycle carbon emissions of its products. At the same time, the Company implements stringent supplier screening and evaluation mechanisms, and provides climate-related training and technical support to ensure that suppliers' environmental performance and sustainability practices align with the Company's sustainability requirements and expectations.

The Company also places importance on collaboration with clients, jointly developing energy-efficient technologies to continuously reduce energy consumption and carbon emissions during both the production and use phases of its products. During the Reporting Period, the Company collaborated with clients on photovoltaic (PV) projects with a total installed capacity of 0.95 MW, reducing reliance on conventional energy sources and lowering carbon emissions. In addition, the Company enhanced the performance of motors and intelligent energy management systems, optimized production processes, and reduced energy consumption through process improvements and lean manufacturing.

Indicators and Targets

To systematically advance greenhouse gas emissions reduction and the low-carbon transition, the Company proactively aligns with international climate science standards and implements forward-looking climate target management. During the Reporting Period, Zhaowei officially joined the Science Based Targets initiative (SBTi) and has established and implemented greenhouse gas emissions reduction targets based on climate science.

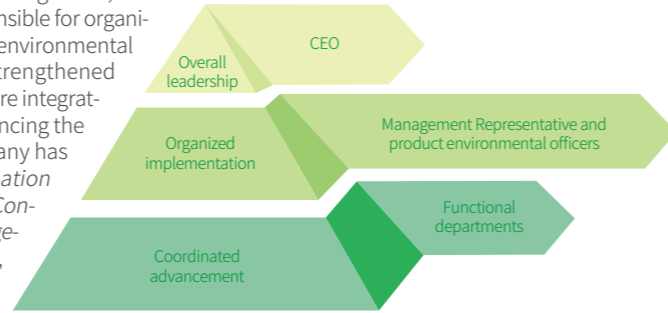
- ◎ Using 2023 as the base year, the Company aims to reduce its absolute Scope 1 and Scope 2 greenhouse gas emissions by 42% by 2030.
- ◎ Target Status: In progress
- ◎ Using 2023 as the base year, the Company aims to reduce its absolute Scope 3 greenhouse gas emissions by 25% by 2030.
- ◎ Target Status: In progress

During the Reporting Period, the Company conducted greenhouse gas (GHG) accounting in accordance with standards such as the GHG Protocol. Considering the timeliness of data collection and calculation, the Scope 3 GHG emissions disclosed in this report cover only selected categories, while full Scope 3 disclosures will be provided separately. The Company's greenhouse gas emissions during the Reporting Period are as follows:

Type	Unit	Emissions
Scope 1 greenhouse gas emissions	tCO ₂ e	405.19
Scope 2 greenhouse gas emissions (based on location)	tCO ₂ e	86,404.63
Scope 3 greenhouse gas emissions	tCO ₂ e	22,886.35

Environmental Compliance Management Governance

Zhaowei has established a clearly structured environmental management framework with well-defined responsibilities. The CEO provides overall leadership for environmental management, while the Management Representative and product environmental officers are responsible for organization and implementation. Functional departments collaborate to advance environmental management measures. Through clear allocation of responsibilities and strengthened cross-departmental coordination, environmental management requirements are integrated into daily operational management processes, thereby continuously enhancing the standardization and effectiveness of environmental governance. The Company has formulated management systems such as the *Environmental Safety Information Communication Control Procedure*, *Environmental Protection Management Control Procedure*, and *Environmental Factors Identification and Evaluation Management Procedure*, further strengthening its environmental management system, clarifying requirements for environmental factor identification, risk assessment, information communication, and the implementation of control measures, and providing institutional support for the standardized implementation of environmental management.



Strategy

The Company is committed to reducing pollution, lowering carbon emissions, and advancing sustainable development. Environmental protection is integrated into business operations, enabling proactive participation in environmental protection and systematic environmental management. Through these efforts, the Company seeks to align corporate interests with broader social interests, and corporate development objectives with overall societal development.

Impact, Risk, and Opportunity Management

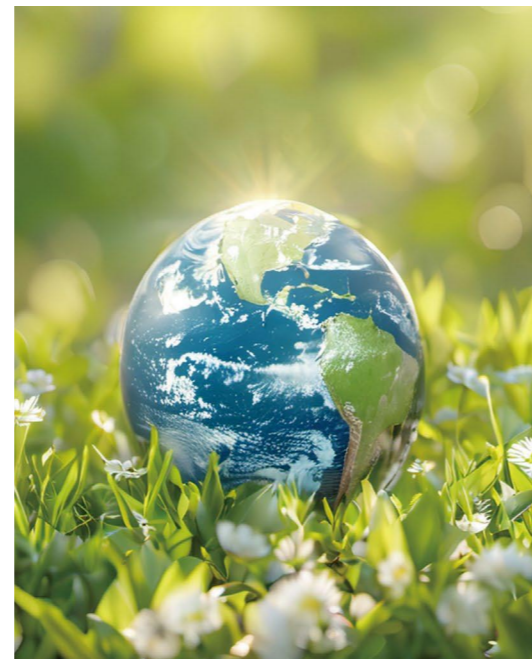
A systematic and standardized environmental risk management process has been established to fully cover risk identification, graded assessment, measure development, implementation, and effectiveness review. By combining routine inspections with targeted assessments and leveraging professional teams to conduct on-site verification and risk analysis, the Company identifies potential environmental risks and implements corrective actions in a timely manner.

Environmental Management System Development

The Company strictly complies with applicable laws and regulations, including the *Environmental Protection Law of the People's Republic of China*, the *Law of the People's Republic of China on the Promotion of Clean Production*, the *Law of the People's Republic of China on Environmental Impact Appraisal*, and the *Regulations on Environmental Management of Construction Project*. Based on these regulatory requirements, the Company has established and continuously improved its environmental management system to strengthen environmental compliance management.

The Company conducts internal environmental management audits once a year, carrying out systematic inspections and evaluations of all departments and areas across its Shenzhen Songgang, Dongguan, and Suzhou factories across dimensions such as environmental factors, environmental risks, environmental compliance, and the achievement of environmental objectives. Through these audits, potential issues are promptly identified and corrective actions implemented, thereby continuously improving the environmental management mechanism. Additionally, qualified third-party institutions are engaged regularly to conduct external audits and certification of the environmental management system, providing independent verification of its effectiveness and compliance while ensuring continuous compliance with relevant regulatory and standard requirements. As of the end of the Reporting Period, the Company's Shenzhen Songgang, Dongguan, and Suzhou factories had obtained ISO 14001:2015 Environmental Management System certification.

During the Reporting Period, the Company invested RMB1.2167 million in the construction and maintenance of wastewater and waste gas treatment facilities and paid all applicable environmental protection taxes and fees in full. No major environmental incidents occurred, and the Company did not incur any administrative penalties or criminal liabilities from ecological or environmental authorities as a result of environmental incidents.



Environmental Emergency Management

The Company has formulated the *Emergency Preparedness and Response Control Procedure for Emergency Incidents*, which clarifies the emergency preparedness and supports mechanisms for emergency incidents. A clear emergency response organizational structure with defined roles and responsibilities has been implemented for potential environmental emergencies. The CEO serves as the overall commander, supported by dedicated teams including the fire and rescue team, security and evacuation team, medical response team, communications team, and logistics support team. This structure enables rapid activation of emergency response procedures and efficient on-site response and risk control, thereby minimizing potential impacts on personnel safety, the ecological environment, and business operations. In parallel, emergency plans are revised and optimized regularly to further strengthen environmental risk prevention and emergency management capabilities.

Each year, the Company conducts diverse environmental emergency drills covering key risk scenarios, including hazardous chemical incidents, waste leakage, and extreme weather events, to test the feasibility and effectiveness of its emergency response plans. These systematic drills enhance employees' environmental safety awareness and emergency response skills, standardize emergency response procedures, improve cross-departmental coordination, and strengthen rapid response capabilities, thereby reinforcing the prevention, control, and management of various environmental risks and effectively mitigate environmental safety hazards.



Environmental Culture Development

The Company promotes environmental awareness and capability building among employees by combining routine management with environmental culture initiatives. Environmental management principles are integrated into employee training systems and daily operations. During the Reporting Period, energy conservation and emission reduction training was provided to new employees to strengthen their understanding of energy management and low-carbon operational requirements. In addition, two environmental regulatory training sessions, focusing on environmental compliance and regulatory trends, were organized for management to enhance their awareness of environmental risk identification and the fulfillment of compliance responsibilities.

To further encourage employees to prioritize environmental management, the Company incorporates environmental performance indicators into the annual employee performance appraisal system. Specific targets related to energy conservation, consumption reduction, carbon emission control, and improved resource efficiency are assigned according to departmental responsibilities, ensuring environmental accountability is embedded at all organizational levels. Employees or teams demonstrating outstanding performance in reducing energy consumption, lowering carbon emissions, optimizing waste management, or improving resource efficiency receive recognition through special awards, performance incentives, and commendation mechanisms. This approach combines positive incentives with accountability, thereby encouraging active employee participation in environmental governance and the low-carbon transition.

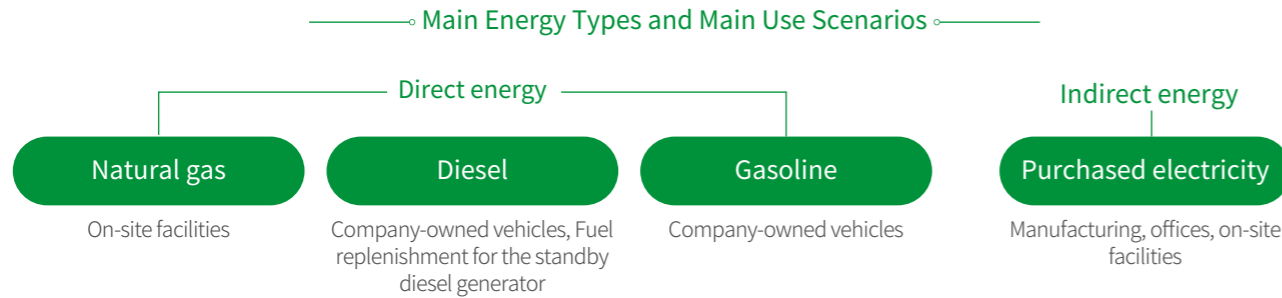
Indicators and Targets

The Company has established performance indicators for environmental compliance management and regularly reviews progress toward environmental objectives through environmental and safety meetings, thereby continuously improving environmental management performance.

Indicators and targets	2025 progress
<ul style="list-style-type: none"> Ensure zero hazardous chemical spill incidents 	<ul style="list-style-type: none"> Achieved
<ul style="list-style-type: none"> Ensure zero diesel and natural gas leakage or fire incidents 	<ul style="list-style-type: none"> Achieved
<ul style="list-style-type: none"> Ensure all solid and liquid hazardous waste is treated in compliance with regulatory requirements 	<ul style="list-style-type: none"> Achieved

☉ Energy Use

The Company strictly complies with the *Energy Conservation Law of the People's Republic of China*, the *Law of the People's Republic of China on the Promotion of Clean Production*, the *Regulation on Energy Conservation in Guangdong Province*, and other applicable laws and regulations, ensuring legal compliance in energy use while promoting rational and efficient use of energy. During the Reporting Period, the Company's main energy types included purchased electricity, natural gas, diesel, and gasoline.



The Company continues to enhance energy efficiency and promote the adoption of clean energy, and is committed to increasing the share of renewable electricity in its total power consumption to 40% by 2030. During the Reporting Period, the Dongguan Factory commissioned a PV system, generating 1,090 MWh of electricity. Meanwhile, the Company integrates energy management into daily operational control systems by promoting rational electricity use, implementing detailed energy monitoring and management, and systematically driving energy-saving technology retrofit projects, thereby continuously enhancing energy efficiency and equipment performance. Based on the energy mix and production process characteristics, the Company implements targeted retrofit projects, focusing on high-energy-consuming equipment optimization, operational adjustments, and equipment update and replacement, thereby reducing energy consumption per unit of output, minimizing energy waste, and promoting transition toward leaner and lower-carbon operations.

Energy Management Measures

Type	Management Measure
Energy use management	<ul style="list-style-type: none"> Conduct monthly reviews of high-energy-use departments by comparing energy use against production output, and issue warnings where anomalies are detected. Replace lighting with energy-efficient fixtures and install sensor devices. Plan office lighting scientifically and manage air-conditioning use and temperature appropriately.
Energy-saving technology retrofit projects	<ul style="list-style-type: none"> Gradually phase out old fixed-frequency air compressors, replace them with new energy-saving variable-frequency equipment, and install non-destructive drainage valves to reduce gas loss during equipment drainage. An alternating operation mode combining fixed-frequency and variable-frequency equipment is applied, dynamically adjusting according to load ranges to precisely improve operational efficiency of the equipment. During the Reporting Period, electricity consumption of air compressors decreased by 7% compared with 2024.
	<ul style="list-style-type: none"> Prioritize procurement of new low-energy injection molding equipment, replacing outdated high-energy equipment. Install insulation jackets or wraps on existing injection molding machine barrels to reduce heat loss during production, resulting in an approximately 10% reduction in electricity consumption.

While promoting energy conservation and consumption reduction, the Company actively optimizes its energy mix and accelerates the deployment of green energy, continuously increasing the proportion of renewable energy use. Distributed rooftop photovoltaic (PV) systems have been installed at production bases for on-site generation and self-consumption of clean energy, effectively replacing a portion of purchased electricity and reducing greenhouse gas emissions during operations. These PV projects are incorporated into Zhaowei's long-term climate change response strategy, with continuous expansion of green energy applications to enhance energy supply stability and environmental performance.

To reinforce accountability for energy management, the Company incorporates energy efficiency and energy-saving target achievement into the annual employee performance evaluation system, cascading energy-saving responsibilities to departments and individual positions. Teams or individuals achieving significant results in energy-saving technology retrofits, optimized energy use, and energy efficiency improvement are recognized through dedicated awards and performance incentives, continuously motivating proactive engagement and innovation in energy management.

☉ Water Use

The Company's primary water source is municipal supply. Water is used for domestic purposes and a small portion for production, mainly for cleaning mold equipment. In strict compliance with the *Water Law of the People's Republic of China*, the *Water Pollution Prevention and Control Law of the People's Republic of China*, and the *Regulation of Guangdong Province on Water Pollution Prevention and Control*, the Company ensures rational water use and standardized water quality management, continuously strengthening water conservation and pollution prevention measures to minimize the impact of operational activities on water environments.

The Company is committed to continuously improving water use efficiency, strengthening water management, and reducing water intensity per unit of revenue. The Company improves water use efficiency by enhancing employee awareness of water conservation and promoting water recycling. During the Reporting Period, water used in spray towers for purifying exhaust gas from the production process operated in a recycling mode, allowing treated water to be reused. This approach significantly reduced freshwater consumption, improved water use efficiency, minimized water waste, and effectively achieved water conservation and emission reduction.

☉ Pollutant Emissions

The Company strictly adheres to environmental protection standards and regulations, establishing comprehensive procedures for controlling various pollutants. These procedures cover all aspects of pollutant management, including the *Regulations on Wastewater, Air Emissions, Noise, and Solid Waste Management* and the *Regulations on Sewage Operations and Rainwater Management*, ensuring that pollutant emissions are managed in a compliant and orderly manner.

