2025

Environmental, Social and Governance Report

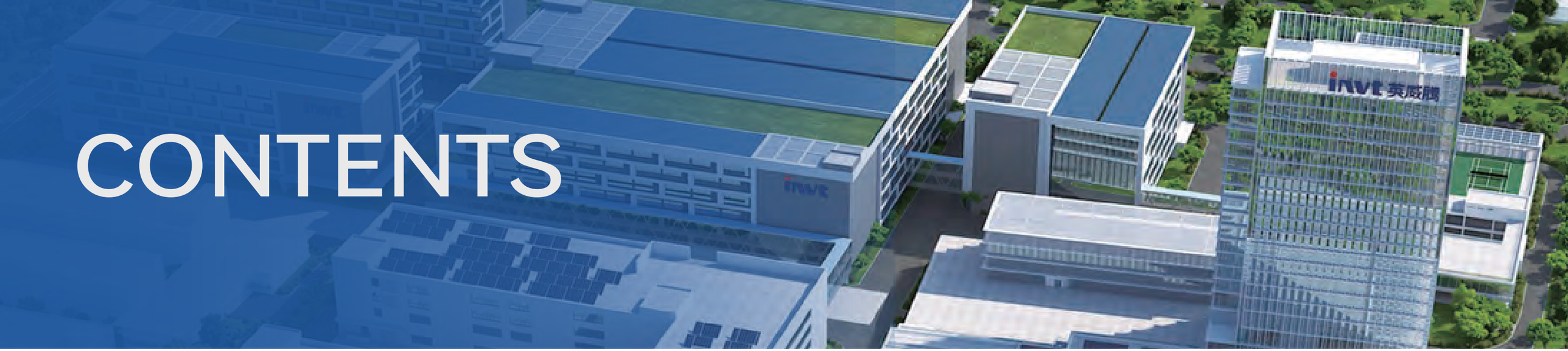
Shenzhen INVT Electric Co., Ltd.

Stock code: 002334

March 2026



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Report Preparation Statement

About This Report

This report is the first Environmental, Social and Governance (ESG) report of Shenzhen INVT Electric Co., Ltd. (hereinafter referred to as "INVT", "the Company" or "we"). The report outlines INVT's sustainability philosophy and policies, highlights the efforts in environmental protection, social responsibility, and corporate governance throughout 2025, and responds to the expectations and concerns of stakeholders.

Reporting Scope

The information disclosed in this report covers Shenzhen INVT Electric Co., Ltd. and its subsidiaries. Unless otherwise stated, the scope is consistent with that of the consolidated financial statements in the annual report of INVT (stock code: 002334.SZ).

Reporting Period

This is an annual report, and the information and data contained herein cover the period from January 1, 2025 to December 31, 2025. Any information or data that falls outside this period will be specified in the relevant sections.

Basis of Preparation

This report has been prepared based on the following guidelines and standards:
In accordance with the Self-Regulatory Guidelines No. 17 for Companies Listed on Shenzhen Stock Exchange — Sustainability Report (For Trial Implementation) (hereinafter referred to as the "SZSE Guidelines").

With reference to the GRI Sustainability Reporting Standards issued by the Global Sustainability Standards Board (GSSB) (hereinafter referred to as the "GRI Standards").
With reference to IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information (IFRS S1) and IFRS S2 Climate-related Disclosures (IFRS S2).

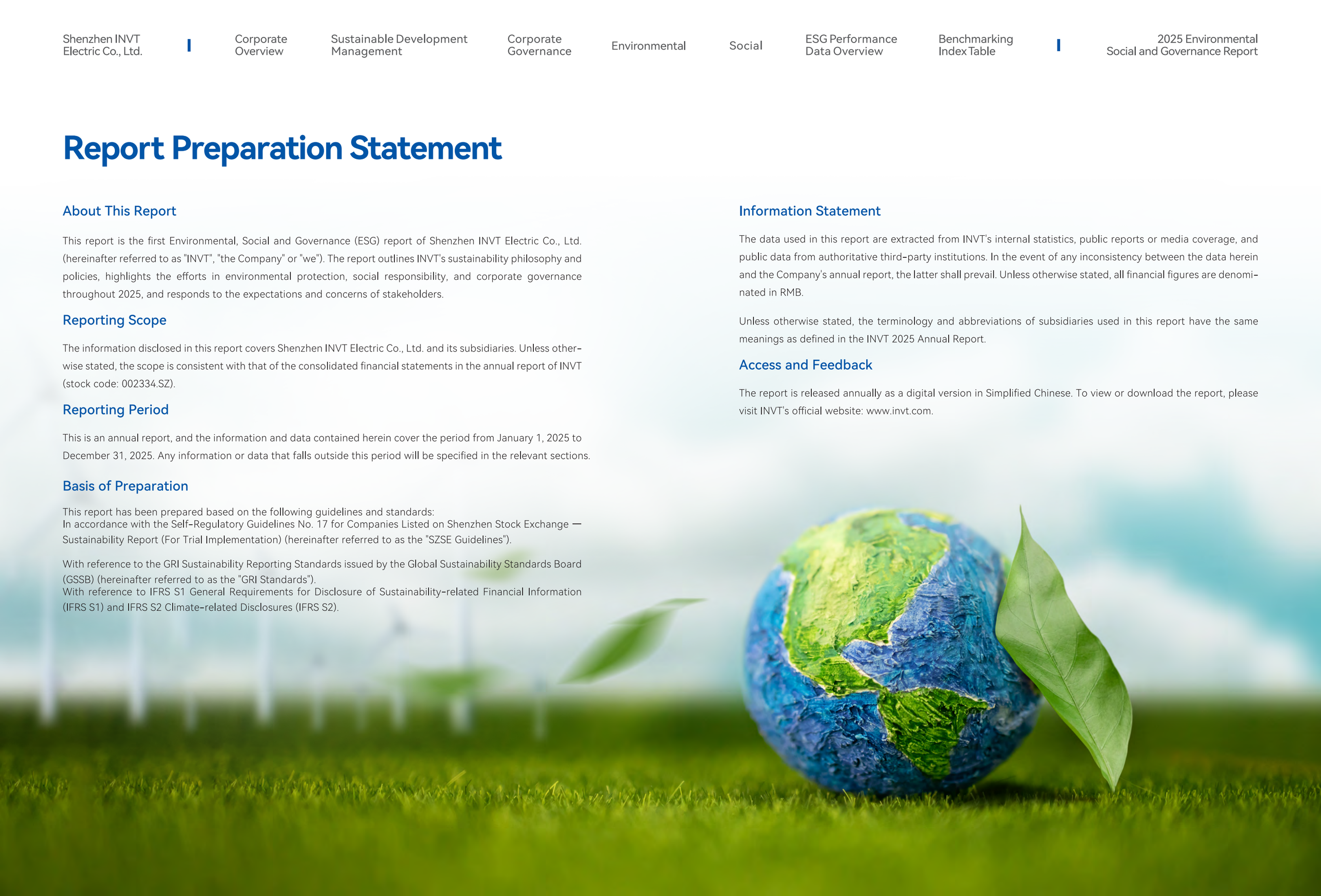
Information Statement

The data used in this report are extracted from INVT's internal statistics, public reports or media coverage, and public data from authoritative third-party institutions. In the event of any inconsistency between the data herein and the Company's annual report, the latter shall prevail. Unless otherwise stated, all financial figures are denominated in RMB.

Unless otherwise stated, the terminology and abbreviations of subsidiaries used in this report have the same meanings as defined in the INVT 2025 Annual Report.

Access and Feedback

The report is released annually as a digital version in Simplified Chinese. To view or download the report, please visit INVT's official website: www.invt.com.



Message from Chairman

The year 2025 marks the 23rd anniversary of INVT's founding and the release of our first ESG Report. After more than two decades of dedicated development in the industrial sector, INVT has remained steadfast in its core value of being "customer-centric". As the global industrial landscape undergoes a profound transformation, green, low-carbon, and digital technologies have emerged as the core drivers of high-quality manufacturing development. Against this backdrop, we have integrated sustainability into our corporate strategy, establishing a long-term mechanism to advance the coordinated development of ESG practices Meanwhile, INVT is committed to more than just responding to the national "Dual Carbon" targets. We aim to empower the industrial ecosystem through "AI+", upgrading industrial systems with intelligent technologies and optimizing energy utilization through smart solutions. With these tangible actions, we are dedicated to building a brighter future.

Persisting in innovation-driven development

Technological innovation serves as the core engine of INVT's growth. In 2025, the Company's R&D investment reached RMB 511 million, accounting for over 11% of the operating revenue, with a total of more than 1,800 authorized patents. Leveraging our robust R&D capabilities, we integrate green design philosophy throughout the entire product life cycle and maintain a comprehensive strategic layout across the four major business segments: industrial automation, network power, E-mobility, and PV & ESS.

We have launched high-efficiency variable frequency drives (VFDs) and servo systems to enhance energy efficiency in traditional manufacturing; developed highly reliable uninterruptible power supply (UPS) products and green data center solutions to support the low-carbon operation of digital infrastructure; introduced high-performance electric drive systems to advance the electrification of transportation; and provided high-efficiency inverters and smart energy storage systems to accelerate the large-scale application of clean energy.

Practicing low-carbon manufacturing

Green operation is a baseline requirement for fulfilling social responsibility. In 2025, the Company continued to advance the construction of green factories. The Suzhou Industrial Park was recognized as a "AAA Green Factory" and multiple core entities obtained ISO 14001 environmental management system certification. The Company actively promoted energy-saving and consumption-reduction measures, with an estimated energy saving of approximately 176 MWh in 2025. Simultaneously, we completed distributed PV power generation projects at both our Suzhou and Guangming industrial parks, with an annual power generation exceeding 1,202 MWh, consistently increasing the proportion of renewable energy usage.