Pollutant Emissions Management Requirements and Treatment Methods

Type	Treatment method
Waste-water	Industrial wastewater <ul style="list-style-type: none"> Ultrasonic cleaning wastewater is collected separately and replaced monthly, managed under standardized procedures throughout the process, and regularly treated by qualified third-party institutions in compliance with regulations.
	Domestic wastewater <ul style="list-style-type: none"> Discharged to municipal wastewater treatment plants for centralized treatment.
Air emissions	<ul style="list-style-type: none"> Particulate matter (PM), non-methane hydrocarbons (NMHC), tin and its compounds, oil fume, pH value, total VOCs, ammonia, sulfur dioxide, nitrogen oxides
	<ul style="list-style-type: none"> For oil mist: oil mist collection devices separate oil from air, allowing oil recovery and filtered gas discharge. For dust: dust collection devices direct dust to sedimentation tanks, where it is filtered into sludge using water and subsequently treated as hazardous waste. For injection molding exhaust gases are collected through pipelines and treated with activated carbon, filtration units, and UV treatment, etc., and then discharged after meeting emission standards for injection molding pollutants.

Meanwhile, the Company has established pollutant emission management targets and commits that each of its sites will control the concentration of organized particulate matter emissions within 60 mg/m³ and the concentration of organized NMHC emissions within 30 mg/m³, while ensuring that emission rates and fugitive emission concentrations remain in continuous compliance with applicable standards. During the Reporting Period, the Company's pollutant emission management met the established targets.

During the Reporting Period, the Company was not classified as a key environmental supervision target. Major pollutant emissions complied with relevant laws and regulations, ensuring that wastewater, air emissions, and solid waste were managed in accordance with environmental requirements. All environmental facilities operated normally, total emissions remained below permitted levels, and pollutant concentrations met national, Guangdong provincial, and Shenzhen municipal standards. The Company also followed pollutant discharge permit requirements and self-monitoring provisions, commissioning qualified third parties to monitor pollutant treatment facilities as required and retaining monitoring reports for reference.



Waste Management

The Company strictly complies with the *Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Wastes* and other relevant laws and regulations, establishing a comprehensive solid waste management system. Internal policies, such as the *Measures for Waste Recycling and Resale*, have been formulated to ensure that all types of waste are managed and disposed of in a standardized and environmentally safe manner. The Company has also established waste management targets, committing to achieving a 100% classified collection rate and centralized treatment rate for hazardous waste, and striving to reduce the generation of both hazardous and non-hazardous waste per unit of revenue. During the Reporting Period, the Company's waste management performance met the established targets.

Non-hazardous waste

- **Type:** Adhesives, various packaging materials, plastics, pallets, domestic waste
- **Treatment method:** Disposed or recycled by third-party service providers with appropriate treatment capabilities

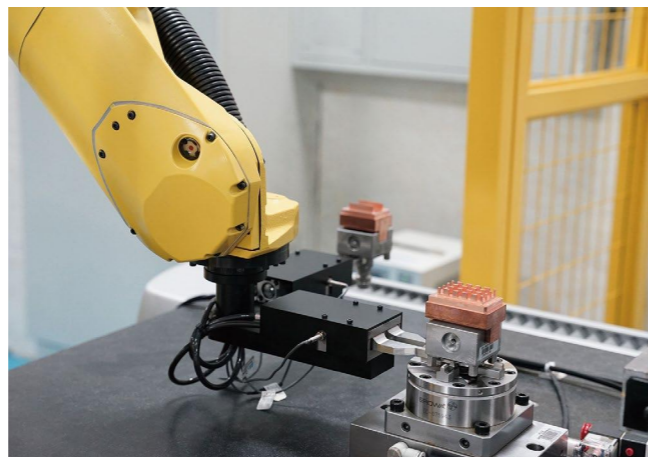
Hazardous waste

- **Type:** Empty waste barrels, spent cutting oil, oily waste rags, gloves
- **Treatment method:** Regularly handled in compliance with regulations by qualified third-party hazardous waste disposal service providers

Gear Lubricant Process Improvement Project

The Company has implemented a Gear Lubricant Process Improvement Project, focusing on lean manufacturing and green production in the gearbox lubrication process. The project introduces quantitative lubrication technology to systematically optimize the traditional manual lubrication method, achieving significant economic, environmental, and managerial benefits.

Previously, gearbox lubrication relied on manual operation, which led to challenges such as imprecise lubricant dosing, frequent lubricant spillage causing workplace contamination, product quality fluctuations, and high hazardous waste management costs. These issues resulted in lower operational efficiency and increased environmental management pressure. As part of the project, the Company introduced automated and semi-automated lubrication systems with metering valve control, integrated metering valve devices, and upgraded the centralized lubricant supply system to ensure consistent dosing and reduce the use of intermediate containers. Large-capacity lubricant storage tanks replaced smaller drums, decreasing waste barrel generation. The project is estimated to reduce the generation of 3,000–5,000 waste lubricant barrels annually, significantly lower lubricant consumption, and cut spillage incidents by over 90%. By the end of the Reporting Period, the project had been implemented across multiple production bases, supporting the manufacture of more than 10 million products.



Circular Economy

The Company continuously promotes a dual-track strategy of source reduction and standardized design in packaging material use, strictly controlling the additional use of materials such as Expanded Polystyrene (EPS) and Expanded Polyethylene (EPE), and prioritizing the use of existing packaging solutions in new projects.

Focusing on key areas such as source reduction, standardized design, and circular reuse, the Company continuously improves packaging management mechanisms to enhance resource efficiency and reduce environmental impact.

Circular Economy Measures

Source reduction design

- Through key project initiatives, successfully reduced EPS usage in each product by 30 grams.

Standardized design

- Developed universal blister trays compatible with multiple motor sizes and designed standardized packaging for structurally similar product series, significantly reducing packaging material varieties and improving resource efficiency.
- Streamlined and unified pallet and corner protector standards, specifying standardized pallet models and long/short corner protector configuration rules for domestic and export scenarios. Concentrated carton specifications to the top 20 models with the highest annual usage, continuously enhancing packaging management standardization, reducing warehousing and logistics complexity, and achieving improvements in both environmental benefits and operational efficiency.

Circular reuse

- Implemented circular reuse of components such as cylinders, bearings, and quick clamps dismantled from obsolete tooling, achieving cost savings while reducing resource consumption and waste generation, thereby improving resource efficiency.

Ecosystem and Biodiversity Protection

The Company continuously monitors the potential impact of its activities on biodiversity and complies with relevant laws, regulations, and policies, including the *Environmental Protection Law of the People's Republic of China*, the *Law of the People's Republic of China on Prevention and Control of Soil Contamination*, the *Water Pollution Prevention and Control Law of the People's Republic of China*, the *Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Wastes*, and the *Opinions on Further Strengthening the Protection of Biodiversity* issued by the General Office of the State Council of the People's Republic of China. In accordance with these requirements, the Company carries out risk factor identification and potential hazard inspections.

The Company's environmental impact assessment (EIA) reports for newly constructed projects incorporate biodiversity assessment dimensions to evaluate the potential impacts of construction and operational activities on plant resources, animal resources, and other organisms. During the Reporting Period, the Company's production and operational activities did not have any significant impact on biodiversity, and it does not operate production bases or facilities within nature reserves or biodiversity-sensitive areas.



03

Social

- Innovation-driven Development
- Product Safety and Quality
- Customer Service Management
- Supply Chain Management
- Employee Rights and Benefits
- Employee Training and Development
- Occupational Health and Safety
- Social Contribution
- Rural Revitalization

◎ Innovation-driven Development

Governance

With technological innovation at its core, Zhaowei continues to strengthen its R&D management framework. A Technology R&D Center has been established under the leadership of the CEO, with participation from the Gearbox Assembly Technology Department and the Gearbox Components Technology Department. The center is responsible for technological breakthroughs and research on gearbox assemblies and components, optimizing design solutions to ensure the company's product designs remain at a leading level. In parallel, based on the industries in which downstream clients operate, the Company gains an in-depth understanding of client needs and integrates them into the R&D process. R&D teams are organized with clear structures and task allocations, and specialized R&D teams have been established for relevant industries. Through this industry-focused approach, the Company provides professional design solutions for clients and develops products that better meet market demand.

Strategy

R&D capability forms the foundation for achieving technological leadership and competitiveness. Zhaowei consistently regards innovation as a strategic priority and core driver. It has established the *Medium- and Long-term Plan for Technological Innovation*, clarifying a strategic direction centered on micro transmission system technologies and advancing toward integrated solutions combining precision components, transmission systems, and electronic control systems. Centered on the "1+1+1" collaborative innovation framework, it has established a comprehensive and integrated R&D architecture that connects key stages including system design, process development and product realization, ensuring continuous technological iteration and independent breakthroughs. In addition, the Company has established a market- and customer demand-oriented R&D mechanism, as well as a customer-centric project management mechanism. Project initiation and resource allocation are closely aligned with actual application requirements, with R&D efforts covering both product solution development and common generic technologies, thereby ensuring that R&D achievements are both forward-looking and capable of rapid commercialization.

Impact, Risk, and Opportunity Management

The Company established a risk management mechanism for R&D and innovation and implements a project manager accountability system to oversee the entire lifecycle of R&D projects, including project initiation, implementation, and commercialization of results. Through standardized procedures, the Company has clearly defined key stages and responsibilities, including project proposal, project evaluation and approval, project initiation, project implementation, as well as project supervision and evaluation. These processes enable the identification and management of technical, schedule, and quality risks throughout the R&D process, ensuring that R&D projects are carried out in a standardized and orderly manner while improving the efficiency and quality of new technology and product development, thereby promoting more scientific and standardized R&D project management. The Company has also established an expert review mechanism by forming an internal expert committee. At key project milestones, expert reviews are organized to evaluate major technical solutions and provide guidance on critical issues. This mechanism helps identify and mitigate R&D and innovation risks in a timely manner, enhancing the scientific rigor of R&D decision-making and increasing the success rate of project implementation.



R&D Innovation Achievements

Adhering to a philosophy of continuous innovation, the Company continuously improves technologies based on the existing production processes and technological foundations of its products. At the same time, it promotes the coordinated development of process innovation and technological innovation, continuously enhancing product performance, system integration capabilities and the independence and controllability of core technologies.

Launching Next-generation Bionic Dexterous Hand ZWHAND

During the Reporting Period, Zhaowei effectively integrated its years of technological accumulation in micro motors, precision transmission systems, and intelligent control algorithms to officially launch the next-generation bionic dexterous hand ZWHAND. The project focuses on the development of a key component of humanoid robots—the end effector—aiming to highly simulate the dexterous grasping and sensing capabilities of the human hand. Breakthroughs were achieved in system integration design and core motor technology, forming the Company's core technological advantages.



Highly integrated system design

Taking ZWHAND DM17 as an example, it innovatively integrates 17 micro motors, position and force sensors, control modules, and more within the palm, breaking the dual limitations of space and performance in dexterous hand design, significantly enhancing structural compactness and energy efficiency.



Breakthroughs in micro motor and precision transmission technologies

High-power-density micro coreless motors featuring compact size, strong power output, and fast response are custom-developed for the dexterous hand, covering sizes from 4 mm to 22 mm. Among them, the Company's self-developed MC series brushless coreless motors, highly compatible with high-performance planetary gearboxes, achieve high torque density and long service life.

Achieving Component Transmission Efficiency Improvements

During the Reporting Period, Zhaowei achieved breakthrough results in improving component transmission efficiency. In the field of bionic robotics, the Company has successfully achieved a significant weight reduction in the core transmission components of its next-generation bionic dexterous hand through highly integrated design and intelligent control algorithms. The dexterous hand products have undergone five generations of iterative upgrades. The weight has been reduced from over 2 kg in the initial version to 850 g in the DM17 series, and the latest generation six-degree-of-freedom dexterous hand has further reduced the weight to 400 g. Meanwhile, the overall size has been reduced by more than 50%. This has led to a substantial improvement in energy efficiency, minimal motion accuracy error, and reliability that meets its designed service life. In the field of smart logistics, the Company has achieved 10% reduction in the overall energy consumption of products such as electric rollers through core technological innovations, while also lowering procurement costs, thereby achieving both high energy efficiency and economic benefits. These technological breakthroughs not only strengthen the market competitiveness of core products but also demonstrate the Company's ongoing efforts to advance precision manufacturing toward greener and more efficient practices.

Developing Micro Motor Modular Design Technology

During the Reporting Period, to meet the urgent demand for high-torque micro motors in advanced applications such as dexterous hands, the Company successfully developed modular design technology for micro motors, achieving breakthroughs in both motor performance and production efficiency. This modular design technology significantly optimizes the winding process within highly constrained micro-scale spaces, increasing stator slot utilization by 30%, thereby enhancing motor torque performance by 2.5 times while maintaining long-term stable operation under harsh conditions. Additionally, the modular design enables parallel production, improving manufacturing efficiency by at least 25% and reducing reliance on precision winding equipment, effectively controlling development and manufacturing costs.

This technology not only provides a critical power solution for the iteration of the ZWHAND series and customers' dexterous hand products, addressing the shortcomings of coreless motors in specific load ranges, but also builds core technology reserves for the future development of smaller-sized motors and other motor specifications, comprehensively enhancing the Company's competitiveness in the micro transmission field.

Driving Improvements in Component Manufacturing Materials

Due to the high viscosity of PEEK, its flow properties are highly sensitive to temperature variations. Different temperature conditions can significantly affect the injection molding process of PEEK gears, impacting processing difficulty, production efficiency, and product stability. To address this, the Company added a release-modifying additive to the PEEK raw material pellets. This effectively resolves demolding challenges without compromising the performance of injection-molded products, enabling fully automated production. The modified plastic material has been successfully applied across multiple mold sets, significantly enhancing production efficiency and product consistency, and has received strong recognition from clients for both delivery timelines and product quality.

As of the end of the Reporting Period, the Company was recognized with numerous national, provincial, and municipal honors. These include National Single Champion in Manufacturing, National Enterprise Technology Center, National Intellectual Property Advantage Enterprise, Guangdong Backbone Enterprise in the Robotics Industry, and China Patent Award. The Company has also received the Second Prize of the National Science and Technology Progress Award, the First Prize of the Guangdong Provincial Science and Technology Progress Award, the China Industrial Award Commendation Award, and the First Prize of the China Machinery Industry Science and Technology Progress Award. In addition, Dongguan Zhaowei has been recognized as a National High-Tech Enterprise, National Specialized and Sophisticated "Little Giant" Enterprise, Specialized, Refined, Distinctive, and Innovative SME of Guangdong Province, Guangdong Provincial Innovative SME, Enterprise under Dongguan's Business Doubling Plan, Dongguan Engineering Technology Research Center, and Dongguan Key Artificial Intelligence Enterprise, further demonstrating the Company's comprehensive strength in technological R&D and innovation.

R&D Training and Incentives

The Company consistently adheres to the principle of technology-driven development, advocating a culture of "autonomy and controllability, pursuit of originality". It provides systematic R&D training to enhance professional capabilities, cultivates an environment that encourages exploration and collaboration, and implements a comprehensive incentive mechanism to continuously stimulate innovative vitality.

The Company has established a multi-level, systematic R&D innovation incentive system, which encompasses three dimensions: material rewards, career development, and cultural empowerment. This system effectively translates the Company's strategic goals—leading industry standards and tackling cutting-edge technologies—into individual development objectives and actions for each R&D personnel, thereby promoting the continuous generation and commercialization of innovation outcomes.



R&D Innovation Incentive System

Material and honorary incentives

- Patent achievement awards: Establish dedicated bonuses or rewards for patent applications and granted patents, especially high-value invention patents, providing immediate recognition to inventors or teams.
- Standard-setting participation incentives: Offer special rewards and honorary recognition to core personnel leading or participating in the development of national, industry, or group standards.
- Major projects and awards incentives: Provide project-based bonuses or team recognition for teams undertaking significant projects that win major research awards.
- Industrialization outcome sharing: Implement a benefit-sharing mechanism for innovative products that achieve successful industrialization, cost advantages, or market breakthroughs.

Growth platform empowerment

- Participation in top-tier collaborative projects: Select outstanding R&D personnel to join critical external collaborative projects, providing opportunities to work alongside leading scientists and industry experts.
- Participation in international exhibitions: Support core R&D personnel in presenting innovative achievements at internationally renowned exhibitions, representing the Company in technical presentations and exchanges.
- Technical promotion and expert pathways: Establish a professional technical promotion system, using patents, standards contributions, and project breakthroughs as core criteria for promotion.

Innovation culture building

- Advocate a culture of "autonomy and controllability, pursuit of original innovation", and support long-term exploration and tolerance for trial and error, fostering employees' sense of mission and creativity.

Additionally, the Company has established an R&D training system that integrates internal and external resources and focuses on cutting-edge technologies, effectively driving technological innovation and talent development. Multiple specialized training sessions are provided to R&D personnel, covering topics such as project management, fundamentals of control, gear fundamentals, Failure Mode and Effects Analysis (FMEA), Advanced Product Quality Planning (APQP), and product process design. Furthermore, AI-focused training is delivered to the R&D management team to deepen understanding of cutting-edge technologies, explore pathways for integrating AI with R&D and manufacturing, and support the Company's digital and intelligent transformation.

Industry Collaboration

The Company actively takes the lead or participates in the formulation and revision of national, industry, and group standards, promoting the continuous improvement of technical specifications and management systems, and contributing to the high-quality development of the industry. As of the end of the Reporting Period, the Company had led or participated in the formulation of five national standards and four group standards. These efforts included leading the development of the *Injection Molding Plastic Cylindrical Gears Tolerance Classification System—Definitions and Allowable Values of Deviations Relevant to Flanks of Gear Teeth & Double Flank Radial Composite Test*, and participating in the formulation and revision of national standards such as the *Cylindrical Gears—ISO System of Flank Tolerance Classification—Part 1*, the *Method of Test and Evaluation for Lost Motion of Precision Reducer*, the *Calculation of Load Capacity for Plastic Gear*, and the *Cylindrical Gears—ISO System of Flank Tolerance Classification—Part 2*.

In addition, the Company has established long-term and robust industry-academia-research partnerships with numerous research institutes and universities, including the Shenzhen Institutes of Advanced Technology, Beijing University of Technology, Chongqing University, Huazhong University of Science and Technology, Zhengzhou University, and Zhejiang University. Regular interactive exchanges with industry experts and professors enable the continuous introduction and absorption of cutting-edge technical theories and achievements. These are effectively integrated with production practices, fostering mutual promotion and joint improvement, and achieving collaborative innovation from technology development to industrialization. This collaboration has led to breakthroughs in core and key technologies in areas such as precision gear components, micro transmission systems, and electronic drives. The Company also actively engages in joint development with suppliers on cutting-edge technologies, collaboratively overcoming technical challenges.

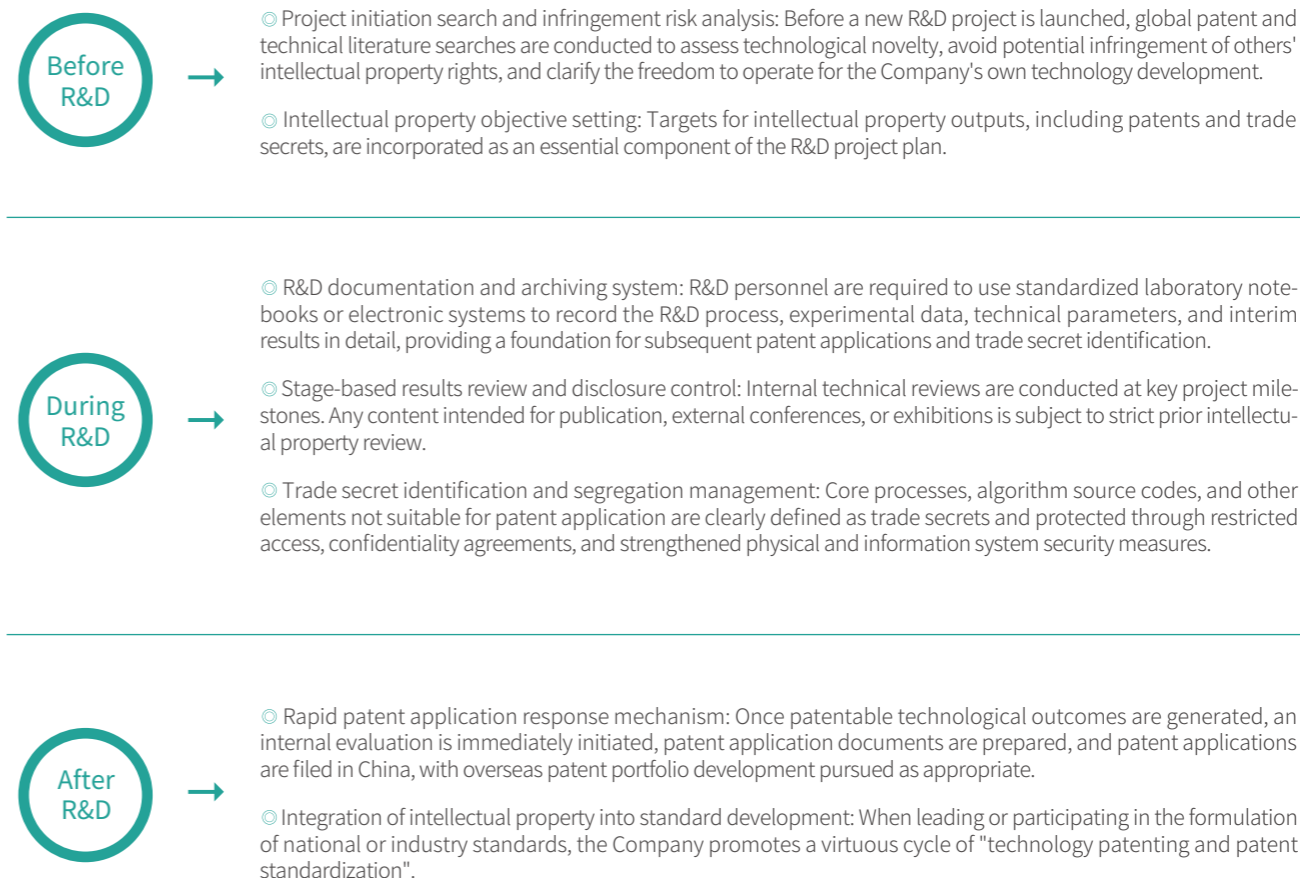
Furthermore, the Company proactively hosts various industry exchange events to facilitate the sharing of experiences and resources, promoting collaborative development and overall progress within the industry. During the Reporting Period, the Company organized events such as the "Bionic Dexterous Hand Launch and Technical Exchange Conference" and the "Quality Benchmarking Experience Exchange", sharing its innovative practices and experience in embodied intelligence, precision manufacturing, and the "Agile Intelligence Quality Control Management Model".



Intellectual Property Protection

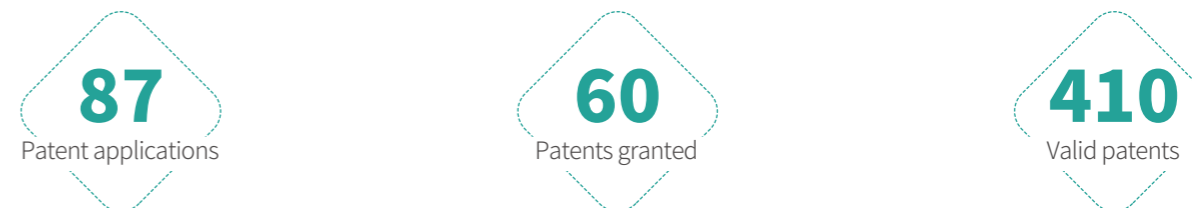
The Company has established a comprehensive intellectual property (IP) management system that is embedded throughout the entire R&D process, covers domestic and international operations, and accommodates both independent innovation and collaborative development scenarios through a dynamic management approach. Guided by the principle of "proactive risk prevention, outcome consolidation during execution, and strategic IP protection and portfolio planning", the system ensures, through institutionalized procedures, the protection and value realization of intellectual property across all stages—from technological conception and product launch to industrial collaboration—thereby providing a solid legal foundation for the Company's strategy of building an independently controllable technology system. As of the end of the Reporting Period, the Company had obtained certification for its intellectual property management system and had received recognitions including the China Patent Award, National Intellectual Property Advantageous Enterprise, and Guangdong Intellectual Property Demonstration Enterprise.

Intellectual Property Management Procedures



The Company also places strong emphasis on protecting the intellectual property of its partners. Prior to engaging in collaborations with external institutions, detailed agreements are signed to clearly define the ownership, usage rights, and benefit distribution of background and foreground intellectual property, effectively safeguarding the legitimate rights and interests of all parties involved. Meanwhile, the Company has formulated the *Intellectual Property Management System* to refine the intellectual property management mechanisms for employees during their employment and upon separation. For departing employees, the Company provides IP-related reminders and conducts handover audits to prevent technology loss and mitigate compliance risks.

In addition, the Company has implemented a patent database. It regularly assesses the value and validity of the patent portfolio, and ensures continuous maintenance of core patents. In parallel, market trends and competitor activities are closely monitored, and any suspected infringement is investigated and documented to proactively mitigate intellectual property risks. During the Reporting Period, the Company had filed 87 patent applications, with 60 patents granted. As of the end of the Reporting Period, the Company held 410 valid patents.



Indicators and Targets

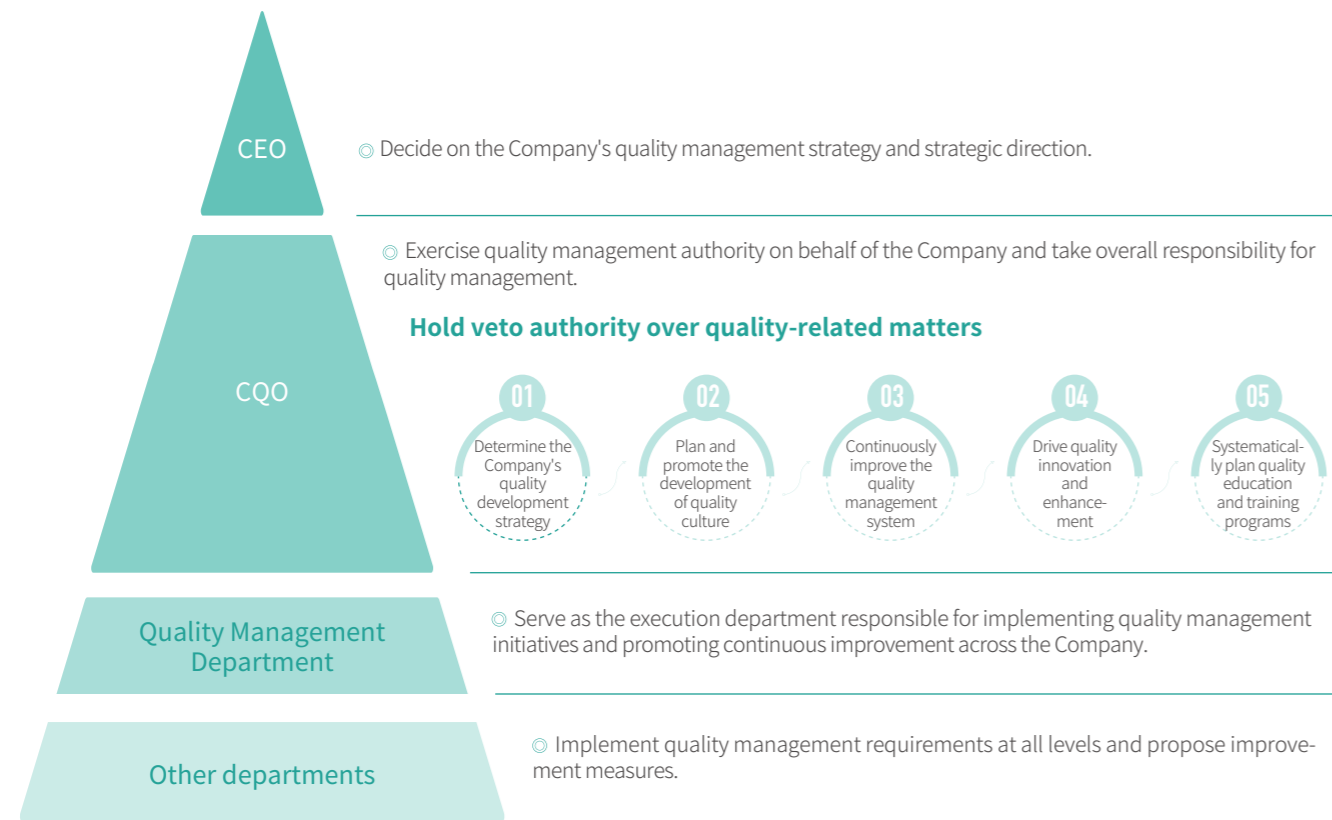
The Company has established innovation-driven indicators and targets, integrating key tasks—including R&D investment, technological breakthroughs, transformation of R&D outcomes, and talent development—into the management system to ensure effective implementation of its innovation strategy.



Product Safety and Quality

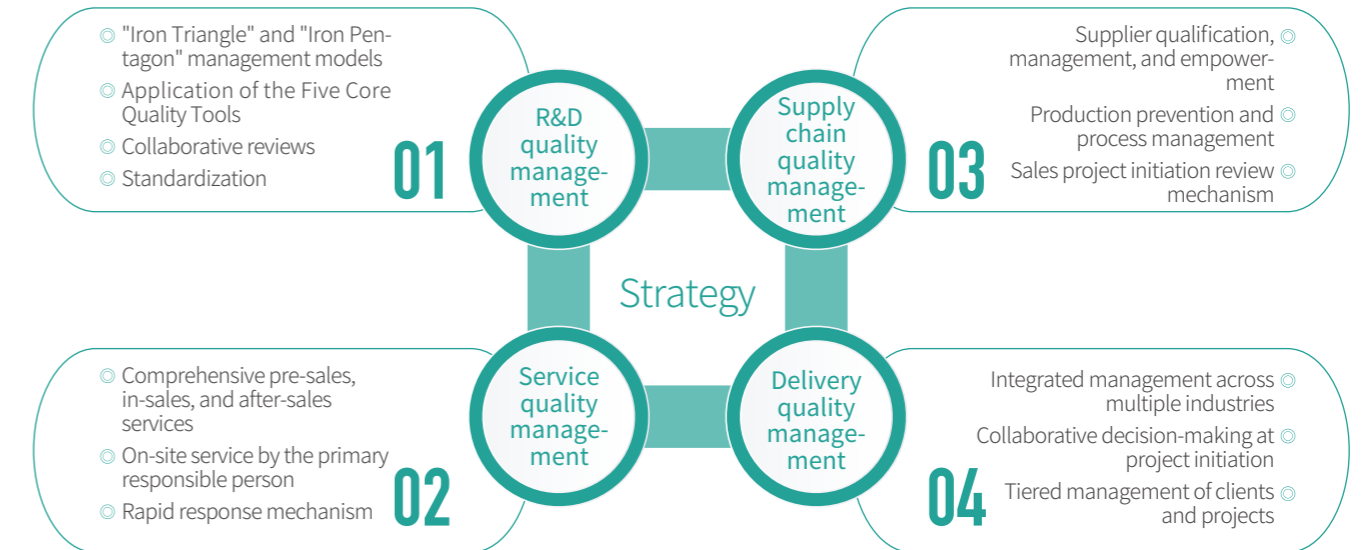
Governance

The Company strictly complies with the *Product Quality Law of the People's Republic of China* and other applicable laws and regulations. In accordance with the principle of hierarchical management, it has established a quality management structure with a clear organization framework and well-defined roles and responsibilities. The CEO is designated as the primary person responsible for quality and safety, the Chief Quality Officer (CQO) oversees overall quality management, and the Quality Management Department is responsible for quality planning, control, assurance, and improvement, ensuring that quality management responsibilities are implemented across all organizational levels.