Building a harmonious and responsible ecosystem

INVT has established an equal, diverse, and inclusive employment environment. Currently, we have 5,976 employees. Throughout the year, we conducted 1,363 training sessions, covering 33,000 training attendances, reflecting our commitment to employee skill enhancement and career development. Always guided by customer needs, INVT has established a full-lifecycle service system to enhance customer value through technological innovation and customized solutions. Regarding shareholder returns, INVT has implemented a stable profit distribution policy to effectively protect the rights and interests of investors. In supply chain management, we have integrated ESG factors into our supplier admission and evaluation systems, driving the collaborative green development of the upstream and downstream industrial chains. Furthermore, INVT is actively involved in rural revitalization and social public welfare, implementing PV-based rural development and water conservancy projects for public benefit in regions such as Shanxi and Ningxia, benefiting over 10,000 people and giving back to society through industrial strength.

Improving the governance system

Corporate governance is the fundamental guarantee for sustainable development. We have established a three-tier ESG governance framework featuring Board oversight, management-level coordination, and execution-level implementation, integrating climate-related risks, data security, and business ethics into our risk management system. In 2025, INVT continuously improved its internal control systems and enhanced the transparency of information disclosure, with no major violations of laws or regulations occurring throughout the year. We have attached great importance to the protection of investors' rights and interests, responding to market concerns through diversified communication channels and earning the trust of all stakeholders through standardized and transparent governance.

Looking ahead to 2026 and beyond, INVT will continue to adhere to a strategy that places equal emphasis on business growth and sustainable development. Based on our high-tech expertise and the realities of the manufacturing industry, we will solidly build our fundamental ESG capabilities and work with all stakeholders to contribute to a zero-carbon future:

- Environmental dimension: Continuously improve the carbon management system and steadily advance product carbon footprint accounting and operational energy conservation.

- Social dimension: Deepen employee care mechanisms, strengthen ESG synergy within the supply chain, and actively respond to customer needs.

- Governance dimension: Optimize ESG governance processes, enhance risk prevention and control levels, and ensure compliant operations.

The road ahead is long and arduous, but with persistent effort, the goal will be reached. INVT is committed to implementing sustainable development through pragmatic actions and driving green transformation through technological innovation, collectively creating a bright-

March 31, 2026



Huang Shenli

INVT Chairman

01

Corporate Overview

- ◎ Company Profile
- ◎ Corporate Honors
- ◎ Key Performance in 2025

Company Profile

About INVT

INVT (stock code: 002334.SZ), founded in Shenzhen in 2002, has built a business portfolio spanning four major segments: industrial automation, network power, E-mobility, and PV & ESS. As a leading company in China's intelligent manufacturing sector, INVT provides global customers with differentiated, professional, and customized products, solutions, and technical services through the deep integration of technology and industrial scenarios.

Vision, Mission and Values、Philosophy

Corporate vision

Become a world-leading and respected provider of industrial automation and energy power solutions.

Corporate mission

Do our utmost to provide cost-effective products and services, making our customers more competitive.

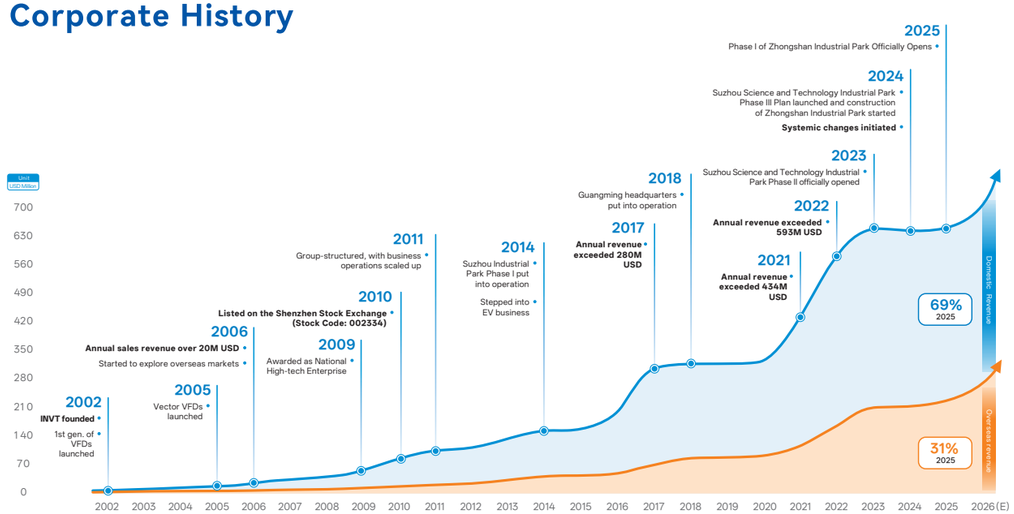
Core values

Customer success, performance orientation, openness and win-win, hard work and innovation.

Business philosophy

Sincerity and integrity, professionalism and aspiration.

Corporate History



Company Scale

INVT is a contributor to the formulation of multiple national standards for low-voltage and medium-voltage VFDs, leading the high-quality development of the industry through continuous technological innovation. Since its listing in 2010, INVT's revenue has grown from RMB 504 million to RMB 4.474 billion in 2025, demonstrating robust operational resilience and growth potential. As of the end of the reporting period, the Company's business footprint covers more than 120 countries and regions worldwide, serving over 100,000 customers and successfully delivering solutions applied in over 20 million project scenarios. With 5,976 employees, 20 controlled subsidiaries, and 5 major R&D and manufacturing bases, it has built an efficient, synergistic, and agile operating system. INVT consistently strengthens its core competitiveness, striving to become a trusted and long-term strategic partner for customers globally.

Operating revenue

RMB **4.474** billion

Global business presence

Across **120+** countries and regions

Cumulative customers served

100,000+

Total employees

5,976

Controlled subsidiaries

20

R&D and manufacturing bases

5

◎ R&D Strength

INVT adheres to an innovation-driven development strategy. As of the end of the reporting period, INVT employed 1,300 R&D personnel, accounting for 21.75% of the total workforce. In 2025, R&D investment reached RMB 511 million, representing 11.42% of revenue, maintaining a high level of R&D intensity. It has a total of 2,332 authorized intellectual property rights, including 390 invention patents applied in the main business and a total of 1,188 valid patents, consistently maintaining an industry-leading position in original innovation. Leveraging the comprehensive hardware technology platforms and advanced laboratories, INVT has established a full-process support system comprising a component database, preferred parts library, and failure analysis library. Furthermore, it has obtained multiple authoritative international certifications, including IATF 16949 (Automotive Quality Management), ISO 9001 (Quality Management), ISO 14001 (Environmental Management), and ISO/IEC 17025 (Laboratory Competence), providing a solid guarantee for high product quality and reliability.

R&D personnel

1,300

Accounting for 21.75% of total employees

R&D investment

RMB 511 million

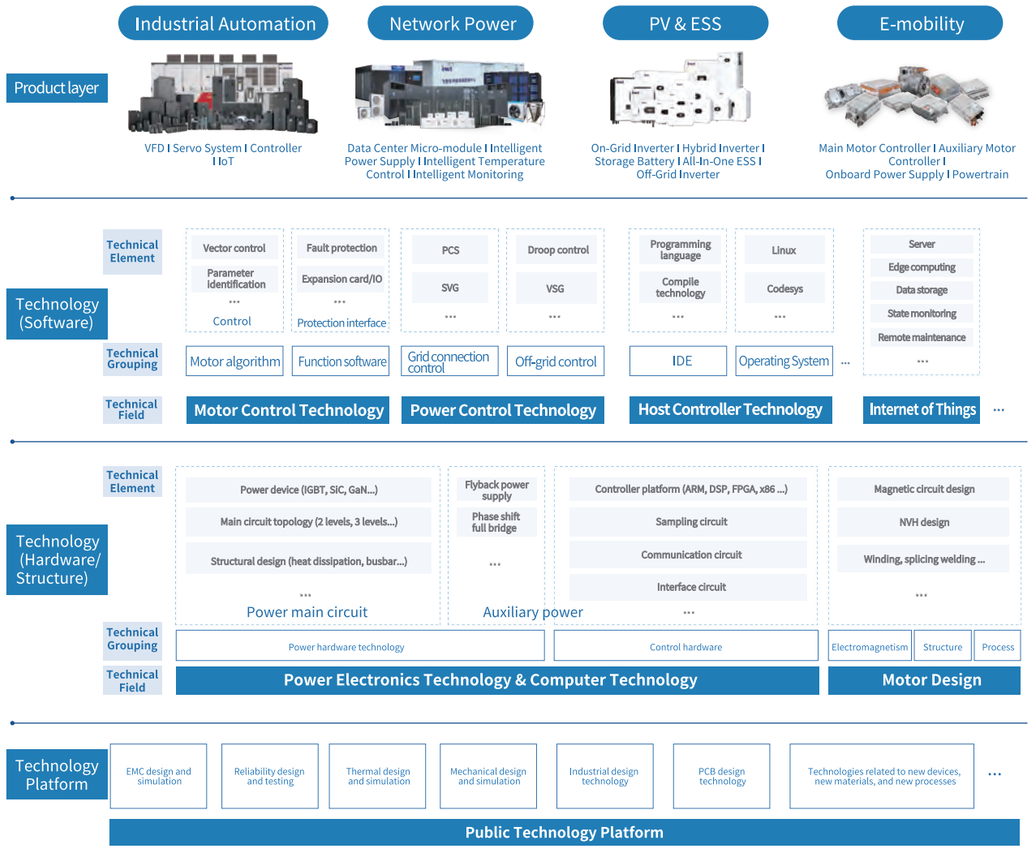
Accounting for 11.42% of operating revenue

Cumulative authorized intellectual property rights obtained

2,332

Total number of valid patents

1,188

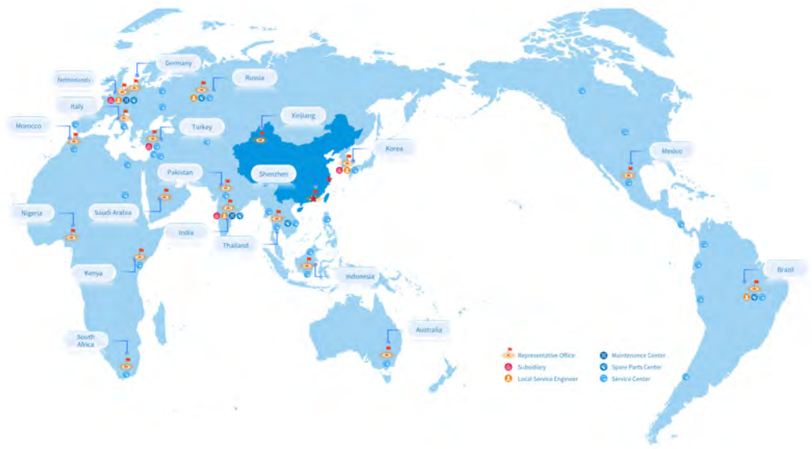




◎ Marketing and Service Network

INVT has constructed a multi-dimensional marketing and service system characterized by "global presence and local responsiveness". As of the end of the reporting period, the Company has established long-term strategic collaboration with more than 1,000 channel partners. It has set up 18 representative offices and five subsidiaries overseas to deepen its international presence, while expanding its domestic service network through more than 40 offices and 180 authorized service centers across China. Leveraging the robust support of our five major production and R&D bases in Shenzhen, Shanghai, Zhongshan, Suzhou, and Changsha, INVT has formed an efficient closed-loop integrating R&D, manufacturing, and service, enabling it to provide customers with rapid response, reliable delivery, and comprehensive technical support, and continuously enhancing their market competitiveness.

	Global Markets	Channel Partners	Service Centers
China	310+	109	
Asia Pacific	80+	12	
India	100+	10	
Central Asia	40+	5	
Middle East & North Africa	50+	4	
Southeast Europe	50+	3	
Northwest Europe	40+	1	
Africa	20+	5	
Americas	70+	12	



120+ Countries and regions

1000+ Channel partners

18 Overseas representative offices

5 Overseas subsidiaries

40+ Domestic offices

4 Major bases

180+ Authorized service centers

Corporate Honors

Green Manufacturing Honors

INVT actively responds to the national "Dual Carbon" strategy and continuously advances the construction of a green manufacturing system, achieving substantial results in energy conservation, emission reduction, and clean production.

2025 Jiangsu Provincial Advanced Intelligent Factory

INVT Power Electronics (Suzhou) was recognized as an Advanced Intelligent Factory of Jiangsu Province.

Suzhou AAA Green Factory

INVT Power Electronics (Suzhou) was recognized as a AAA Green Factory of Suzhou.

Green and Low-Carbon Industry Enterprise and Green Environmental Protection Demonstration Enterprise

INVT was awarded the titles of Shenzhen Green and Low-Carbon Industry Enterprise and Green Environmental Protection Demonstration Enterprise.

INVT Power System received a sustainability rating from the internationally recognized assessment platform EcoVadis and completed the third-party verification of greenhouse gas (GHG) emissions under the ISO 14064 standard.

Technological Innovation Honors

INVT importance on technological innovation, establishing a comprehensive R&D system and innovation mechanism and receiving multiple honors for technological innovation.

National High-Tech Enterprise

Since its initial recognition as a National High-Tech Enterprise, INVT has consistently maintained this qualification and benefited from national preferential tax policies. This reflects the Company's sustained investment and outstanding achievements in technological innovation.

Guangdong Engineering Technology Research Center

INVT Network Power's Guangdong Integrated Green Data Center Engineering Technology Research Center was recognized as a Guangdong Engineering Technology Research Center.

China Patent Excellence Award

INVT's invention patent, titled "A Climbing-Assistance Control Method, System, and VFD", was honored with the China Patent Excellence Award.

Guangdong Famous High-tech Products

Several products from INVT, INVT Power System, and INVT Network Power were recognized as Guangdong Famous High-tech Products, including: High-performance vector control medium-voltage VFDs, HR33 series (10–40 kVA) online rack-mounted UPS, HR31 series (15–20 kVA) rack-mounted UPS, and iWit series integrated small and medium-sized data centers.

Shenzhen Gazelle Enterprise

INVT Solar Technology and INVT Electric Vehicle Drive Technology were recognized as Shenzhen Gazelle Enterprises.

Industry Leadership Honors

INVT is deeply engaged in its core industrial sectors and continues to strengthen its ability to integrate and drive the industrial chain, playing a pivotal leading role within the industry.

Leading Enterprise in Strategic Emerging Industries in the Greater Bay Area
INVT was selected for the list of "Leading Enterprise in Strategic Emerging Industries in the Greater Bay Area".

Shenzhen Headquarters Enterprise Recognition
INVT was recognized as a Shenzhen Headquarters Enterprise.

Suzhou Chain Master Enterprise Cultivation
INVT Power Electronics (Suzhou) was included in the Suzhou Chain Master Enterprise Cultivation list.

Brand Building Honors

INVT adheres to a brand development strategy, continuously enhancing its brand influence and reputation.

Guangdong Provincial Key Trademark Protection List (INVT)
The INVT trademark was included in the Guangdong Provincial Key Trademark Protection List.

Shenzhen Famous Brand
INVT Power System was selected as a Shenzhen Famous Brand.

Guangdong Manufacturing Single-Product Champion
INVT Power System's modular UPS successfully passed the official reassessment for the "Guangdong Manufacturing Single-Product Champion".

Top 100 New Energy Storage Brands
INVT Solar Technology was selected as one of the Top 100 New Energy Storage Brands in China.

Social Responsibility Honors

INVT was awarded the "2025 Preferred Employer" by Zhilian Zhaopin.

INVT Power System obtained the Social Responsibility Management System Certification:
Its management system complies with the SA 8000:2014 standard.

Key Performance in 2025

Category	Metrics	2025	Unit
Economic performance	Revenue	4,473.95	RMB million
	Net profit attributable to shareholders of the listed company	208.33	RMB million
	Basic earnings per share	0.2589	RMB per share
	Total assets	6,298.15	RMB million
	Weighted average return on net assets	6.91	%
Environmental performance	Combined Scope 1 and Scope 2 GHG emissions intensity	3.8082	tCO2e/RMB million revenue
	Total renewable energy consumption	1202.26	MWh
	Amount of waste recycled and reused	1,428.43094	tonnes
	Total amount of waste disposed of	55.3743	tonnes
Social performance	R&D investment	510.75	RMB million
	R&D investment as a percentage of main business revenue	11.42	%
	Number of patent applications filed during the reporting period	250	items
	Annual investment in employee training	1,300.7	RMB thousand
	Social insurance coverage rate	100	%
	Number of occupational health and safety training sessions conducted	165	sessions
Governance performance	Number of independent directors on the Board	3	persons
	Number of investor research visits	4	times
	Number of major violations of laws and regulations	0	times

02

Sustainable Development Management

- Sustainable Development Management System
- Management of Material Topics
- Stakeholder Engagement Management
- Due Diligence Management

Sustainable Development Management System

◎ Governance Structure

The Company places strong emphasis on ESG governance. To improve the quality and scientific rigor of major decision-making and enhance ESG performance, the Company has established the Strategy and Sustainable Development Committee under the Board of Directors. This committee is primarily responsible for: researching and advising on medium- to long-term development strategies and major decisions; enhancing the Company's sustainable development capabilities; supervising the implementation of ESG initiatives; identifying and overseeing ESG-related risks and opportunities that may significantly affect the business; and guiding management in adopting appropriate countermeasures to address such ESG risks and opportunities.

The Company integrates ESG management into its daily operations and management. By improving its ESG governance structure, formulating core ESG strategies, strengthening stakeholder communication, and enhancing the management of ESG material topics, the Company continues to advance its ESG management capabilities and promote alignment between its sustainability philosophy, corporate strategy, and the needs of all stakeholders.

The Company has established a three-tier ESG governance structure, comprising Board oversight, management-level coordination, and execution-level implementation. This framework ensures that ESG responsibilities are clearly defined, effectively implemented at every level, and managed within a closed-loop system.

Governance level	Responsible body	Key responsibilities
Strategic decision-making and oversight level	Board of Directors, Strategy and Sustainable Development Committee	Assumes ultimate responsibility for ESG decision-making and oversight; approves ESG development strategies, medium-to-long-term goals, annual reports, and major resource allocations; monitors the effectiveness of ESG implementation and risk management; bears ultimate accountability for the Company's overall ESG management.
Management and coordination level	Executive Management Team (EMT)	Implements ESG strategic deployments from the Board; formulates annual ESG work plans, performance indicators, and budget proposals; coordinates cross-departmental ESG resource synergy; promotes the integration of ESG concepts into all business processes; assumes management responsibility for the achievement of annual ESG targets.
Execution level	ESG working group, promotion group, and various business departments/subsidiaries	The ESG working group is responsible for developing special action plans for various topics, advancing ESG implementation, data statistics, and information disclosure. The ESG promotion group handles daily cross-departmental coordination, progress tracking, and training/publicity. Departments and subsidiaries, as the final implementation units, are responsible for completing their respective ESG performance targets and reporting relevant data and information on a timely basis.

◎ Sustainable Development Strategy

To support the sustainable development and strengthen the ESG management capabilities, the Company has established six ESG strategic value pillars based on the corporate development strategy and industry trends: "Green Manufacturing & Energy Efficiency", "Technological Innovation & Product Leadership", "Circular Economy & Low-carbon Transition ", "Market Win-win & Ecosystem Synergy", "Risk Control & Global Compliance", and "People-oriented & Organizational Development".