Strategy

Guided by its quality strategy of "Innovation-Driven Development, Quality for the Future", the Company leverages end-to-end quality management, robust quality infrastructure, and the digitalization of intelligent manufacturing to drive quality innovation and transformation, delivering reliable products and ensuring customer satisfaction.



Impact, Risk, and Opportunity Management

The Company has established a systematic quality and safety risk prevention and control mechanism. Comprehensive risk assessments are conducted focusing on risk identification, analysis, and evaluation, with tools such as FMEA applied to systematically analyze potential quality risks. Based on assessment results, the Company develops and implements risk control and mitigation measures, taking corrective actions promptly for unacceptable risks, and ensures effective implementation of the measures through continuous communication and follow-up supervision. In addition, the Company reviews and summarizes quality incidents to capture lessons learned and optimize processes, forming a closed-loop quality risk management mechanism of "identify—assess—control—improve".

Quality Management System

The Company conducts regular internal and external quality audits every year to systematically evaluate the operation of its quality management system and the effectiveness of product quality control, promptly identify risks and potential hazards, and drive continuous improvement.

For internal audits, the Company prepares an annual *Internal Audit Plan* and conducts at least one internal audit per year, covering quality management system audits, process audits, and product audits. Comprehensive checks are carried out on critical stages to ensure that responsible departments implement corrective actions, forming a closed-loop quality management process. In the event of significant changes or incidents, the Company arranges ad hoc internal audits. As of the end of the Reporting Period, all corrective actions had been completed and closed.

For external audits, the Company engages qualified third-party organizations to conduct independent assessments and certification audits of its quality management system and key production processes, objectively verifying quality management performance and ensuring compliance with industry standards and regulatory requirements. As of the end of the Reporting Period, Shenzhen Songgang, Yanluo, and Dongguan Zhaowei had obtained ISO 9001:2015 Quality Management System certification, and factories in Shenzhen Songgang, Dongguan, and Suzhou had obtained IATF 16949:2016 Automotive Quality Management System certification.

During the Reporting Period, the Company was awarded the "8th Guangdong Provincial Government Quality Award" in recognition of its outstanding quality management and technological innovation system.

Product Quality Management

The Company adheres to a customer-oriented quality philosophy and has established a comprehensive quality control system. Quality control is integrated throughout the entire product lifecycle, enabling the Company to deliver high-quality products and attentive, reliable services to its customers.

- Conduct design simulation analyses to verify whether product strength, reliability, and other performance indicators meet requirements.
- Perform impact and hazard analyses through guided analysis processes based on product structure and manufacturing workflow to prevent quality risks.

- Regularly monitor incoming material conditions, proportion of anomalies, and non-compliant suppliers, take immediate corrective actions and drive improvements.



- Respond promptly to client requests in accordance with the *Customer Feedback and Complaint Handling Procedure*.

- Inspect finished product quality upon warehouse entry through the quality digitalization system.

- Monitor process quality in real time and continuously analyze and improve it.

In addition, the Company has established an intelligent digital manufacturing information management platform to ensure reasonable and balanced allocation of equipment resources, continuously expanding the application of intelligent and digital technologies in production, and thereby improving efficiency. Since 2018, the Company has introduced management systems such as MES and ERP. In 2022, it underwent a comprehensive upgrade with the implementation of the SAP system. The Company has continuously promoted the integration of digital intelligence into its processes and production operations, iteratively advancing toward full-process data-driven management covering materials, production, planning, order management, and financial data. This has not only enabled 100% digital monitoring of quality data but also effectively facilitated refined management of production processes.

The Company has also established a standardized product inspection mechanism and formulated the *Product Inspection and Control Procedure*, implementing comprehensive quality checks on raw materials, work-in-progress, and finished products to ensure compliance with quality standards and technical specifications, safeguarding product safety and reliability from the source.



Product Inspection Process

Incoming material inspection



- The warehouse verifies basic information of incoming materials, including quantity, outer packaging, shipping documents, and environmental labels.
- Sampling inspections are conducted in accordance with the corresponding inspection standards and customer requirements.
- Samples are tested, supplier inspection reports are verified, and hazardous substance testing is performed based on material risk levels.

In-process inspection



- Products are self-inspected according to the *Work Instructions* and sample references, and routine inspections are carried out in accordance with the *Control Plan* and the *Work Instructions*.
- The Quality Management Department performs routine inspections for different product types based on internal inspection procedures, and records inspection data.

Warehousing inspection



- Inspections are conducted according to the *Finished Product Inspection Standards* or the *Appearance Inspection Standards*, and results are documented.
- For products subject to environmental compliance requirements, environmental conformity is verified in accordance with client requirements. Samples are sent annually to a qualified third-party testing agency, and the corresponding reports are submitted to clients.

Pre-shipment inspection

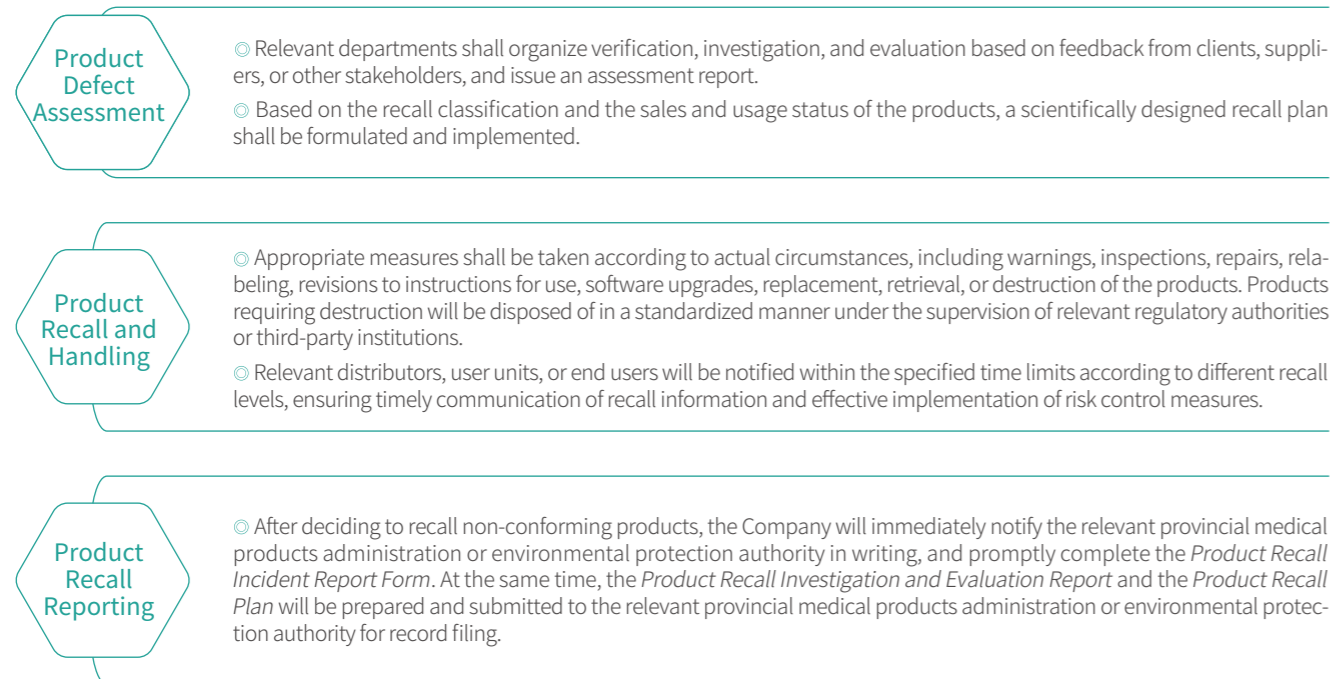


- Before shipment, the product labels, packaging, and shipping information are verified.

For non-conforming products identified during inspections, the Company has established a rigorous mechanism for their identification, segregation, analysis, and disposition. Internal management policies, such as the *Non-Conforming Product Control Procedure*, have been formulated to define review responsibilities, prevent the release and unintended use of non-conforming products, and drive corrective actions and continuous improvement.

Building on its quality risk prevention and control framework, the Company has further improved its management systems, including the *Product Recall Management Measures*, and established rapid response and traceability mechanisms to ensure that effective actions are taken promptly when potential quality risks arise, thereby safeguarding customer rights and interests as well as the Company's reputation. During the reporting period, the Company did not receive any penalties from regulatory authorities or conduct any product recalls due to product or service quality issues.

Product Recall Management Process



To address quality issues and management weaknesses, the Company has implemented a positive feedback mechanism under which improvement projects are initiated annually, encouraging employees to actively participate in quality improvement initiatives. As of the end of the Reporting Period, the Company had launched a cumulative total of 374 improvement projects, promoting the achievement of quality objectives while fostering both employee capability enhancement and optimization of the organizational quality management system.

Quality Culture and Incentives

The Company actively promotes a quality culture of "Craftsmanship · Intelligent Manufacturing · Collective Progress for Long-Term Success", and adheres to the quality management principles of "data-driven management, company-wide participation, and attention to detail". The Company has established a tiered quality capability development system for employees at different levels, providing targeted training and development programs to enhance employees' quality-related competencies and strengthen the talent foundation supporting its high-quality development.

Quality Training System

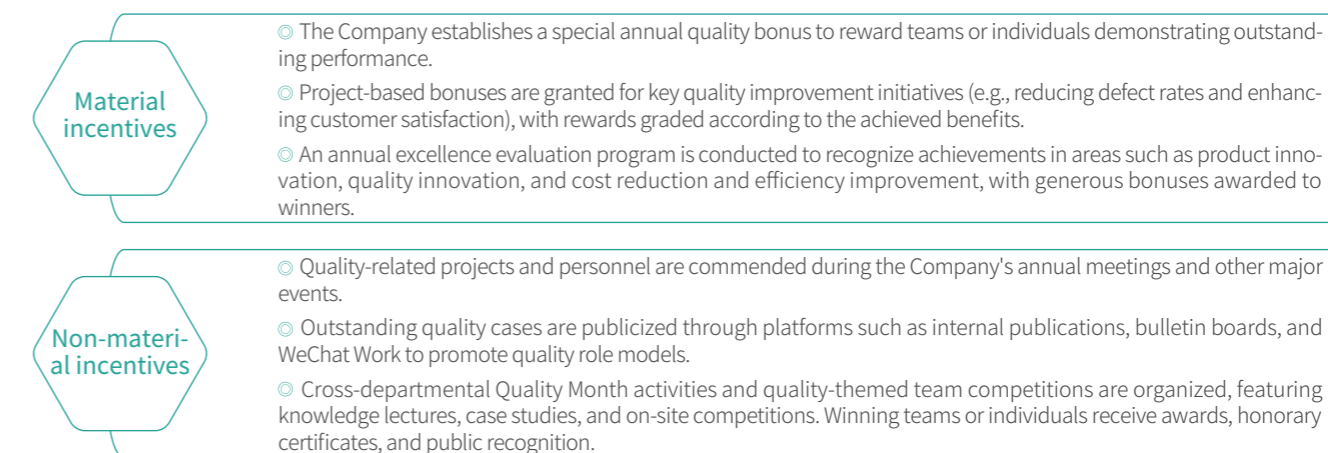


In addition, the Company has established a dedicated online training platform, "ZHAOWEI Cloud Academy", which offers more than 1,000 online training courses and over 400 offline training programs each year. Over the past three years, nearly 150 quality-related training courses have been completed.



Each year, quality management objectives at the corporate level are progressively decomposed into performance appraisal indicators for relevant personnel, ensuring alignment between individual and organizational performance while encouraging employees to actively participate in organizational improvement and innovation. In addition, based on the strategic objectives, cultural characteristics, and employee needs, the Company has developed a diversified, multi-tiered quality incentive mechanism. Through management policies such as the *Quality Management Reward and Punishment System*, the *Improvement Competition Mechanism for Errors, Omissions, and Reverse Operations*, and the *Incentive Mechanism for Frontline Operators in Production Department II for Preventing Errors, Omissions, and Reverse Operations*, the Company clearly defines quality management requirements, improvement expectations, and corresponding reward and penalty provisions, thereby stimulating employees' potential.

Quality Incentive Mechanisms



Indicators and Targets

The Company has established product quality and safety-related performance indicators and developed a management mechanism encompassing target setting, execution monitoring, and continuous optimization, with the aim of continuously enhancing product reliability and stability.

Indicators and targets	2025 progress
Incoming material acceptance rate to reach 95%	Achieved
Batch inspection pass rate for finished products to reach 98.25%	Achieved
Customer satisfaction score to reach 97.1 points	Achieved

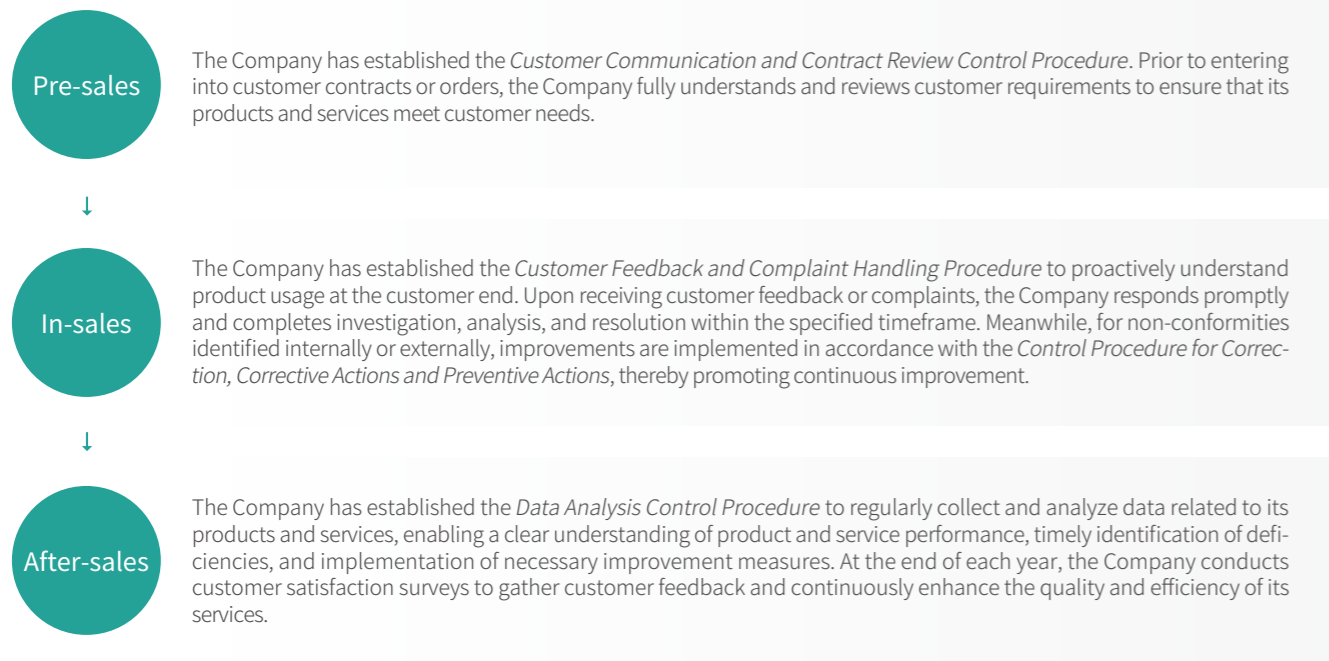
Customer Service Management

The Company consistently adheres to a customer-centric approach, continuously improving its management and service capabilities. It treats all customers fairly, safeguards their legitimate rights and interests, and strives to foster a cooperative environment characterized by good faith, harmony, and fairness. The Company has established a customer service management structure that spans the front-end business line and the order execution line, forming a service system based on the collaboration between the sales department and the customer service department. This enables full-process management of customer development, order execution, and after-sales services, thereby continuously enhancing operational efficiency and responsiveness in customer service.