Six ESG Strategic Value Pillars

Green Manufacturing & Energy Efficiency	Energy saving and decarbonization in production; optimization of energy efficiency; high-efficiency energy conservation.
Technological Innovation & Product Leadership	Continuous technological innovation; eco-friendly product design; intelligent manufacturing; energy saving and consumption reduction; protection of intellectual property rights.
Circular Economy &Low-carbon Transition	Full-chain circular economy; service-driven enablement of green circularity; driving decarbonization across the industry chain; carbon footprint management.
Market Win-win & Ecosystem Synergy	Building ecological partnerships; win-win cooperation; empowering customer growth; global vision with local layout; ecosystem synergy.
Risk Control & Global Compliance	Global compliance; risk management; anti-bribery mechanisms.
People-oriented & Organizational Development	Employee skill enhancement; workplace safety; employee incentives; data privacy protection.

◎ Management of Material Topics

INVT attaches great importance to the impact of the management of material topics on its sustainable development and conducts an annual materiality analysis. In 2025, the Company followed the requirements for "Materiality Analysis" set forth in the SZSE Guidelines and referred to the principles, methods, and processes of "Materiality Analysis" found in international sustainability disclosure rules and standards, including the GRI Standards, IFRS S1 from the International Sustainability Standards Board (ISSB), and EFRAG IG 1: Materiality Assessment Implementation Guidance from the European Financial Reporting Advisory Group (EFRAG). During the specific analysis process, the Company invited external experts to participate and evaluate the topics from the perspective of Double Materiality, namely financial materiality and impact materiality. Specifically, the evaluation dimensions for financial materiality include the likelihood of the impact occurring in the short, medium, and long term, as well as the extent of its financial impact. The evaluation dimensions for impact materiality include the likelihood of the impact occurring and its severity (including the scale, scope, and irremediable character of the impact). Meanwhile, the Company identified additional customized topics based on industry characteristics, its stage of development, its business model, and its position in the value chain, combined with standard benchmarking, policy analysis, and peer benchmarking.

◎ Double Materiality Analysis Process

Preliminary preparation

Conduct internal and external background research and identify key stakeholders (including shareholders, employees, customers, suppliers, government regulators, and communities). A preliminary topic pool is then established by combining standard benchmarking, policy analysis, and peer benchmarking.

Dual-dimensional assessment

Financial materiality focuses on the likelihood and extent of a topic's financial impact on the Company over the short, medium, and long term (such as revenue fluctuations, cost increases or decreases, changes in asset value, and risks of regulatory penalties). Impact materiality focuses on the likelihood, scale, scope, and irremediable character of a topic's impact on the rights and interests of stakeholders.

Scoring and standards

The Company adopts a 1–5 scale for the quantitative scoring of material topics. As core participants, the Company's management is deeply involved throughout the entire scoring process. After preliminary results are formed through cross-departmental reviews and and validation by external experts, the management independently scores the materiality value of each topic one by one. For disputed topics, the management provides comprehensive feedback, and all opinions and discussion processes are recorded and archived in detail. To ensure the professionalism and objectivity of the assessment, we assign differentiated weights to internal management opinions, external expert conclusions, and stakeholder feedback. This ensures the scoring results are fair and credible while strengthening the compliance and rigor of the analysis process.

◎ Topic Identification Results

In 2025, by combining standard benchmarking, policy analysis, and peer benchmarking, the Company initially identified and screened 23 material topics. These include 9 topics in the environmental dimension, 10 in the social dimension, and 4 in the governance dimension, specifically:

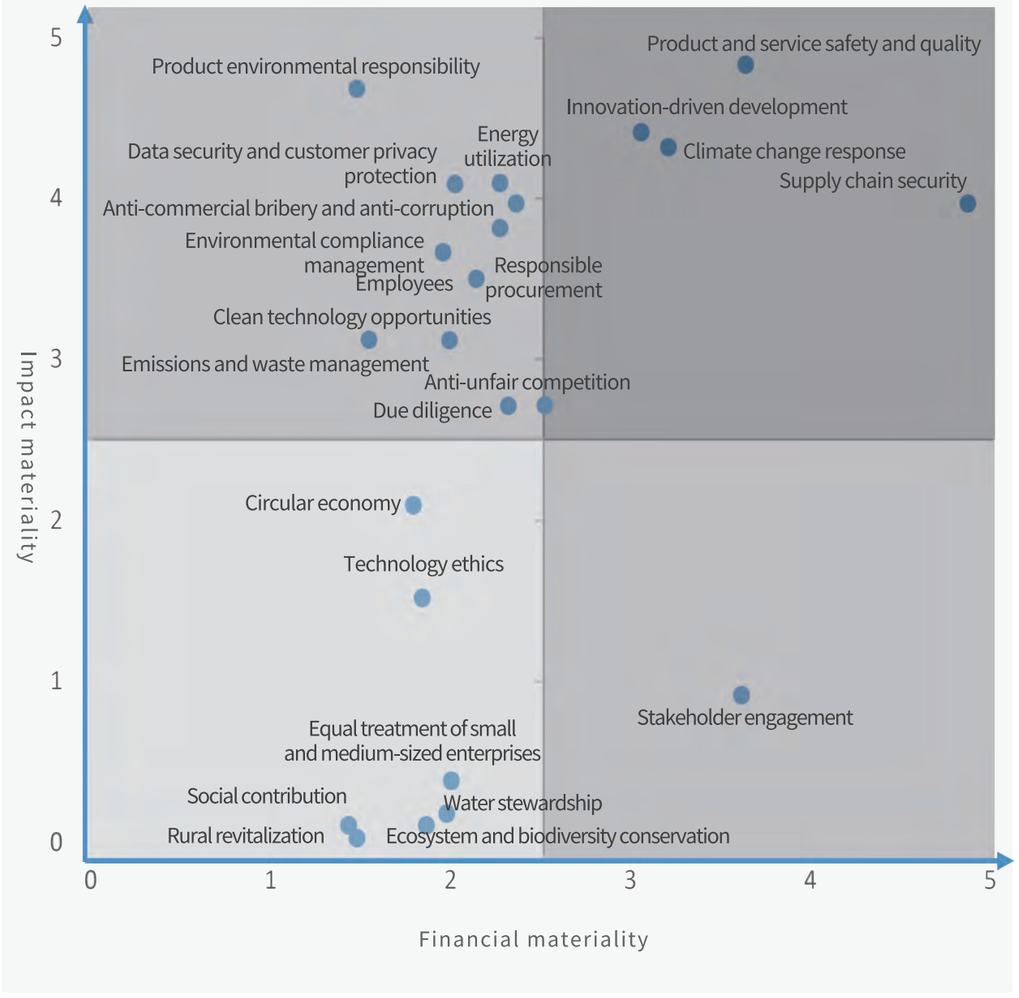
Environmental dimension	Climate change response, emissions and waste management, ecosystem and biodiversity protection, environmental compliance management, energy utilization, Water stewardship, circular economy, clean technology opportunities, and product environmental responsibility.
Social dimension	Rural revitalization, social contribution, innovation-driven development, technology ethics, supply chain security, responsible procurement, equal treatment of small and medium-sized enterprises (SMEs), product and service safety and quality, data security and customer privacy protection, and employees.
Governance dimension	Due diligence, stakeholder engagement, anti-commercial bribery and anti-corruption, and anti-unfair competition.



◎ Double Materiality Analysis Results

In 2025, through internal workshops and analysis by both internal and external experts, the Company constructed a four-quadrant matrix with "Financial materiality (low-high)" as the horizontal axis and "Impact materiality (low-high)" as the vertical axis. The distribution of the 23 initially identified and screened topics is as follows:

INVT 2025 Double Materiality Matrix



·Based on the scoring of each topic in terms of impact materiality and financial materiality, the identification results are as follows :

Quadrant II (Low financial materiality + high impact materiality) – topics with impact materiality (11 items):	Quadrant I (High financial materiality + high impact materiality) – topics with double materiality (4 items):
·Product environmental responsibility ·Energy utilization ·Data security and customer privacy protection ·Anti-commercial bribery and anti-corruption ·Responsible procurement ·Environmental compliance management ·Employees ·Clean technology opportunities ·Emissions and waste management ·Anti-unfair competition ·Due diligence	·Product and service safety and quality ·Innovation-driven development ·Climate change response ·Supply chain security
Quadrant III (Low financial materiality + low impact materiality) – topics with limited financial or impact materiality (7 items):	**Quadrant IV (High financial materiality + low impact materiality) – topics with financial materiality only (1 item):**
·Technology ethics ·Circular economy ·Equal treatment of SMEs ·Water stewardship ·Social contribution ·Rural revitalization ·Ecosystem and biodiversity conservation	·Stakeholder engagement

According to the requirements of the SZSE Guidelines, topics identified as having financial materiality will be disclosed in the report using the "Four Core Elements" framework Governance, Strategy, Risk Management and Metrics & Targets.

Stakeholder Engagement Management

The Company actively listens to the suggestions and expectations of stakeholders regarding our sustainable development strategies and practices, using them as a key reference for advancing our sustainability efforts. Based on our business characteristics and operational status, we have identified key stakeholders and continuously improved our diverse engagement mechanisms.

Stakeholder engagement results:

Stakeholders	Key topics of concern	Primary engagement channels
Shareholders and investors	• Innovation-driven development • Product and service safety and quality • Employees • Supply chain security • Corporate governance	• Investor hotline • Investor relations email address • SZSE interactive platform • Results briefing • Investor meetings • Brokerage strategy conferences • Shareholders' general meetings • Information disclosure
Customers	• Climate change response • Innovation-driven development • Product and service safety and quality • Supply chain security • Employees	• Routine communication and industry seminars • Exhibition partnerships • Technical exchanges at conferences • Summits and forums
Employees	• Employees • Anti-commercial bribery and anti-corruption • Product and service safety and quality • Data security and privacy protection	• Labor union and employee representative assemblies • Employee satisfaction surveys • Performance evaluation and communication • WeChat culture groups • Regular communication and training • Grievance and feedback mechanisms
Government and regulators	• Innovation-driven development • Corporate governance • Equal treatment of SMEs • Employees • Circular economy • Rural revitalization • Social contribution	• Information disclosure • Policy guidance • Work reports
Suppliers and partners	• Product and service safety and quality • Supply chain security • Innovation-driven development • Circular economy • Environmental compliance management • Anti-commercial bribery and anti-corruption	• Routine business exchanges • Formal meetings and forums (Supplier conferences, industry seminars, and more) • Supplier site visits • Supplier assessments • Internal supply chain governance meetings
Community the public	• Social contribution	• Community public welfare projects

Due Diligence Management

Within its sustainable development management system, the Company continues to improve its due diligence systems for both its own operations and the supply chain to meet the management needs of topics identified as having impact materiality or financial materiality. During the reporting period, the Company conducted the following regular due diligence activities:

Occupational Health and Safety Risk Assessment

The Company regularly conducts identification and assessment of occupational health and safety risks. We identify hazards through on-site inspections, employee feedback, and third-party testing. Using the Likelihood–Exposure–Consequence (LEC) method, we assess occupational health and safety risks and classify them into risk levels, forming a comprehensive hazard identification list and formulating corresponding control measures. For positions involving potential occupational hazards, the Company regularly conducts testing for occupational hazard factors to provide a factual basis for improving employee health management and protective measures.

Conflict Minerals Due Diligence

During the reporting period, the Company updated the Supplier ESG Commitment Letter, requiring new suppliers to sign a commitment to abstain from using conflict minerals, while actively encouraging existing partners to sign the updated version. In December 2025, the Company launched a conflict minerals survey covering 482 suppliers. As of December 31, 2025, 55 Conflict Minerals Reporting Template (RMI-CMRT) forms had been collected. No use of conflict minerals from sources outside the RMAP list was identified within the Company or among its suppliers.

Data Security Due Diligence

The Company has established and implemented a data security due diligence mechanism, with a scope covering all of its operational sites and gradually extending to high-risk and key suppliers. Regarding risk identification procedures, the Company conducts annual risk screenings of its own operations and key suppliers through ISO 27001 on-site audits, third-party certifications (such as ISO 14001 and ISO 9001), and reviews against Multi-Level Protection Scheme (MLPS) standards for cybersecurity. Risks are then categorized and assessed based on their probability of occurrence and potential impact. In response to identified risks, the Company urges relevant parties to develop Corrective Action Plans (CAP), provides necessary training and support, and tracks the progress and effectiveness of rectification efforts. For suppliers that repeatedly fail to meet standards or commit serious violations, the Company implements management measures, such as requiring rectification within a specified timeframe, to continuously enhance data security and supply chain resilience.

03

Corporate Governance

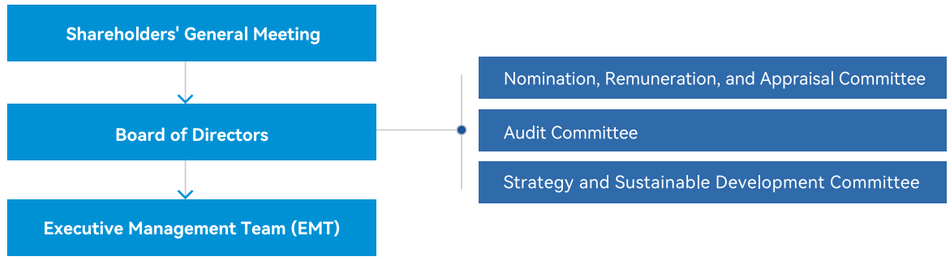
- Governance Structure
- Protection of Investor Rights and Interests
- Remuneration for Senior Management
- Risk Management
- Business Ethics

Governance Structure

INVT strictly complies with applicable laws and regulations such as 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 of the China Securities Regulatory Commission, and the Rules Governing the Listing of Stocks on Shenzhen Stock Exchange. We continuously optimize our governance structure and strengthen the internal control system to ensure standardized operations and enhance governance efficiency.

During the reporting period, the Company completed the formulation and revision of 21 governance policies, including the Articles of Association, the Rules of Procedure for the Shareholders' General Meeting, and the Management System for Information Disclosure. These updates clarify processes for information disclosure, investor communication, and risk management, establishing a comprehensive institutional guarantee system that covers all aspects of governance. This provides solid institutional support for managing the impacts, risks, and opportunities related to sustainable development.

In accordance with regulatory requirements, the Company has removed the Board of Supervisors from its governance structure and established a corporate governance framework consisting of the Shareholders' General Meeting, the Board of Directors, and the EMT. This restructuring optimizes the division of governance roles and responsibilities, enhancing the efficiency of decision-making and oversight related to sustainable development. Under the Board of Directors, the Company has established three specialized committees: the Nomination, Remuneration, and Appraisal Committee, the Audit Committee, and the Strategy and Sustainable Development Committee. The oversight functions previously held by the Board of Supervisors have been integrated into the Audit Committee. The Board of Directors and its specialized committees perform their respective functions in accordance with the Company's relevant rules and systems, providing robust support for scientific and strategic decision-making.





◎ Corporate Governance Structure

Shareholders' general meetings

- The the highest authority of the Company.
- The Company strictly adheres to the Articles of Association, the Rules of Procedure for the Shareholders' General Meeting, and other relevant regulations to convene and hold shareholders' meetings on a regular basis. These efforts effectively safeguard shareholders' right to be informed and right to participate. During the reporting period, the Company convened a total of 3 shareholders' meetings, where 16 resolutions were deliberated and approved.

Board of Directors

- The decision-making body for corporate operations and management.
- To ensure that the decision-making process is scientific, rational, and effective, The Company places strong emphasis on the diversity of the Board of Directors. We comprehensively consider factors such as gender, age, industry experience, and professional expertise to achieve an optimal composition of members, fully leveraging diverse backgrounds to support informed decision-making. The Board of Directors consists of 9 directors, including 3 independent directors and 1 female director. The members' expertise spans various professional fields, including industrial automation, automatic control, mechanical engineering, economics, and accounting. Their professional literacy and practical experience provide a solid foundation for the Board's scientific and efficient decision-making.

The Board has established three specialized committees: the Nomination, Remuneration, and Appraisal Committee, the Audit Committee, and the Strategy and Sustainable Development Committee, ensuring that decisions in key areas are both scientific and professional. During the reporting period, the Company convened 9 meetings of the Board of Directors and deliberated and approved 36 resolutions; convened 5 meetings of the Audit Committee and conducted preliminary reviews of 14 resolutions; convened 4 meetings of the Nomination, Remuneration, and Appraisal Committee and conducted preliminary reviews of 10 resolutions; and convened 1 meeting of the Strategy and Sustainable Development Committee and conducted a preliminary review of 1 resolution.

Protection of Investor Rights and Interests

INVT strictly complies with applicable laws, regulations and regulatory documents such as the Securities Law of the People's Republic of China, the Rules Governing the Listing of Stocks on Shenzhen Stock Exchange, and the Guidelines for Investor Relations Management of Listed Companies. We have established the Management System for Information Disclosure to build an efficient and transparent mechanism for protecting investor rights and interests. This ensures that all investors can exercise their rights fairly and justly while earnestly safeguarding the legitimate rights and interests of minority investors.

◎ Information Disclosure

During the reporting period, the Company strictly followed the requirements of relevant laws, regulations, and internal policies to ensure that information disclosure procedures were lawful and compliant, and that the content was true, accurate, and complete. We strive to ensure that all investors have fair and timely access to company information to protect their legitimate rights and interests. In 2025, the Company publicly disclosed 127 announcements and 6 "Investor Relations Activity Records" disclosure documents, with no instances of information disclosure violations. This fully demonstrates the Company's commitment to transparency and accountability.

◎ Investor Communication

Adhering to the principles of fairness, justice, and openness, the Company continuously strengthens its communication and engagement with investors. We have established an efficient and timely investor communication mechanism, engaging in active interaction through multiple channels, including the SZSE Easy IR platform, online results briefings, telephone, email, hosting investor meetings, and participating in brokerage strategy conferences. These efforts ensure that investors can obtain an objective, true, accurate, and complete understanding of the Company's operations, thereby enhancing their awareness of and trust in the Company. In 2025, the Company organized 4 investor meetings, hosting a total of 31 institutional investors. We responded to 262 investor inquiries via the Easy IR platform, held regular results briefings, and participated in brokerage strategy conferences on an ad hoc basis to provide timely responses to investor concerns and suggestions.

◎ Investor Returns

The Company strictly complies with the Articles of Association, the Shareholder Return Plan for the Next Three Years (2024–2026), and other relevant regulations, placing a high priority on the protection of investor rights and interests. In 2025, the Company implemented its 2024 profit distribution plan, distributing cash dividends of RMB 48.25 million. Additionally, the Company completed share repurchases totaling RMB 25.48 million. These actions reflect the Company's commitment to investor returns and its respect for shareholder interests.

Remuneration for Senior Management

The Company has established a reasonable performance-linked reward mechanism and constructed a comprehensive remuneration and incentive system that aligns with our strategic goals and operational needs. Through competitive compensation and diversified incentives, we aim to attract and retain top talent, empowering them to fully leverage their capabilities and driving the achievement of the Company's performance targets.

Senior management personnel serving the Company receive position-based remuneration according to their specific duties and relevant company regulations. The remuneration for senior management is initially reviewed by the Nomination, Remuneration, and Appraisal Committee of the Board and subsequently submitted to the Board of Directors for approval. This compensation structure consists of two components: fixed salary and variable performance bonuses. Fixed salaries are paid monthly, while variable performance bonuses are distributed in the following year.

2025 Remuneration Table for Senior Management

Name	Position	Total pre-tax remuneration received during the reporting period(RMB thousand)
Tian Huachen	Director, President, Chief Financial Officer	2,072.60
Yang Lin	Director, Vice President	1,682.90
Xu Tiezhu	Vice President	1,453.40
Zuo Taolin	Board Secretary	931.00
Total		6,139.90

Note: The "remuneration" disclosed here does not include equity incentives, and its composition is consistent with the remuneration reported in the annual report.