In addition, the Company has formulated internal policies such as the *Customer Classification Management System* and the *Customer Satisfaction Control Procedure* to standardize customer service standards and operational procedures. These policies strengthen supervision over customer service quality and promote continuous improvement mechanisms, further enhancing the standardization of customer service management.

Focusing on addressing pain points for customers, the Company provides high-quality services and has established rapid response mechanisms to deliver more efficient and reliable support. These efforts help improve customer satisfaction with the Company's products while strengthening its overall competitiveness and service capabilities.

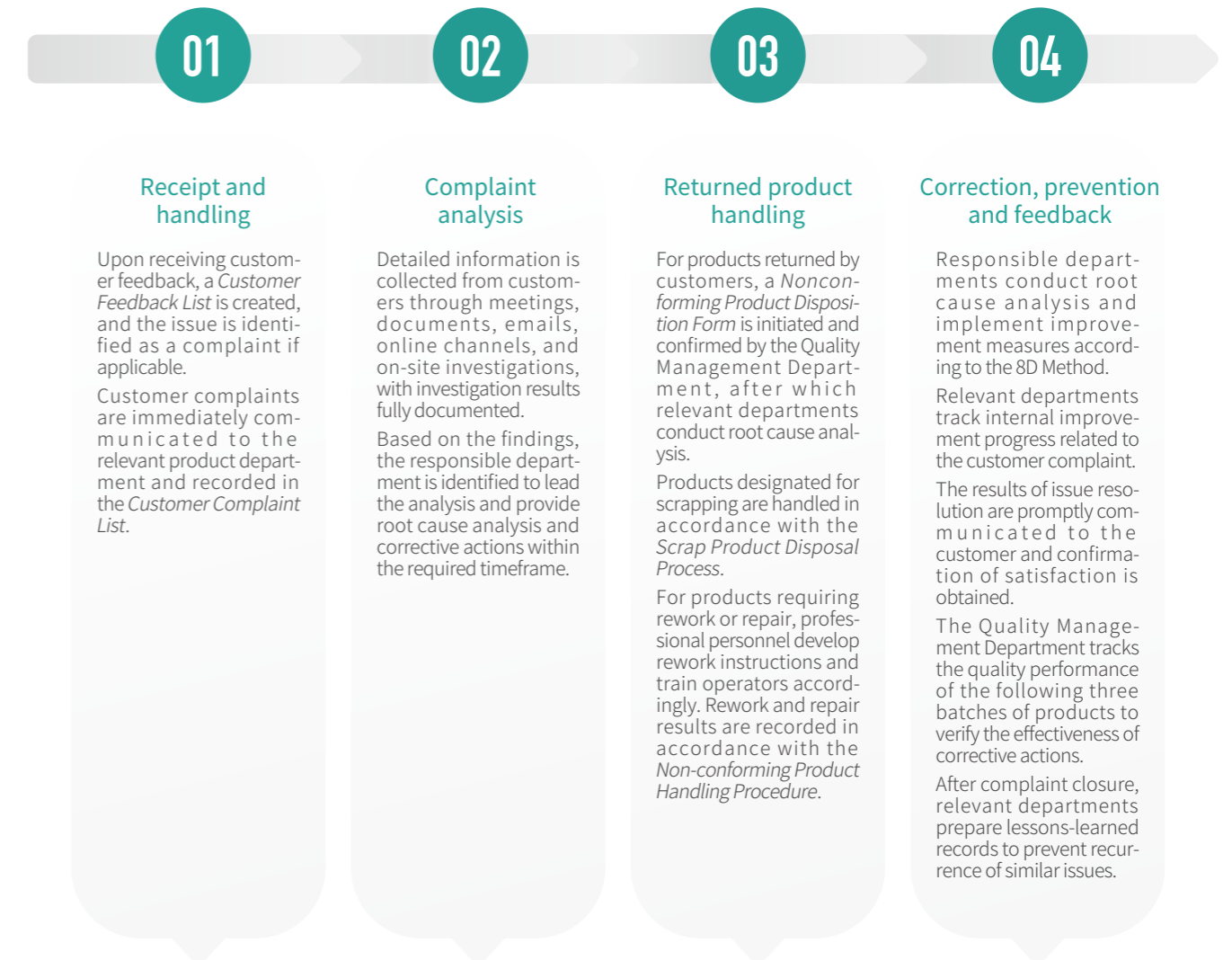
Customer Service Process



During the Reporting Period, in order to enhance customer service capabilities, the Company implemented an "Iron Pentagon" operational model, adopting a project-based management approach that organically integrates functions such as sales, product, engineering, and quality. This model establishes a cross-departmental collaborative customer service management mechanism, enabling coordinated management throughout the entire process of customer demand response, project delivery, and service support. Members of each project team are jointly accountable for the project's commercial success, customer satisfaction, and other business outcomes.

The Company maintains close communication with customers through multiple channels, including telephone, customer relationship management system, email, WeChat, and on-site visits, to understand customer needs and feedback in a timely manner and continuously improve its products and service quality. Meanwhile, the Company has established a comprehensive customer complaint handling process to ensure that customer feedback and complaints are addressed promptly and effectively, preventing similar issues from recurring and continuously improving customer satisfaction. During the Reporting Period, the Company received 57 complaints related to products and services, with a complaint resolution rate of 100%.

Customer Complaint Handling Process



The Company continuously improves its customer service management system. Every year, it conducts customer satisfaction surveys via email to gather customers' opinions and suggestions, establishes a mechanism linking customer feedback analysis with corrective actions, and produces internal satisfaction survey reports. Relevant departments jointly analyze identified issues and implement the corresponding improvement measures. During the Reporting Period, the Company conducted customer satisfaction surveys, with customer satisfaction scores exceeding 97 over the past three years.

In addition, the Company continuously enhances the professional capabilities and service standards of customer service personnel through training. During the Reporting Period, 7 customer service-related training sessions were provided to customer service personnel, covering performance evaluation systems, sales project management mechanisms, and CRM system operations, promoting simultaneous improvement of professional competence and service awareness.



Customer satisfaction scores

Supply Chain Management

Governance

The Company has established a comprehensive supply chain management system, led by the Head of Procurement and supported by a dedicated supply chain management team composed of personnel from various functions. The team is responsible for supplier selection, onboarding, and periodic evaluation, as well as continuous monitoring and assessment of supplier product quality and performance. The Company also formulated policies such as the *Supplier Quality Management System* and the *Procurement Control Procedure*, specifying key processes including supplier qualification, evaluation, procurement execution, and supervision. In addition, the Company continuously advances ESG management across the supply chain, building a governance mechanism with clear responsibilities, standardized operations, and efficient collaboration to ensure the procurement quality, stable supply chain operations and compliant business conduct.

Strategy

Focusing on building an efficient, stable, and collaborative supply chain, the Company continuously improves supplier management mechanisms and digital capabilities, and promotes deep integration between the supply chain and its business development strategy. By strengthening strategic partnerships with high-quality suppliers, while enhancing resource integration and collaborative innovation capabilities, the Company continuously improves the overall competitiveness and resilience of its supply chain, providing strong support for its global expansion and sustainable development.

Impact, Risk, and Opportunity Management

Supply Chain Quality Management

The Company classifies its suppliers based on business type into strategic, technology innovation, and service categories. As of the end of the Reporting Period, the Company had a total of 1,250 suppliers. It has established a comprehensive supplier quality management mechanism, implementing end-to-end quality control and dynamic evaluation from supplier qualification and daily management to the establishment of a performance evaluation system, continuously improving the quality of products and services across the supply chain.

During the supplier qualification stage, the Company organizes personnel from R&D, quality, and supply chain departments to conduct on-site assessments of suppliers in accordance with documents such as the *Supplier Quality System Assessment Report*, evaluating dimensions including quality management system, R&D, supplier quality control, process control, warehousing and delivery, customer service, and hazardous substance management. Suppliers that fail to meet requirements are given a deadline to implement corrective actions, while those that meet the requirements are added to the approved supplier list.

For daily supplier management, the Company strengthens dynamic oversight of suppliers' performance capabilities, product quality, and compliance. Based on indicators including quality, delivery, pricing, service, and environmental management for the current year, the Company develops the annual supplier audit plan for the following year. Different audit plans and approaches are applied according to supplier type and risk level. High-risk suppliers that have experienced major quality or environmental incidents or received low monthly or annual performance scores are included in the annual on-site audit plan. Low-risk suppliers may be audited once every two years as appropriate, and are required to provide process audit reports, third-party material composition and performance testing reports, and environmental testing reports.

In addition, the Company has established a supplier performance appraisal system, scoring suppliers according to different material categories and conducting comprehensive evaluation across quality, delivery, pricing, and service dimensions. Assessment criteria vary by material category. Through performance assessment, suppliers are rated and classified into four grades: A, B, C, and D. Key requirements, including Product/Process Change Notification (PCN) management, environmental protection, integrity, and quality, are incorporated into the "red-line" management of the performance appraisal system. Major violations are subject to a "veto", and the corresponding performance appraisal score is recorded as zero.

A The Company gives priority in cooperation and allocates procurement resources accordingly, expands the scope of cooperation, and promotes the establishment of long-term, stable partnerships.

B The Company maintains the existing procurement proportion.

C The Company provides timely guidance for improvement and restricts participation in new project development.

D The Company's system automatically prohibits participation in new project development and requires corrective actions within a specified period. If a supplier is graded D for two consecutive months, its supplier qualification will be revoked.

In addition, the Company actively engages with suppliers and deepens cooperation through digital platforms, supplier conferences, site visits, monthly meetings, executive visits, phone calls, emails, and other channels, achieving mutually beneficial collaboration within the supply chain ecosystem. The Company also provides suppliers with quality-related training and guidance, holding monthly supplier quality improvement meetings to communicate its requirements, industry demands, and changes through meetings, lectures, and on-site coaching, helping suppliers enhance their quality management systems and production control capabilities, and continuously improve product quality and delivery performance.

To ensure the stability and reliability of the supply chain, the Company has established and implemented diversified and systematic safeguarding mechanisms, strengthening supply chain resilience through supplier diversification, risk prevention and control, and emergency management.

Supply Chain Stability Management Measures

Supplier diversification For each product category, allocate 2-3 suppliers to reduce reliance on a single source and optimize resource allocation.

Risk prevention and control Promote upstream and downstream resource integration to enhance supply chain collaboration. Accelerate supply chain localization and optimize material supply structure. Improve inventory assurance and batch delivery mechanisms, and rationally arrange stocking plans and delivery schedules to enhance supply stability and performance assurance capabilities, ensuring stable supply during extreme weather conditions.

Emergency management Establish the *Emergency Plan and Response Control Procedure* to ensure delivery stability during emergencies.

Supply Chain ESG Management

The Company promotes the integration of ESG requirements into supply chain management, and encourages suppliers to continuously enhance their management practices in environmental protection, social responsibility, and business ethics, jointly building a sustainable supply chain.

Every two years, the Company requires all suppliers to provide confidentiality agreements, agreements on the non-use of prohibited substances, and relevant government environmental approvals, and to sign agreements related to occupational health and safety and corporate social responsibility commitments. These documents clarify suppliers' responsibilities in environmental protection, social responsibility, business ethics, and compliance, strengthening ESG risk control throughout the collaboration process.

In addition, every two years, the Company distributes the *Social Responsibility Status Questionnaire* to all suppliers to audit and assess their ESG management level, which serves as a key reference for evaluating supplier ESG performance. For high-risk suppliers, the Company conducts an on-site audit once every two years to strengthen supplier risk identification and control. For the suppliers with unsatisfactory corporate social responsibility performance, the Company requires corrective actions and provides training and guidance where necessary. For the suppliers with persistently poor performance, the Company will reduce order volumes or terminate cooperation.

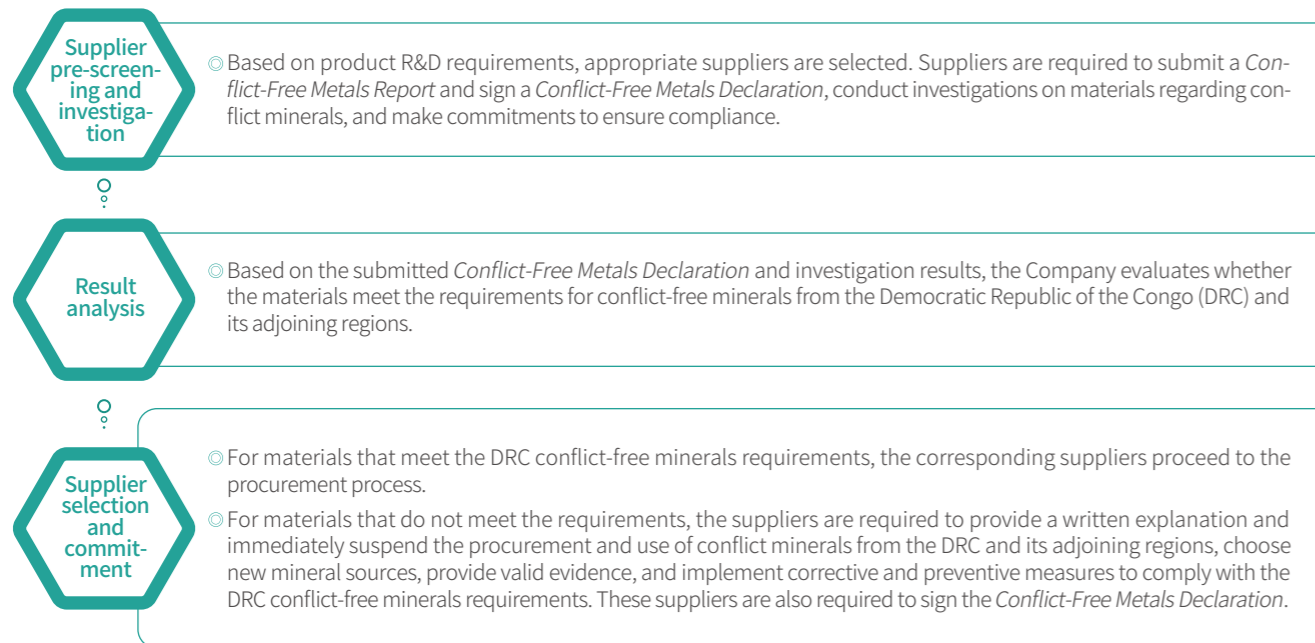
Every year, the Company provides ESG-related training to suppliers, including environmental protection training, to enhance their understanding of and attention to ESG, and to encourage continuous improvement in environmental, social, and compliance practices. During the Reporting Period, the Company delivered ESG-themed training to 44 suppliers and communicated RBA principles to over 160 suppliers.

Responsible Minerals Management

The Company is committed to not supporting or using metals sourced from armed conflict zones, illegal mining, or mining under poor working conditions, commonly referred to as "conflict minerals". Suppliers are required to investigate whether metals such as gold (Au), tantalum (Ta), tin (Sn), and tungsten (W) are present in their products, verify the sources of these metals, and sign agreements on the non-use of conflict minerals.

The Company has established a comprehensive responsible mineral sourcing management process, strictly implementing due diligence requirements for mineral sourcing, and strengthening the identification and control of conflict minerals and other high-risk minerals, thereby ensuring that procurement activities comply with applicable laws, regulations, and industry standards.

Responsible Minerals Management Process



Equal Treatment of Small and Medium-Sized Enterprises (SMEs)

The Company strictly complies with the *Law of the People's Republic of China on Promotion of Small and Medium-Sized Enterprises* and the *Regulations on Ensuring Timely Payments to Small and Medium-sized Enterprises*, actively safeguarding the legitimate rights and interests of small and medium-sized suppliers. As of the end of the Reporting Period, the Company's accounts payable and notes payable did not exceed RMB30 billion, representing no more than 50% of its total assets. There were no instances of overdue payments to SMEs requiring public disclosure through the National Enterprise Credit Information Publicity System.



Indicators and Targets

The Company has established performance indicators and targets related to supply chain management, integrating ESG requirements into supply chain management to promote the sustainable development of the supply chain.

Indicators and targets	2025 Progress
100% of suppliers signed the Supplier CSR Commitment (including Supplier Code of Conduct)	Achieved
100% of suppliers completed the Supplier CSR questionnaires	Achieved
100% of suppliers were covered by on-site CSR audits	Achieved
100% participation in improvement actions among audited and assessed suppliers	Achieved
100% of suppliers signed contracts containing environmental, labor, and human rights clauses	Achieved

Employee Rights and Benefits

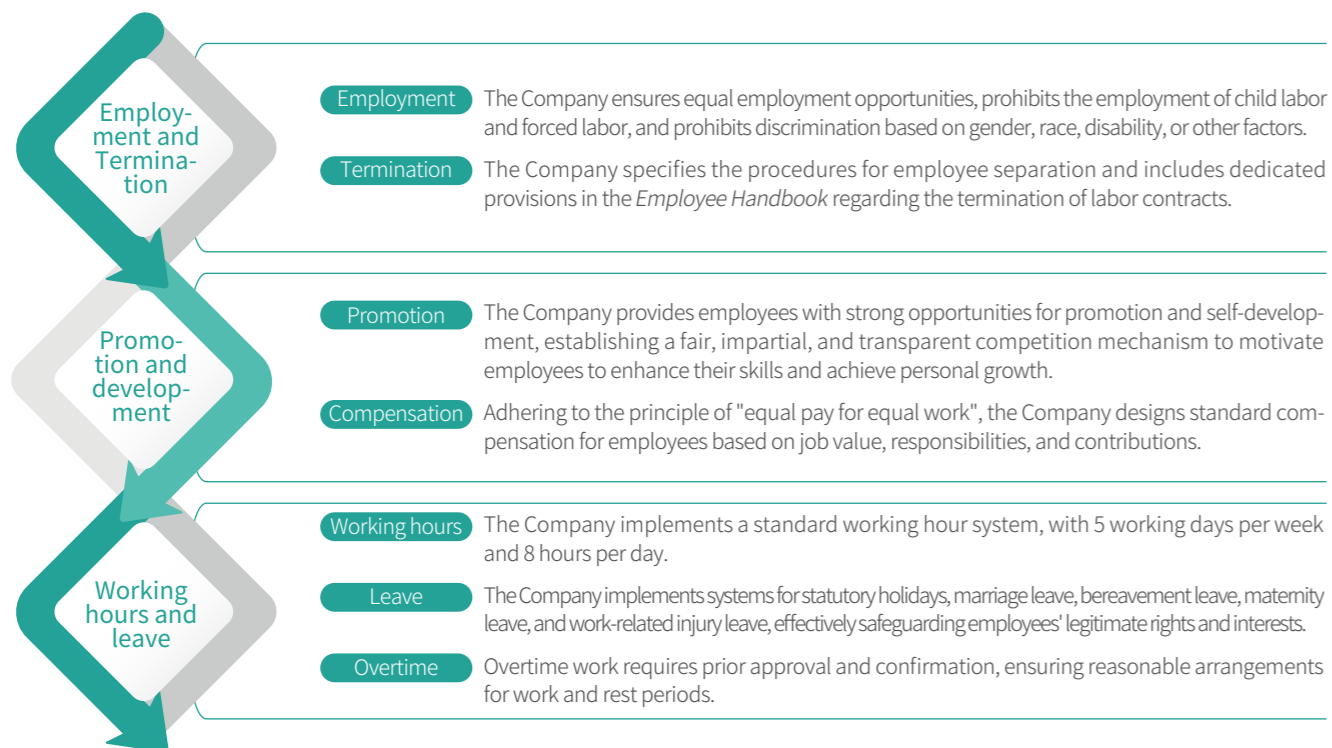
Employee Employment and Rights

The Company strictly complies with the *Labor Law of the People's Republic of China*, the *Labor Contract Law of the People's Republic of China*, and other laws and regulations on employment and the protection of employee rights, respecting and safeguarding employees' legitimate rights and interests.

The Company has established internal management policies on employee rights and benefits, including the *Employee Handbook*, the *Attendance Management Regulations*, the *Employee Separation Management System*, the *Rehiring Management System*, and the *Reward and Punishment Management System*, forming the foundation for employee rights protection and compliant employment.

The Company's employment types include contract employees, dispatched employees, interns, and rehired personnel. It adheres to the principles of fairness and equity in employment, explicitly prohibiting child labor and forced labor. Meanwhile, the Company has established a standardized and comprehensive recruitment process, leveraging the employee management system to verify applicants' age and identity, strictly preventing the use of child labor and ensuring lawful and compliant employment practices.

Overview of Employee Employment Management Systems



Meanwhile, the Company regularly provides all employees with mandatory training on topics such as anti-harassment, abuse, and coercion, as well as RBA-related knowledge. These courses help employees understand their rights and interests, clarify workplace conduct boundaries, and equip them with skills to prevent and respond to inappropriate workplace behaviors, thereby strengthening workplace safety.

During the Reporting Period, the Company did not encounter any incidents related to child labor or forced labor, nor did it record any violations concerning employee employment and termination, compensation, promotion and development, working hours and leave, or other labor standards.

Employee Benefits and Care

The Company consistently upholds the core value of "people-centric philosophy", continuously strengthening its employee care system and offering diversified benefits to enhance employees' sense of belonging and well-being while promoting a healthy work-life balance.

Employee Care and Benefits



During the Reporting Period, the Company successfully hosted the first "Fun Sports, Shine Bright" event and organized multiple cultural activities, including the "Blue-and-White on Fabric" intangible cultural heritage tie-dye workshop, the fifth anniversary celebration of Zhaowei's listing, and Mother's Day events, enriching employees' cultural life and strengthening team cohesion.



In terms of mental health care, to address employees' mental health and workplace safety needs, the Company offers courses such as "BEST Stress Management" and "Release Stress, Enjoy Life", focusing on stress management knowledge and coping techniques. These courses teach practical skills for stress relief and emotional regulation, helping employees manage emotional challenges and maintain a healthy mindset at work and in life.

For female employees, the Company has established a "Warm Heart Corner" that provides supplies and services tailored to women's needs, demonstrating Zhaowei's thoughtful care. A series of caring activities for all female employees are offered to address their physical and mental health, cultural engagement, and daily life needs, further enhancing their sense of belonging and well-being.

Regarding assistance for employees in need, the Company has established the "Zhaowei Charity Fund" to provide financial support to employees facing family hardships or unexpected incidents. This initiative helps alleviate practical difficulties for employees and their families, reflecting the Company's care and demonstrating its commitment to corporate responsibility and a people-centric philosophy. During the Reporting Period, the Company provided financial assistance to 19 employees, with total support amounting to RMB195,728.5.

Employee Communication and Engagement

The Company is committed to fostering an open and inclusive communication environment by establishing diverse employee communication channels. Through these channels, the Company promptly understands employees' needs and suggestions, facilitates coordinated problem-solving and continuous improvement, and enhances employee satisfaction and organizational cohesion.

Employee Communication Channels

01

Trade union and employee congress

Through the trade union and the employee congress, the Company gathers employees' opinions and suggestions, pays attention to their reasonable needs, safeguards their legitimate rights and interests, and organizes employee activities to enrich their leisure lives.

02

Employee satisfaction survey

The Company conducts an annual employee satisfaction survey covering all employees. The survey focuses on eight key dimensions: compensation, benefits, work recognition, working environment, career advancement, personal development, training and learning, and corporate culture. Based on the survey findings, targeted improvement measures are formulated, including optimizing canteen management and facility maintenance, improving the compensation and performance system, promoting adjustments to the working hours system, and enriching cultural, sports and recreational activities. Responsible persons and implementation timelines are clearly defined to continuously enhance employee satisfaction and work experience.

During the Reporting Period, the overall employee satisfaction rate reached 93.6%, achieving the preset target of 85%.



Employee Training and Development

Governance

Zhaowei has established a comprehensive employee training management system, led by the Deputy General Manager, with the Human Resources Department taking the lead and internal trainers from various departments participating collaboratively to form a coordinated training management framework. The training management team is responsible for formulating and organizing the implementation of the Company's annual training plan, continuously monitoring training effectiveness, and overseeing the operation and management of the "Cloud Learning Academy" online training platform, while enriching learning resources and promoting the ongoing improvement of employees' professional capabilities and overall competencies. The *Employee Training Management System*, guided by the principles of effectiveness, practicality, and relevance, applies to all employees and clearly defines the responsibilities and authorities of the HR Department's training team, relevant departments, and instructors. It also sets out requirements for the formulation and adjustment of annual training plans, as well as the organization and implementation of various training programs. The *Position and Title Management Mechanism* establishes a comprehensive qualification system to help employees better understand themselves, enhance their capabilities, and encourage their capabilities, and encourage continuous learning and improvement, thereby achieving the joint development of employees and the Company.

Strategy

Talent is the cornerstone of an enterprise's sustainable development and a reflection of its competitiveness. Guided by its talent philosophy of "responsibility, professionalism, and initiative" and "pragmatism, proactiveness, and diversity", the Company attaches great importance to employee growth and development while continuously innovating its talent deployment methods to fully unlock the value of its people. In parallel, the Company will continue to explore collaboration opportunities with overseas customers and channel partners, further expanding its international market presence through coordinated market expansion strategies and localized partnerships. The Company will also continue to advance its global talent strategy by attracting global talent with relevant technical expertise and international perspectives through diversified incentive mechanisms, thereby building a core team capable of executing the Company's hardware and software R&D strategy and leading transformative innovation.

Impact, Risk, and Opportunity Management

Employee Training

The Company has established a multi-tiered employee training system covering all positions and the entire employment lifecycle. Supported by the *Employee Training Management System* and the *Mentorship Program Management Regulations*, and leveraging the online platform "ZHAOWEI Cloud Learning Academy", the Company has developed a multi-dimensional training matrix to meet the growth needs of employees at all levels and positions, as well as the strategic development requirements of the Company.

Meanwhile, the Company has launched ZHAOWEI Business School, integrating high-quality internal and external resources to create a systematic curriculum, providing employees with a learning and development platform spanning professional skills, management capabilities, and professional competencies—marking a new milestone in the Company's talent development efforts.



The Company provides diverse general training for all employees, covering four categories: AI tools and applications, communication and execution, physical and mental health, and professional competence and compliance. A total of 28 elective and open courses are offered, comprehensively covering employees' work skills, career development, and physical and mental health.

The Company conducts multi-dimensional professional skills training focused on talent pipeline development, job fit, and capability enhancement. Covering 11 core projects, the training reaches all levels, including new hires, management trainees, managers at various levels, key personnel, internal trainers, and employees in functional and operational roles.

Through the "Spring Growth Program" and the "Campus Recruitment New Employee Bootcamp", the Company helps new employees quickly familiarize themselves with the organization. A mentorship system is established, pairing each new employee with an experienced mentor to support rapid growth in practical work.



The Company conducts routine training covering work safety, operational skills enhancement, and other aspects to ensure employees master job skills and support efficient and safe production operations.

Through the "Excellence Program", internal trainers enhance their capabilities, delivering targeted training in sales skills and professional etiquette to effectively empower employees in both business and functional roles.

Through programs such as the "Talent Development Program", "Elite Program", "Leadership Program", and "Specialized Training for Newly Promoted Managers", targeted training is provided in areas such as office skills, team management, and business decision-making.

Professional skills training is tailored to the business characteristics and job requirements of each department. Technical departments focus on cutting-edge research and applications, providing courses in technical R&D, innovative thinking, and related areas.

The Company regularly engages external professional institutions and industry experts to provide specialized training, systematically enhancing employees' professional skills and practical capabilities, supporting them in obtaining relevant professional qualifications, and continuously strengthening the Company's professional talent pipeline. During the Reporting Period, the Company conducted training on the new versions of APQP and Control Plan (CP), as well as welding system evaluation, covering more than 90 employees in relevant positions. These training sessions helped employees meet customer qualification requirements and master the updated standards.

The Company has established a development planning and management system for management and key personnel, built a management development framework, and enhanced its promotion system. It has formulated identification and selection criteria for key positions and management personnel, strengthened professional ethics and conduct among management personnel, and conducted dynamic reviews of the talent pipeline for management and key roles. Concurrently, the Company has implemented specialized development plans and leadership training programs to enhance the overall effectiveness of the management team, thereby ensuring robust talent support for organizational growth and strategic execution.

"Navigator Program" – EMBA training for operational management personnel

A one-month in-person internal training program designed for frontline and mid-level management as well as key personnel from various departments. Using a condensed EMBA curriculum, the program focuses on reshaping business thinking under competitive market conditions and identifying opportunities for systematic transformation, helping managers build a comprehensive view of business operations and enhance strategic decision-making and execution capabilities.



Specialized training on "Business Management Awareness Enhancement for Excellent Managers and All Employees"

Jointly delivered by external instructors and company executives, this program targets newly promoted frontline and mid-level managers as well as those in key positions. Through tiered instruction, group competitions and other formats, it covers modules such as managerial role transition, team trust building, performance management, and end-to-end cost management, supporting participants in adapting to their managerial roles.

To strengthen the development of high-level talent and reinforce deep industry-academia-research integration, the Company has launched a joint training program with The Chinese University of Hong Kong. A joint training management committee has been established to oversee the program, and a dual-mentor system has been implemented to clarify areas such as specialized fields, learning plans, hands-on practice plans, and career development pathways, thereby enhancing the alignment between talent development and industry needs. During the Reporting Period, the first cohort of participants completed theoretical training courses and is expected to begin hands-on practice in July 2026.

Employee Promotion and Development

The Company implements a comprehensive, objective, and impartial evaluation and compensation system. Guided by the principles of fairness, equity, and incentive, it operates a compensation management system based on job value, employees' personal development, and performance contributions, with the aim of fully motivating employees' enthusiasm, initiative, and creativity.

The Company continues to improve its performance-based human resources incentive system by implementing a performance appraisal mechanism centered around projects, oriented towards customers and results, and aligned with matrix organization operations. It also adopts a bundled appraisal and incentive mechanism known as the "Iron Pentagon", under which project objectives are aligned with defined roles and responsibilities and linked to both departmental performance and the individual performance of Iron Pentagon members, serving as the basis for evaluation and incentives. This approach enhances employee initiative and enthusiasm, improves the retention of key personnel, and strengthens the Company's competitiveness, while encouraging employees to grow together with the Company and fostering a virtuous cycle between organizational development and employee growth.