Risk Management

◎ Legality and Compliance

◎ Internal Control and Risk Management System

The Company strictly adheres to the Company Law of the People's Republic of China, the Basic Standard for Enterprise Internal Control, and relevant laws, regulations, and supporting guidelines to advance its internal control and risk management framework. Adopting a prevention-oriented approach that balances risks and opportunities, the Company embeds risk management into strategic formulation and daily operations. We maintain a clear division of powers and responsibilities, emphasizing management participation and collective decision-making mechanisms. Major decisions undergo collective research and thorough discussion by relevant units before implementation, ensuring that decision-making is scientific, transparent, and free of material deficiencies. To strengthen risk awareness across the organization, the Company conducts regular training through diverse online and offline formats. This initiative drives the integration of risk consciousness into all business processes, fostering a culture where every employee participates in and contributes to risk prevention and control. Simultaneously, the Company actively embraces transformation by leveraging digitalization to enhance risk control efficiency. Risk testing conducted this year indicates that the Company's operations are stable and robust, with no significant risks or major negative events that could impact the Company's business objectives.

◎ Compliance Management System

The Company has established a Legal and Compliance Department, responsible for building and improving compliance management systems, processes, and risk control mechanisms. Compliance management is deeply integrated into daily operations, with continuous optimization of the corporate management framework. The Company has established a mechanism for compliance risk identification, assessment, monitoring, and response, enabling timely screening, early warning, and disposal of potential compliance issues to ensure that business activities are lawful and compliant.

The Company is currently advancing its compliance framework from the ground up. By establishing policies such as the Legal Risk Management System, the Employee Code of Business Conduct, and the Contract Management System, we provide a solid institutional basis for compliant operations in key areas. During the reporting period, the Legal and Compliance Department established a normalized policy tracking and transmission mechanism to continuously monitor domestic and international regulatory dynamics. Through the publication of the Compliance and Risk Control Weekly and specialized interpretations for business departments, the Company ensures the timely delivery of key policy points and risk alerts, effectively enhancing the compliance awareness and rapid response capabilities of all employees. Looking ahead, the Company will continue to optimize its full-process management mechanisms covering risk identification, assessment, monitoring, and response, and promote the iterative upgrading and maturity enhancement of its compliance management system, thereby providing a solid foundation for its steady and high-quality development.

◎ Compliance Training and Compliance Culture Development

The Company has established a systematic legal and compliance training system, requiring employees to understand, observe, and comply with applicable laws, regulations, and internal rules, while carrying out capability building and cultural advocacy through diversified channels. The Legal and Compliance Department launched a legal empowerment program, covering topics such as contract risks, compliance procedures, codes of daily conduct, business ethics, and labor employment through special-topic articles, awareness videos, onsite training sessions, and online courses.

During the reporting period, the Company carried out targeted training programs for departments including the Human Resources Management Department and the Sales Management Department on topics such as labor law compliance empowerment, contract risk identification and prevention, and legal and compliance risks for Chinese high-end manufacturing enterprises expanding overseas, further strengthening employees' compliance awareness and practical capabilities in labor employment, contract execution, and cross-border operations.

The Company vigorously promotes a culture of compliance, requiring employees to proactively learn and adhere to compliance requirements, actively identify, report, and prevent compliance risks, reject and take the initiative to report misconduct, and assume responsibility for the compliance of their own conduct. Through ongoing training and culture development, the Company has effectively enhanced legal and compliance awareness among all employees, reduced legal and compliance risks, and safeguarded lawful, stable, and sustainable business operations.



◎ Intellectual Property Protection

The Company places strong emphasis on the management and protection of intellectual property. In strict compliance with applicable laws and regulations such as the Patent Law of the People's Republic of China and the Copyright Law of the People's Republic of China, it has formulated internal policies including the Intellectual Property Charter, Trademark Management Policy, and Copyright Management Policy. The Company continues to optimize its intellectual property management system and related processes, while encouraging independent innovation and the commercialization of core technological achievements. Through the establishment of incentive mechanisms, the Company recognizes and rewards innovation outcomes and intellectual property achievements, thereby stimulating innovation vitality across the organization.

The Company has established an Intellectual Property Group under the Legal and Compliance Department to coordinate the application, maintenance, operation, and dispute resolution of intellectual property rights such as patents, trademarks, and copyrights. The group is responsible for the planning, implementation, supervision, and coordination of intellectual property management, and strengthens the strategic deployment and risk prevention and control of intellectual property related to core technologies.

Business Ethics

◎ Anti-Commercial Bribery and Anti-Corruption

The Company strictly abides by national laws and regulations, including the Criminal Law of the People's Republic of China and the Company Law of the People's Republic of China, and has established an anti-corruption prevention and control system featuring institutional constraints, process supervision, and closed-loop management.

The Company has established and refined its Anti-Fraud Management Regulations, building a clear management mechanism spanning fraud control, whistleblowing, investigation, and disciplinary action. We strictly prohibit illegal acts such as bribery, corruption, money laundering, and fraud. Furthermore, policies such as the Employee Code of Business Conduct and the Accountability Management System have been formulated to define clear "red lines" for business conduct for all employees.

The Company has designated the Audit Department as the lead department for anti-corruption efforts. It conducts regular specialized audits and compliance reviews across the Company, focusing on high-risk areas and key business segments such as procurement, sales, investment, and financing to ensure early identification and precise prevention of potential risks.

During the reporting period, the Company maintained open and multi-channel whistleblowing platforms. Throughout the year, 1 anti-corruption report was received, with a 100% processing rate for whistleblowing complaints. Upon investigation, no instances of violations regarding laws and regulations related to corruption, bribery, extortion, or fraud were found, nor were any administrative penalties imposed by relevant authorities.

The Company continues to strengthen the culture of integrity and compliance. We have integrated anti-corruption, anti-fraud, and professional integrity education into our key initiatives for enhancing employee compliance capabilities. Moving forward, the Company will further strengthen all employees' awareness of self-discipline and their ability to perform duties compliantly through specialized training, case studies, and policy advocacy, thereby consolidating the ideological foundation of our anti-corruption work.

Primary whistleblowing channels

Whistleblowing Hotline	0755-23535612
Email	INVTAUDIT@INVT.COM.CN
Postal reporting address	Audit Department, Shenzhen INVT Guangming Technology Building, Songbai Road, Matian Street, Guangming District, Shenzhen
Postal code	518106



◎ Anti-Unfair Competition

Fair competition is a fundamental principle of the market economy and a vital foundation for the efficient operation of market mechanisms. The Company consistently adheres to the principle of fair competition and strictly complies with laws and regulations such as the Anti-Monopoly Law of the People's Republic of China and the Anti-Unfair Competition Law of the People's Republic of China. The Company firmly opposes monopolistic conduct and unfair competition practices such as commercial defamation, false advertising, and infringement of trade secrets, and actively safeguards a fair and orderly market environment.

The Company is committed to building core competitive advantages through technological innovation, product upgrades, and service enhancements, while respecting and protecting the legitimate rights and intellectual property of our competitors. To systematically prevent risks associated with unfair competition, the Company has established and continuously improved a full-process compliance management mechanism. We have formulated policies such as the Intellectual Property Risk Control Procedure, the Handling Mechanism for Intellectual Property Infringement Disputes, and the Employee Code of Business Conduct. These policies define standards for business conduct and all employees are required to sign compliance commitments. The Company strictly prohibits the illegal acquisition, disclosure, or use of competitors' trade secrets.

The Company implements mandatory compliance reviews for all external promotional materials and has published the Key Points for Advertising and Intellectual Property Compliance Review as an operational guideline. During the R&D project initiation stage, intellectual property risk screenings are embedded to strengthen risk prevention and control at the source. Additionally, the Company conducts tiered specialized training on advertising compliance for key positions, such as marketing personnel, to enhance the organization's awareness and execution of relevant policies and regulations.

The Company has established a specialized whistleblowing procedure, with the Legal and Compliance Department serving as the centralized point for receiving leads regarding infringement and unfair competition, while maintaining strict confidentiality of whistleblower information. By deeply integrating anti-unfair competition requirements into business operations, institutional processes, cultural advocacy, and oversight mechanisms, the Company prevents legal risks at the source and earnestly maintains a market order of fair competition.

During the reporting period, the Company experienced no major negative events involving administrative penalties resulting from unfair competition or monopolistic behavior.



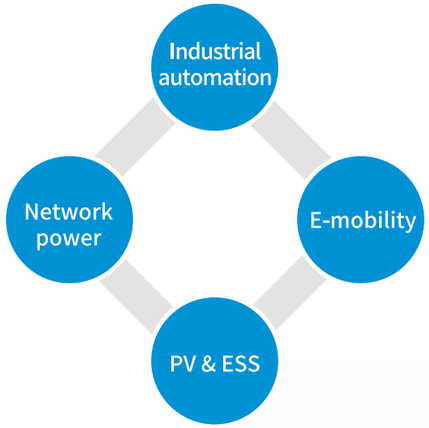
04

Environmental

- Climate Change Response
- Energy Utilization
- Water stewardship
- Emissions and Waste Management
- Product Environmental Responsibility and Circular Economy
- Clean Technology Opportunities
- Environmental Compliance Management

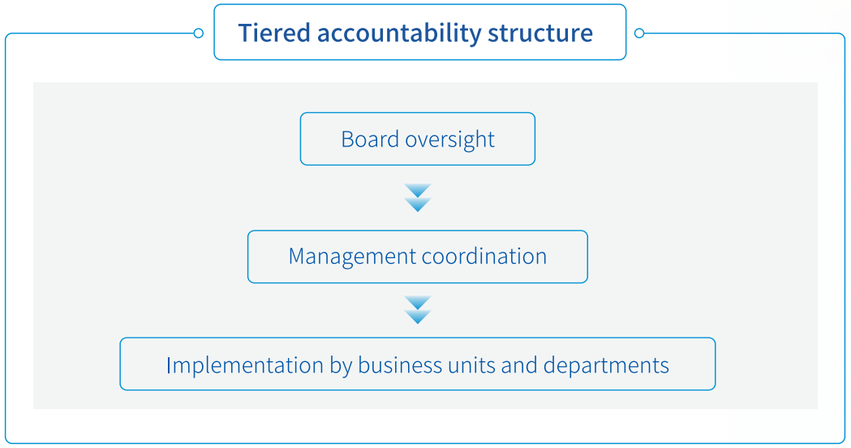
Climate Change Response

INVT is a national high-tech enterprise in the fields of industrial automation and energy and power. Our R&D, procurement, production, and sales activities, as well as the application of our products and solutions at customer sites, are all closely linked to climate change. Practicing our corporate mission, "Do our utmost to provide cost-effective products and services, making our customers more competitive", we are committed to embedding green development into our operations and advancing the low-carbon transition through green technologies. Climate change presents both risks and opportunities for our development. We have integrated climate considerations into our sustainable development environmental governance and daily operations management, covering our four major business segments: industrial automation, network power, E-mobility, and PV & ESS.