The Company has established a comprehensive incentive and recognition system. Through diversified mechanisms such as employee recognition programs and equity incentive plans, the Company enhances its ability to attract and retain outstanding talent while continuously stimulating employees' development potential and innovation vitality. Under the employee recognition mechanism, outstanding employees are selected each quarter, and annual awards are granted to exemplary employees and teams. Employees who demonstrate outstanding performance and achievements are recognized and rewarded, thereby encouraging greater motivation and creativity at work.

To further improve the incentive system and establish a long-term incentive mechanism, the Company has formulated and implemented stock option and restricted stock incentive plans covering more than 100 employees. The plans enable employees to share in the Company's growth while closely aligning individual career development with the Company's long-term development, thereby playing an important role in attracting, retaining, and motivating key talent.

Indicators and Targets

The Company has established performance indicators and targets for employee training and development.

Indicators and Targets	2025 Progress
Retention rate of key position personnel \geq 84%	Achieved
On-time completion rate of training plans: 100%	Achieved
Employee satisfaction score \geq 86	Achieved

Occupational Health and Safety

Workplace Safety

To implement the workplace safety policy of "safety first, prevention focused, and comprehensive management", Zhaowei has established a sound Environment, Health and Safety (EHS) management team led by CEO, along with dedicated safety management departments. Each department is equipped with safety management personnel and emergency response teams. The Company strictly implements its *Work Safety Management Regulations*, as well as applicable national laws, regulations, and industry standards, to safeguard employees' safety and health during production operations, achieve overall workplace safety objectives, and ensure the smooth implementation of safe operations.

The Company strictly complies with laws, regulations and industry standards, including the *Law of the People's Republic of China on Work Safety* and the *Regulation on Work Safety Permits*. Based on its operational conditions, Zhaowei has established and continuously improved a comprehensive workplace safety management system. Internal management policies such as the *Work Safety Responsibility System* and the *Safety Operating Procedures* have been formulated and implemented. These policies are regularly reviewed and dynamically updated in accordance with regulatory requirements and operational conditions, enabling the Company to continuously improve its workplace safety management. As of the end of the Reporting Period, the Shenzhen Songgang and Dongguan factories had obtained ISO 45001:2018 Occupational Health and Safety Management System certification.

In addition, the Company has established workplace safety and occupational health targets, continuously strengthening risk prevention and process control to ensure the effective implementation of safety management responsibilities. During the Reporting Period, the company's workplace safety and occupational health management was steadily advanced, and all the goals were achieved.

2025 Workplace Safety and Occupational Health Targets

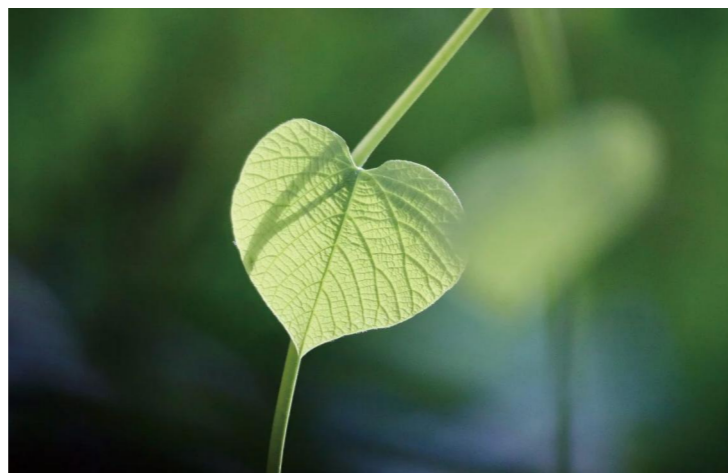
Workplace safety

- Achieve "zero occurrence" of fire and equipment accidents, strictly implementing responsibilities for fire protection facilities management and daily equipment inspection, maintenance, and upkeep.
- Ensure 100% coverage of safety education and training for both new hires and existing employees, strictly following the three-tier safety education system and regular safety training mechanisms.
- Achieve a 100% rectification rate for identified safety hazards, establishing a closed-loop management mechanism that combines hazard identification, corrective action implementation, and verification.
- Sign the *Annual Work Safety Target Responsibility Agreement* with relevant departments.

Occupational health

- Achieve "zero occurrence" of fatalities, major injuries, and newly reported occupational disease cases, strengthening on-site risk control and occupational health monitoring.

To ensure workplace safety, the Company has established an internal risk assessment and management system for workplace safety and formulated relevant policy documents, including the *Hazard Identification, Risk Assessment, and Control Measures Procedure*, the *Safety Risk Identification and Graded Control Ledger*, the *Shenzhen Zhaowei Risk Distribution Map*, and the *Hazard Identification and Risk Assessment Form*. These documents clarify requirements for risk identification, assessment, graded control, and dynamic updating. Meanwhile, the Company has formulated the *Work Safety Accident Hazard Inspection, Rectification and Reporting System*, and established hazard inspection and reporting mechanisms at the team, workshop and factory levels on a routine, periodic, professional and seasonal basis, as well as before and after holidays, to promptly identify and eliminate safety hazards, continuously enhancing its risk prevention and control capabilities.



Safety Inspection Management Measures

Equipment inspection

Daily inspections, regular maintenance, and closed-loop fault management are carried out for production equipment. Maintenance records, equipment logs, and calibration and testing results are systematically documented and archived.

Security inspection

Multi-dimensional security inspections and assessments are conducted on a regular basis. Based on the *Daily Patrol Record*, weekly and monthly inspections are performed. Issues identified during inspections and corresponding corrective actions are managed through a combined approach of notification, time-bound implementation, and follow-up verification, forming a closed-loop management system that ensures accountability for corrective actions and continuously strengthens employees' awareness of safety responsibilities.

The Company continuously fosters a strong safety culture through diverse awareness and education activities to enhance employees' safety consciousness and risk prevention capabilities. New employees receive three-level safety training, while all staff participate in regular safety meetings, specialized training sessions, and emergency drills to strengthen overall safety awareness. For employees in specialized positions such as electricians and welders, the Company implements qualification certification and licensing requirements and regularly conducts specialized skills training. During the Reporting Period, the Company systematically organized nine scenario-based emergency drills covering key areas including fire safety, environmental risks, production operations safety, and public safety, effectively enhancing employees' emergency preparedness and hands-on response capabilities.

2025 Work Safety Month Activities

During the Reporting Period, the Company organized Work Safety Month activities, focusing on identifying safety hazards in the workplace. All employees were engaged in inspecting production safety risks, with particular emphasis on hazard identification and mitigation in critical areas such as chemicals and equipment. Specific reward criteria were established according to hazard levels. These activities effectively encouraged employees' active participation in safety management, significantly increased proactive reporting of potential hazards, and strengthened on-site safety controls.

Hazardous Chemicals Safety Training to Strengthen Operational Risk Control

The Company strictly implements hazardous chemicals safety management requirements and continuously enhances the risk prevention and emergency response capabilities of employees in relevant positions. During the Reporting Period, specialized safety training sessions on hazardous chemicals were conducted for personnel working in high-risk positions, including warehouse managers, production operators, and external contractors, with a total of 16 participants. Training content covered hazardous chemical classification and identification, key information in Safety Data Sheets (SDS), safe storage and proper handling requirements, and correct use of personal protective equipment. Scenario-based exercises were used to simulate chemical spill and fire emergency responses, strengthening the participants' understanding of on-site response and reporting procedures. The participants were evaluated through theoretical Q&A and practical assessments, ensuring that each trainee fully understood their safety responsibilities and possessed the required safety competencies before being allowed to work.

Through systematic training, the participants effectively acquired fundamental hazardous chemical identification methods and safety operating standards, enhanced their safety awareness and emergency response capabilities, and provided strong support for Zhaowei's end-to-end safety management of hazardous chemicals.

During the Reporting Period, the Company did not incur any penalties for violations of occupational health and safety laws and regulations.

Occupational Health

The Company strictly complies with relevant laws, regulations, and industry standards, including the *Law of the People's Republic of China on Prevention and Control of Occupational Diseases*, the *Standards for Notification and Warning Signage of Occupational Hazards by Employers*, the *Measures for Supervision and Administration of Occupational Health Surveillance by Employers*, the *Standards for Occupational Health Records Management*, the *Measures for the Administration of Occupational Health Examinations*, and the *Measures for the Declaration of Projects with Occupational Disease Hazards*. The Company has also established internal management policies such as the *Occupational Hazard Prevention System*, the *Labor Protection Supplies Management Procedure*, and the *Personal Protective Equipment Management System* to regulate the provision and use of labor protection supplies, strengthen occupational health risk prevention, and effectively safeguard employee health.

The Company regularly commissions professional third-party institutions to monitor workplaces for occupational hazard factors, including dust, noise, and radiation, and implements comprehensive protective measures to ensure employee health and safety. Standards for the allocation of personal protective equipment are specified according to the characteristics of different positions, with mechanisms for proper use monitoring and regular replacement in place, continuously enhancing frontline employees' safety protection. Employees exposed to occupational hazards undergo annual occupational health examinations, and an *Occupational Hazard Status Evaluation Report* is produced to systematically assess workplace conditions and health risks, with timely implementation of preventive measures to protect employees' occupational health rights.

The Company conducts occupational health and safety training in a layered and categorized manner, along with specialized safety training on chemical spill prevention, environmental safety, electrical safety, and operation of special equipment, continuously improving employees' safety awareness and emergency response capabilities. For all employees, training on the use of labor protection equipment and first aid skills is provided to reinforce awareness of bottom-line safety requirements, enhance specialized operational skills, protective equipment usage, and on-site emergency response capabilities of employees in relevant positions, and standardize safe work practices at each position.

◎ Social Contribution

Zhaowei actively participates in public welfare initiatives, integrating social contribution into its sustainable development strategy. A management mechanism of "strategic coordination, dedicated operations, compliance implementation, and full participation" has been established, overseen by the Board's Strategy and ESG Committee. In compliance with the *Charity Law of the People's Republic of China* and other relevant laws and regulations, the Company has formulated policies for public welfare management and established the Shenzhen Zhaowei Haiyan Charity Foundation, responsible for dedicated management of public welfare affairs. The Foundation implements fund earmarking, ledger-based management, and project review mechanisms, ensuring the proper and transparent use of public welfare funds, efficient and orderly project execution, and enhanced public welfare project management quality and social value creation capability.

The Company focuses on areas such as education and science popularization, cultural and sports development, and community services, actively carrying out social contribution activities to fulfill its corporate social responsibility and support community co-construction and shared development. Meanwhile, leveraging Party-building initiatives and corporate culture, Zhaowei has built a volunteer service system, forming a volunteer team composed primarily of Party members. Regular activities include blood donation, waste-sorting supervision, and other community services, supporting grassroots governance and emergency response, conveying the Company's care, enhancing local recognition, and deepening internal culture development. By the end of the Reporting Period, the volunteer team comprised 37 full Party members, 5 migrant Party members, and 2 applicants for Party membership.

◎ Social Contribution Activities in 2025

Education and science popularization

- Actively responding to the "Hand-in-Hand Program" of Bao'an District Women's Federation, donated books, school supplies, and other materials for children's welfare to Huanjiang Maonan Autonomous County, Guangxi, and supported local initiatives such as the "Children's Council" and "Parent School", addressing the educational needs of left-behind children and helping to fill gaps in rural public services. During the Reporting Period, the Company donated books worth a total of RMB10,000.
- Participated in the Bao'an New Era Civilization Practice Exchange, hosting study tours for student groups over 50 universities and providing science popularization on micro-drive technology.

Community services

- Launched employee volunteer activities under the theme "Caring Together · United for Volunteering", actively participating in support for employees in need, elderly care activities, community waste-sorting supervision, traffic guidance, and other community services, with a total of 193 participants.

During the Reporting Period, the Company's practices and commitment in the field of social contribution received dual recognition from both the industry and the local community. At the 5th Shenzhen Enterprise Innovation Promotion Conference, the Company was honored with the title of "2024 Outstanding Enterprise in Fulfilling Social Responsibility", establishing itself as a benchmark for corporate social responsibility.

◎ Rural Revitalization

Upholding its mission of "assuming responsibility and giving back to society", the Company actively supports the national rural revitalization strategy. In collaboration with local governments, charity organizations, and social organizations, it focuses on industrial, talent, cultural, ecological, and organizational revitalization, effectively consolidating and expanding the achievements of poverty alleviation while promoting rural revitalization. As of the end of the Reporting Period, the Company's cumulative investment in rural revitalization has exceeded RMB14.9496 million.



◎ Case of Corporate Rural Revitalization Initiatives as of the End of the Reporting Period

Industrial revitalization

- In 2022, through projects such as the "Bao'an - Du'an Pairing Fund Project Assistance" and the "Guangdong-Guangxi Cooperation Pairing Assistance Activity", funds for the start-up or upgrading of industries were provided to the collaborating regions, with a total donation of RMB80,000.
- In 2023, a donation of RMB30,000 was made to support characteristic agricultural industries by providing targeted funding through the Bijiang District Charity Federation of Tongren City for the "Chinese Mesona Planting Project in Banliyuan Village, Chuandong Subdistrict", contributing to the development of local agricultural industrialization.

Talent revitalization

- As of the end of the Reporting Period, the Company provided over 300 types of positions, engaging key groups in employment, effectively improving livelihoods in supported areas, reflecting Zhaowei's "pragmatic and caring" culture.
- Through paired assistance activities, the Company provided vocational skills training or job-matching training, offering skills and employment support for rural talent.
- In 2022, Collaborated with the China Guangdong Lions Clubs on the "Nawan Village Poverty Alleviation and Education Assistance Charity Project", breaking the inter-generational transmission of poverty through educational support and laying the foundation for rural talent development.
- In 2025, a targeted donation of RMB30,000 was made to Tongren, Guizhou Province, to support the development of rural revitalization.
- In 2025, a donation of RMB50,000 was made to Anye Village, Yong'an Town, Du'an City, Guangxi Province, to support the development of rural revitalization.

Cultural revitalization

- In 2023, a donation of RMB50,000 was made to support events such as the "3rd Guangdong-Hong Kong-Macao Greater Bay Area Dragon Boat Race" and the "Dongguan Wangniudun Town Cultural Center Basketball Game", enriching rural cultural and sports life and promoting traditional culture.

Ecological revitalization

- In 2023, a donation of RMB200,000 was made to support rural greening initiatives by providing financial assistance for the "Green and Beautiful Liu Huang Town Project in Fengshun", contributing to the improvement of the rural living environment.

ESG Data Sheet

Governance

Economic Performance

Indicator	Unit	2025
Operating revenue	RMB 10 thousand	171,553.43
Total asset	RMB 10 thousand	431,779.04

Business ethics

Indicator	Unit	2025
Number of directors that have received training on anti-bribery and anti-corruption	Person	8
Percentage of directors that have received training on anti-bribery and anti-corruption	%	100
Number of management employees that have received training on anti-bribery and anti-corruption	Person	244
Percentage of management employees that have received training on anti-bribery and anti-corruption	%	100
Number of employees that have received training on anti-bribery and anti-corruption	Person	2,381
Percentage of employees that have received training on anti-bribery and anti-corruption	%	100
Average anti-bribery and anti-corruption training hours per director	Hour	2
Average anti-bribery and anti-corruption training hours per employee	Hour	1
Number of concluded corruption lawsuits against the issuer or its employees during the reporting period	No.	0

Data security and customer privacy protection

Indicator	Unit	2025
Number of confirmed incidents of customer data leakage, theft or loss	No.	0

Environmental

Climate Change Response

Indicator	Unit	2025
Scope 1 greenhouse gas emissions ¹	tCO ₂ e	405.19
Scope 2 greenhouse gas emissions (based on location) ²	tCO ₂ e	86,404.63
Scope 3 greenhouse gas emissions ³	tCO ₂ e	22,886.35
Total greenhouse gas emissions (Scope 1 and Scope 2) (based on location)	tCO ₂ e	86,809.82
Greenhouse gas emission intensity (Scope 1 and Scope 2) (per RMB 10 thousand of operation revenue) (based on location)	tCO ₂ e/RMB 10 thousand	0.51

¹ The calculation of Scope 1 greenhouse gas emissions was conducted with reference to ISO 14064-1:2018 and the *General Guidelines for Accounting and Reporting of Greenhouse Gas Emissions from Industrial Enterprises* (GB/T 32150-2015). It covers emissions arising from the combustion of natural gas, gasoline and diesel used in stationary combustion equipment and company-owned on-site mobile vehicles, and includes carbon dioxide (CO₂), methane (CH₄) and nitrous oxide (N₂O) as the greenhouse gases covered. Among these, the calculation of emission factors refers to the *China Energy Statistical Yearbook* and the *Guidelines for the Preparation of Provincial Greenhouse Gas Inventories*, while relevant parameters such as calorific values adopt the corresponding default values set out in the Guidelines.

² Indirect emissions from purchased electricity were calculated with reference to ISO 14064-1:2018 and *General guideline of the greenhouse gas emissions accounting and reporting for industrial enterprises* (GB/T 32150-2015), with carbon dioxide (CO₂) included as the greenhouse gas covered. The 2025 emission factors for purchased electricity were determined with reference to the *Announcement on the Release of 2023 Carbon Dioxide Emission Factors for Electricity*. Among these, the location-based emission factor was 0.530600 tCO₂e/MWh.

³ Scope 3 data includes Category 3 (Fuel- and Energy-related Activities), Category 5 (Waste Generated in Operations), Category 6 (Business Travel), and Category 7 (Employee Commuting). Considering the timeliness of accounting, the Scope 3 greenhouse gas emissions disclosed in this report cover only certain categories, while the full Scope 3 categories will be disclosed separately.

Energy Use

Indicator	Unit	2025
Natural gas consumption	m ³	18,278
Gasoline consumption	Liter	78,575.58
Diesel consumption	Liter	70,127.84
Purchased electricity consumption	MWh	162,843.26
Electricity consumption which generated from on-site photovoltaic power generation	MWh	1,090.05
Direct energy consumption ¹	MWh	3,043.98
Indirect energy consumption ¹	MWh	162,843.26
Total energy consumption ¹	MWh	165,887.24
Total energy consumption intensity (per RMB 10 thousand of operation revenue)	MWh/RMB 10 thousand	0.97
Total clean energy consumption	MWh	1,270.84
of which, natural gas consumption ²	MWh	180.79
of which, share of natural gas consumption	%	14.23

Indicator	Unit	2025
of which, solar energy consumption	MWh	1,090.05
of which, share of solar energy consumption	%	85.77

¹ The calculation of comprehensive energy consumption was conducted with reference to *General rules for calculation of the comprehensive energy consumption* (GB/T 2589-2020). The energy types covered include natural gas, gasoline, diesel, purchased electricity, and electricity generated from on-site photovoltaic power generation. Among these, direct energy comprises natural gas, gasoline, diesel, and electricity generated from on-site photovoltaic power generation, while indirect energy comprises electricity.

² The conversion of natural gas consumption was conducted with reference to *General rules for calculation of the comprehensive energy consumption* (GB/T 2589-2020).

Water Use

Indicator	Unit	2025
Total water consumption	m ³	36,578.50
Water consumption intensity (per RMB 10 thousand of operation revenue)	m ³ /RMB 10 thousand	0.21
Total water withdrawal	m ³	183,562
Total recycled water consumption	m ³	950
Percentage of recycled water consumption	%	1

Pollutant Emissions

Indicator	Unit	2025
Wastewater discharge		
Industrial wastewater discharge	m ³	133.90
Domestic wastewater discharge	m ³	146,849.60
Biochemical oxygen demand (BOD) discharge	t	71.81
Chemical oxygen demand (COD) discharge	t	488.29
Ammonia nitrogen (NH ₃ -N) discharge	t	4.41
Total phosphorus (TP) discharge	t	1.14
Total nitrogen (TN) discharge	t	0.51
Air pollutant emissions		
Total air pollutant emissions	m ³	5,022.22
Nitrogen oxides (NO _x) emissions	Kg	284.66

Indicator	Unit	2025
Particulate matter (PM) emissions	Kg	2,390.30
Non-methane hydrocarbons (NMHC) emissions	Kg	1,538.42
Other volatile organic compounds (VOCs) emissions	Kg	321.53

Waste Management

Indicator	Unit	2025
Total non-hazardous waste ¹	t	35.50
Non-hazardous waste intensity (per RMB 10 thousand of operation revenue)	t/RMB 10 thousand	0.00021
Total hazardous waste ¹	t	16.56
Hazardous waste intensity (per RMB 10 thousand of operation revenue)	t/RMB 10 thousand	0.00010

¹ Non-hazardous waste is treated through methods including recycling/reuse and other unspecified methods, with 54.9% of the total non-hazardous waste being recycled or reused. Hazardous waste is primarily treated using methods such as physicochemical treatment and cleaning.

Circular Economy

Indicator	Unit	2025
Total packaging materials used for finished products	t	467.32
Packaging materials used for finished products intensity (per RMB 10 thousand of operation revenue)	t/RMB 10 thousand	0.0027
Reused packaging materials for finished products	t	19.29
Percentage of reused packaging materials for finished products	%	4.13

Social

Innovation-driven Development

Indicator	Unit	2025
Number of R&D personnel	Person	522
Percentage of R&D personnel	%	21.9
R&D investment	RMB 10 thousand	17,430.31
R&D investment as a percentage of revenue from principal operations	%	10.16
Number of patent applications during the reporting period	No.	87

Indicator	Unit	2025
Number of patents granted during the reporting period	No.	60
Number of valid patents as of the end of the reporting period	No.	410
Number of invention patents applied in principal operations	No.	100
Number of software copyrights registered during the reporting period	No.	10
Number of trademarks approved during the reporting period	No.	6

Product Safety and Quality

Indicator	Unit	2025
Total number of complaints received regarding products and services	No.	57
Complaint resolution rate regarding products and services	%	100
Sales value of recalled products sold or delivered due to safety and health reasons	RMB 10 thousand	0
Percentage of products sold or delivered subject to recall due to safety and health reasons	%	0
Amount involved in major liability accidents relating to product and service safety and quality during the reporting period	RMB 10 thousand	0

Supply Chain Management

Indicator	Unit	2025
Total number of suppliers	No.	1,250
By geographical region	Number of suppliers in Mainland China	1,223
	Number of suppliers in Hong Kong, Macao, Taiwan and overseas regions	27
Number of suppliers subject to environmental and social impact assessments	No.	143
By assessment result	Number of suppliers that passed environmental and social impact assessments	143
	Number of suppliers identified as having actual and potential significant negative environmental and social impacts	0
	Number of suppliers agreeing to improvement measures after environmental and social impact assessments ¹	16

Indicator	Unit	2025
Total number of new suppliers during the reporting period	No.	143
Number of new suppliers screened using environmental criteria	No.	143
Percentage of new suppliers screened using environmental criteria	%	100

¹ The number of suppliers agreeing to improvement measures after environmental and social impact assessments refers to suppliers for which non-conformities were identified during the assessment process and that committed to undertaking rectification. This figure does not indicate that the relevant suppliers have actual or potential material negative environmental or social impacts.

Employee Rights and Benefits

Indicator	Unit	2025
Total number of employees	Person	2,381
By gender	Male employees	1,477
	Female employees	904
By employment type	Full-time employees under labor contracts	2,365
	Full-time dispatched employees	0
	Part-time employees	0
	Employees under other forms of employment	16
By age	Employees aged over 50	84
	Employees aged 30 to 50	1,525
	Employees aged under 30	772
By region	Employees working in Mainland China	2,379
	Employees working in Hong Kong, Macao, Taiwan and overseas regions	2
By employee category	Front-line employees	2,137
	Front-line management employees	92
	Middle management employees	89
	Senior management employees	63
Total number of management employees	Person	244
By gender	Male management employees	177
	Female management employees	67
Employee turnover rate ¹	%	30.01
By gender	Male employees	27.85
	Female employees	33.28
By age	Employees aged over 50	15.15
	Employees aged 30 to 50	25.75
	Employees aged under 30	38.19

Indicator		Unit	2025
By region	Employees working in Mainland China	%	30.03
	Employees working in Hong Kong, Macao, Taiwan and overseas regions	%	0

¹ The increase in employee turnover rate during the Reporting Period was mainly attributable to the impact of fluctuations in market demand during holiday periods on the Company's business, resulting in certain cyclical changes in order volume. Accordingly, the Group dynamically managed and adjusted its workforce size, which in turn affected the relevant indicator.

Employee Training and Development

Indicator		Unit	2025
Number of employee training sessions		No.	810
Total employee training expenditure		RMB 10 thousand	82
Employee training coverage		%	100
By gender	Male employees receiving training	%	62.03
	Female employees receiving training	%	37.97
By employee category	Front-line employees receiving training	%	89.75
	Front-line management employees receiving training	%	3.86
	Middle management employees receiving training	%	3.74
	Senior management employees receiving training	%	2.65
Average training hours received by employees		Hour	9
By gender	Average training hours received by male employees	Hour	9
	Average training hours received by female employees	Hour	9
By employee category	Average training hours received by front-line employees	Hour	8
	Average training hours received by front-line management employees	Hour	16
	Average training hours received by middle management employees	Hour	20
	Average training hours received by senior management employees	Hour	23

Occupational Health and Safety

Indicator		Unit	2025
Employee work-related injury insurance contribution		RMB 10 thousand	110.98
Employee work-related injury insurance coverage rate		%	100

Indicator		Unit	2025
Number of lost workdays due to work-related illnesses		Day	334.6
Number of work-related fatalities ¹		Person	0
Percentage of work-related fatalities ¹		%	0

¹ Deaths and death rate of employees due to work-related injuries in the past three years are both 0.

Social Contribution

Indicator		Unit	2025
Number of employee volunteer service		Person-time	193
Total hours of employee volunteer service		Hour	346
Average hours of employee volunteer service		Hour	9.5
Charitable donation amount		RMB 10 thousand	9.48
Total amount of community public welfare investment		RMB 10 thousand	9.48
By investment area	Education support investment	RMB 10 thousand	0.48
	Rural revitalization investment	RMB 10 thousand	9.00

◎ Benchmarking Index

Index table for the *Self-Regulatory Guidelines No. 17 for Companies Listed on Shenzhen Stock Exchange - Sustainability Report (For Trial Implementation)*

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	Article 21	Climate Change Response
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	Article 25	Climate Change Response ESG Data Sheet
	Article 26	Climate Change Response ESG Data Sheet
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Section 2 Pollution Prevention and Ecosystem Protection	Article 29	Environmental Compliance Management
	Article 30	Environmental Compliance Management Pollutant Emissions Waste Management
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	Article 37	Waste Management Circular Economy

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	Article 45	Supply Chain Management
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Section 4 Employee	Article 49	Employee Rights and Benefits Employee Training and Development Occupational Health and Safety
	Article 50	Employee Rights and Benefits Employee Training and Development Occupational Health and Safety ESG Data Sheet

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8.3 Strategic Planning and Working Mechanisms for Social Responsibility	ESG Governance
8.4 Disclosure of Social Responsibility Report	About the Report
8.5 Protection of Investor Rights	Governance Investor Rights Protection As of the end of the Reporting Period, the Company was not a company that had been trading below its book value for a long time
8.6 Protection of Employee Rights and Interests	Employee Rights and Benefits
8.7(I) Compliance with environmental protection laws and regulations and industry standards	Environmental Compliance Management

Clause	Section
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8.7(III) Natural resource use	Environmental Compliance Management Pollutant Emissions Waste Management
8.7(IV) Pollutant disposal	Environmental Compliance Management Pollutant Emissions Waste Management
8.7(V) Pollution prevention and control facility	Environmental Compliance Management Pollutant Emissions Waste Management
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8.8(I) Policies, objectives and results of environment protection	Environmental Compliance Management Climate Change Response Energy Use Water Use Pollutant Emissions Waste Management ESG Data Sheet
8.8(II) Total annual resource consumption	ESG Data Sheet
8.8(III) Environmental investment and environmental technology development	Environmental Compliance Management
8.8(IV) Management of pollutant discharges	Pollutant Emissions Waste Management
8.8(V) Construction and operation of environmental protection facilities	Environmental Compliance Management Pollutant Emissions Waste Management
8.8(VI) Waste treatment, disposal, recycling and comprehensive utilization of waste products	Waste Management Circular Economy

Clause	Section
8.8(VII) Voluntary agreements with environmental authorities	Not applicable
8.8(VIII) Rewards from environmental authorities	
8.8(IX) Other voluntary disclosures	Climate Change Response Circular Economy Energy Use Water Use Environmental Compliance Management Pollutant Emissions Waste Management Ecosystem and Biodiversity Protection ESG Data Sheet
8.9 Implementation of Environmental Protection Policies	Environmental Compliance Management
8.10 Disclosure of Environmental Information	Pollutant Emissions ESG Data Sheet During the Reporting Period, the Company was not a key unit under environmental supervision. The discharge of major pollutants was carried out in accordance with relevant laws and regulations to ensure that the treatment of wastewater, air emissions, and solid waste met the relevant environmental protection requirements.
8.11(I) Product safety laws and regulations and industry standards	Product Safety and Quality
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8.13 Science Ethics	Innovation-driven development

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8.14 Social Responsibility Report Contents	ESG Governance Employee Rights and Benefits Employee Training and Development Occupational Health and Safety Environmental Compliance Management Product Safety and Quality Customer Service Management Social Contribution Rural Revitalization

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B6.4	Product Safety and Quality
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B7.1	Business ethics
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B8.1	Social Contribution Rural Revitalization

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B8.2		ESG Data Sheet
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¹ The Company is currently in a business expansion stage, and its business scale and operational layout are still evolving. As certain key data and information required for climate scenario analysis are not yet sufficiently available, such as long-term climate projections relevant to the Company's assets and business operations, assumptions regarding industry transition pathways, and climate risk impact assessment models, the Company has not yet conducted climate change scenario analysis or quantitative analysis of climate-related financial impacts during the Reporting Period. As its business develops and relevant data become more complete, the Company will continue to enhance its capability to assess climate-related risks and opportunities, and will, in due course, conduct climate scenario analysis and quantify and disclose the current and anticipated financial impacts of climate-related risks and opportunities.

² During the Reporting Period, the Company made relevant investments to address climate-related risks and opportunities, including energy-saving technological upgrades, access to renewable electricity, and the continuous advancement of research and innovation. As the amounts of such expenditures involve information sensitive to the Company's future strategy and market competition, the Company has not disclosed the specific amounts for the time being to safeguard the interests of the Company and its shareholders. The Company will continue to optimize its management framework for climate-related risks and opportunities and, subject to regulatory requirements and the principle of commercial confidentiality, will improve the relevant disclosures in due course.

³ During the Reporting Period, the Company had not established an internal carbon pricing mechanism and therefore did not apply an internal carbon price in investment decision-making, business operations or risk assessment. At present, the Company remains in the process of progressively improving its climate-related management system. As the Company's climate management capabilities and relevant data foundation continue to improve, it will assess the feasibility of applying internal carbon pricing in its decision-making and risk management.

⁴ The Company's climate targets cover all seven greenhouse gases, including carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulfur hexafluoride (SF₆) and nitrogen trifluoride (NF₃). This target is not applicable to the Sectoral Decarbonization Approach.