◎ Governance

The Company has established a tiered accountability structure featuring Board oversight, overall coordination by management, and implementation by business units and departments. Centering on the trends of green, low-carbon, intelligent, and digital transformation, this system clarifies decarbonization strategies, monitors annual progress, and coordinates resource investment and cross-departmental synergy. Currently, a regular reporting mechanism has been formed to include key climate-related issues within the scope of the annual sustainable development report. Furthermore, the Company has established internal and external communication channels to address matters related to climate change mitigation and adaptation in engagements with stakeholders.



◎ Strategy

The Company has integrated climate change considerations into its long-term development strategy. With decarbonization and efficiency improvement as its main priorities, it has developed short-, medium-, and long-term action pathways, prioritizing high-energy-consumption processes and key supply chains. Key mitigation actions include promoting energy efficiency improvement, process optimization, equipment upgrading, and renewable energy adoption. At the same time, the Company has implemented measures to strengthen facility resilience and supply chain resilience, improved emergency response plans and recovery mechanisms for extreme weather events such as high temperatures and heavy rainfall, and enhanced its adaptability to climate change. Looking ahead, the Company will collaborate with its supply chain on decarbonization initiatives, incorporate environmental compliance and low-carbon principles into supplier qualification, promote a greener industrial ecosystem and collaborative decarbonization across the value chain, and gradually incorporate decarbonization indicators into the evaluation system.

The Company closely monitors changes in the external environment, strategic adjustments, and business evolution, and regularly conducts systematic assessments of climate-related impacts, risks, and opportunities, based on which it updates its climate risk and opportunity matrix. Based on the assessment results, we continue to optimize our response strategies and improve our climate transition action plan. Meanwhile, we regularly carry out climate scenario analysis to review our climate adaptability and resilience over the short, medium, and long term, ensuring that resource allocation and action capabilities are sufficient to address various climate risks while actively capturing development opportunities arising from the low-carbon transition.



◎ Risk Management

The Company regards climate change as a critical factor where risks and opportunities coexist, integrating it into the Enterprise Risk Management (ERM) system and ensuring alignment with existing risk management processes. The Company conducts identification and assessment of climate-related risks and opportunities, covering its own operations as well as the upstream and downstream value chain, and designs corresponding response measures. In the short term, stringent carbon emission reduction policies and carbon pricing mechanisms have increased operational and supply chain costs, constituting clear transition risks. Meanwhile, these drivers are accelerating the market shift toward high-efficiency and electrification solutions, creating growth opportunities for the Company's energy-efficient products such as VFDs and servo systems. The Company plans to respond proactively through product R&D, supply chain greening, and digital services: integrating low-carbon design into the product life cycle, developing industrial software platforms with integrated carbon management functions, and collaborating with suppliers to reduce the value chain carbon footprint. These initiatives not only effectively manage compliance and cost risks but also drive the Company's transformation from a single-equipment supplier to a value-added service provider of comprehensive energy-saving and carbon-reduction solutions, reshaping and enhancing its core competitiveness in the low-carbon economy. Looking ahead, the Company will establish a hierarchical risk response mechanism, positioning various risks within a risk matrix based on their likelihood and potential impact, and implementing differentiated management and control measures accordingly.

◎ Climate-Related Risk Matrix

Risk type		Risk description	Potential impact analysis	Potential financial impact	Response measures
Physical risks	Acute physical risks	Impact of natural disasters	Extreme weather or geological disasters may damage plants, equipment, and logistics links, leading to production stagnation and delivery delays.	Increased operational costs	Strengthen disaster resistance standards for facilities, build backup logistics plans, and improve disaster early-warning mechanisms.
		Unstable energy supply	Abnormal climate conditions can trigger energy shortages and power rationing, disrupting production schedules.	Decreased operating revenue	Deploy backup energy sources, negotiate resilient power supply agreements, and optimize production shifts for off-peak power usage.
		Disruption of raw material supply	Disasters in source regions cause production cuts or supply interruptions of key raw materials, driving up costs.	Increased operational costs	Expand supply sources, establish safety stock, and support upstream suppliers in enhancing disaster resilience.
	Chronic physical risks	Sea level rise	The Company has facilities such as factories or warehouses in coastal areas. Rising sea levels may increase the risk of flooding, causing long-term damage to asset values and potentially increasing operating costs.	Decreased asset value and increased operational costs	Strengthen waterproof and moisture-proof measures; incorporate climate-related risk assessments into the site selection process for new operational sites.
		Rising temperatures	Sustained high-temperature weather may affect the performance and lifespan of the Company's products.	Increased operational costs	Incorporate additional heat dissipation and heat-resistance designs during R&D and production, leading to increased R&D and manufacturing costs.
		Electricity resource scarcity	Sustained high temperatures will increase the energy demand for cooling in office and production areas, raising electricity costs and potentially limiting production scale.	Increased operational costs	Optimize energy consumption structures, construct PV power generation systems, implement off-peak power usage, and develop contingency plans.
Transition risks		Policy and legal risks	New carbon emission policies and subsidy phase-outs increase compliance costs and impact businesses reliant on subsidies.	Increased operational costs	Closely monitor regulatory updates, flexibly adjust business layouts, and reserve funds for compliance.
		Market risks	As low-carbon awareness increases, customer behavior is changing accordingly, with customers showing a growing preference for greener, lower-carbon products and services. If the Company fails to adjust its product mix promptly to meet market demand, it may face inventory build-up and loss of market share.	Decreased operating revenue	Accelerate green product upgrades, enhance low-carbon branding, and precisely align with green market demands.
		Technology risks	New technologies and processes emerging continuously in the industry may render the Company's existing technologies and products obsolete. The Company therefore needs to continue investing in R&D resources to upgrade its technologies; otherwise, it may lose market share.	Increased operational costs and decreased operating revenue	Continue to make substantial investments in R&D and build industry-university-research partnerships to accelerate innovation.
		Reputation risks	Capital markets, customers and other stakeholders are increasingly focused on corporate climate action. Poor performance may damage reputation and financial results.	Decreased operating revenue	Formulate climate strategies, enhance information disclosure, and proactively demonstrate climate actions and achievements.

◎ Climate-Related Opportunity Matrix

Opportunity type	Opportunity description	Potential impact analysis	Potential financial impact	Response measures
Transition opportunities	Rise of emerging markets	Demand for new energy and energy-saving equipment is surging due to decarbonization mandates. This allows the Company to expand its business footprint and boost revenue.	Increased operating revenue	Accelerate the R&D and launch of new products; optimize sales channels to penetrate new markets.
	Technological collaboration window	Research institutions are increasingly focused on low-carbon topics. Collaboration can share R&D costs and outcomes, fostering new technologies and products.	Decreased operational costs and increased operating revenue	Proactively engage with research institutions, establish cooperation mechanisms, and co-promote low-carbon R&D innovation.
	Green finance support	Banks favor low-carbon projects. Leveraging green credit and bonds can secure low-cost capital and accelerate project implementation.	Improved access to financing	Organize low-carbon projects, match them with appropriate financial products, and actively seek green capital support from banks.
	Surge in demand for energy-efficient products	Tightening global carbon policies drives manufacturing equipment upgrades. The Company's high-efficiency VFDs and servo systems can directly help customers significantly reduce energy consumption and electricity costs. Market demand continues to expand, making them a core growth driver.	Increased operating revenue	Develop and promote energy-efficient products with authoritative energy-saving certifications; utilize "energy savings" as a core marketing metric.
	Electrification and clean energy integration	In scenarios such as the grid integration of intermittent energy sources including wind and solar power, and electric vehicle charging, precise power conversion and control are required. The Company's power conversion and energy storage control technologies can be applied to new energy infrastructure, opening up new market opportunities.	Increased operating revenue	Form specialized teams to develop solar inverters, energy storage systems, and hydrogen-specific controllers and solutions. Expand the new energy business segment.
	Digital carbon management	Customers face pressure regarding carbon accounting and reduction. The Company can embed energy monitoring and carbon analysis algorithms into its Industrial Internet platform to provide integrated "Automation + Carbon Management" services, creating high-value-added software and service revenue.	Decreased operational costs	Integrate carbon footprint tracking and energy efficiency optimization modules into existing industrial software platforms to provide subscription-based digital carbon management services for customers.
	Supply chain greening and resilience building	Downstream customers (such as automakers and export manufacturers) have established mandatory requirements for supply chain carbon footprints. By utilizing green electricity and providing low-carbon product certifications, the Company can become a preferred supplier, increasing order stickiness and potentially securing a price premium.	Increased operating revenue	Establish sustainable procurement standards and require core suppliers to disclose carbon data; accelerate the deployment of rooftop PV systems and obtain product carbon footprint certifications.
	Circular economy business model innovation	Resource scarcity and rising costs are driving the manufacturing industry to focus on the full product lifecycle. The Company can develop services such as equipment refurbishment, leasing, and energy efficiency management, shifting from "selling products" to "delivering energy-efficiency services" to build sustainable revenue streams.	Increased operating revenue	Establish a recycling and remanufacturing system for used equipment; pilot the "Energy Performance Contracting" (EPC) model to transition from an equipment manufacturer to a service provider.

◎ GHG Management and Climate Action Planning

The Company places strong emphasis on climate change response and GHG management. In 2025, as the first year of ESG reporting, we completed fundamental capacity-building and a baseline review of relevant data:

In accordance with ISO 14064 and the GHG Protocol standards, we completed our first-ever GHG inventory and accounting for Scope 1, Scope 2, and Scope 3 emissions across all organizations within the consolidation scope. This process identified our emissions profile and key areas of impact, establishing a solid data foundation for future management. Our majority-owned subsidiary, INVT Power System, organized a third-party independent verification of its 2025 GHG emissions, providing a practical model for the construction of the Company's overall carbon management system. We initiated research into measuring the energy-saving and emissions-reduction contributions generated by our products and solutions, including research into avoided emissions, and explored ways to demonstrate the decarbonization value created by our products beyond our own value chain.

GHG Emissions Performance:

Indicator	Unit	2025
Total GHG emissions	tCO_2e	1,183,479.11
Total Scope 1 emissions	tCO_2e	312.65
Total Scope 2 emissions	tCO_2e	16,725.18
Total Scope 3 emissions	tCO_2e	1,166,441.28
Total Scope 1 and Scope 2 emissions	tCO_2e	17,037.83
Combined Scope 1 and Scope 2 emissions intensity	tCO_2e/RMB million revenue	3.8082

The Company actively advances energy conservation and emissions reduction initiatives by introducing high-efficiency, energy-saving equipment, optimizing production processes, and promoting the use of clean energy to support green production. Leveraging its digital future factory and intelligent control systems, the Company has established a systematic facility management platform to enable green manufacturing. At the same time, it has further promoted green office practices through paperless operations, energy-efficient lighting, and low-carbon training for employees. In the field of green energy supply, the Company benefited from efficient power station operation and management, achieving 1,202 MWh of self-generated and self-consumed electricity in 2025, equivalent to a reduction of approximately 637.92 tonnes of GHG emissions, thereby contributing to climate change mitigation.

Taking into account that the Company is still at an early stage in GHG management, and to ensure that its targets are scientific, feasible, and actionable, the Company will advance its climate actions in phases:

2026–2028
Foundation-building and capability development phase

The Company will establish a normalized annual GHG emissions inventory mechanism, improve primary data coverage and data quality for Scope 1, Scope 2, and Scope 3 emissions, and build a carbon management system covering the entire organization. It will also strengthen professional carbon management capabilities by forming a dedicated team and establishing relevant systems and processes. In addition, the Company will complete carbon footprint assessments for its core products, identify emissions reduction potential at the product level, and provide a basis for subsequent target setting.

2029 and beyond
Target implementation and deep decarbonization phase

On the basis of completing system development, the Company will scientifically formulate and disclose its short-, medium-, and long-term GHG emissions reduction targets in line with China's "Dual Carbon" goals, industry trends, and its development strategy. It will also promote energy-saving technological upgrades in operations, expand renewable energy adoption, and work with the supply chain on coordinated emissions reduction, thereby gradually advancing the low-carbon transition of both its own operations and the entire value chain.

Guided by the principle of "progressive advancement with scientific rigor and pragmatism", the Company will continue to deepen its GHG management efforts. Once the system has matured, it will disclose quantified emissions reduction targets and action pathways at an appropriate time, and steadily move toward its low-carbon development goals.

Energy Utilization

Against the backdrop of the low-carbon transition, China has established clear near-term and long-term targets for the share of non-fossil energy consumption. The development of a new power system has also created new opportunities for the Company in renewable energy utilization and business development. In response to the national drive for energy conservation and decarbonization, the Company has taken multiple measures to advance energy management, build a sound energy management system, and support GHG emissions reduction.

◎ Energy Management

To better protect the environment, use energy and resources efficiently and responsibly, reduce operating costs, and promote sustainable development, the Company has formulated internal energy management policies and procedures, including the Resource and Energy Control Procedure, in accordance with relevant laws and regulations, clearly defining the responsibilities and management requirements of each department and position in energy and resource management.

With respect to the development and certification of its energy management system, the Company has continued to advance related efforts. During the reporting period, the Company's controlled subsidiaries, INVT Power System and INVT Network Power, obtained ISO 50001 energy management system certification, while INVT Power Electronics (Suzhou) successfully passed energy management system certification and was recognized as a AAA Green Factory of Suzhou. In addition, the Company places strong emphasis on strengthening employees' awareness of energy conservation and regularly conducts energy-saving awareness campaigns, effectively enhancing employees' awareness and skills in energy conservation.

Energy Utilization by the Company:

Operational stage	Energy type	Description
Production stage	Electricity	During the manufacturing process, various types of production equipment, such as automated production lines, testing instruments, and machining equipment, consume substantial amounts of electricity for operation.
	Fossil fuels	The transportation of raw materials, semi-finished products, and finished products during the production process consumes fossil fuels such as gasoline and diesel.
Office stage	Electricity	Office equipment, including lighting systems, computers, printers, copiers, air conditioners, and water dispensers, relies on electricity for operation.
	Fossil fuels	The Company's business vehicles consume fossil fuels such as gasoline and diesel.

Energy Management Performance:

Indicator	Unit	2025
Increase in the proportion of renewable electricity	%	0.06

◎ Energy-Saving Initiatives

The Company has established a comprehensive energy management process covering energy planning, procurement, utilization, and statistical analysis, forming a closed-loop management system. By leveraging its self-developed smart energy management system, the Company collects, analyzes, and processes massive volumes of data on electricity, gas, and other energy sources to enable refined energy management and improve energy efficiency. The Company has actively implemented energy-saving and consumption-reduction measures, including promoting the use of energy-efficient lighting, replacing air-conditioning systems with magnetic-bearing central air-conditioning systems, installing elevator energy regeneration systems, and introducing variable-frequency control for central air-conditioning, secondary water supply systems, and production equipment. In 2025, the Company estimated annual electricity savings of approximately 176 MWh.

In the production process, the Company has optimized management through technological innovation by adopting an energy-regenerative loaded aging process in production testing. At the same time, it applies automated equipment and intelligent control systems to achieve refined control over production processes, effectively reducing energy waste.

To expand the use of renewable energy, the total renewable energy consumption during the reporting year reached 1,202 MWh, while the total electricity procurement amounted to 31,521 MWh, with renewable electricity accounting for 3.67% of total electricity consumption.

As of the end of the reporting period, the total installed capacity of renewable energy generation facilities within the Company's operational scope (including the Suzhou Industrial Park and Guangming Industrial Park) reached 1.4 MW.

◎ Energy Consumption

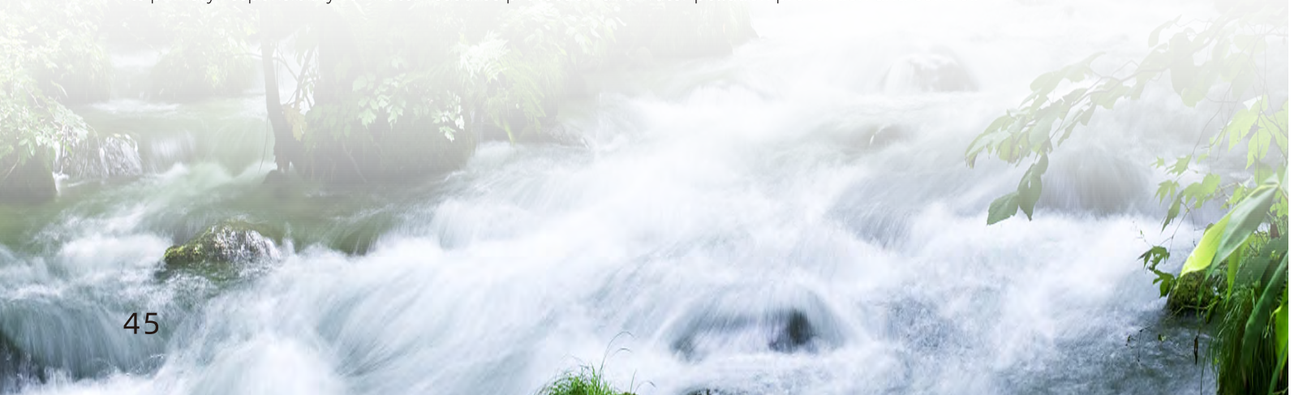
Energy Consumption Performance:

Indicator	Unit	2025
Total renewable energy consumption	MWh	1,202.26
Percentage of renewable energy consumption	%	3.52
Installed capacity of self-generated and self-consumed distributed power stations	MW	1.4
Energy intensity	tce/RMB million revenue	0.94

Water Stewardship

The Company fully recognizes the importance and scarcity of water resources as a key factor of production. In strict compliance with laws and regulations such as the Water Law of the People's Republic of China and the Regulations on Water Conservation, the Company has comprehensively advanced the conservation and efficient utilization of water resources. In accordance with water stewardship management requirements, the Company has installed automatic flow meters on all office floors, regularly collected water consumption data, and incorporated water costs into the cost accounting of each department, thereby strengthening water-saving accountability across departments. For water use in office areas, the Company gives priority to certified water-saving facilities and equipment, has uniformly installed sensor-activated faucets, and arranges dedicated personnel to conduct daily inspections and promptly repair issues such as dripping and leaking taps, thereby reducing water waste at the source. For production and landscaping water use, the Company actively promotes the reuse and recycling of process water and adopts various measures to improve the recycling rate of industrial water, thereby further reducing freshwater withdrawal and wastewater discharge. For landscaping purposes, the Company has also established a dedicated rainwater harvesting system. The Suzhou Industrial Park collects approximately 250 cubic meters of rainwater annually, effectively substituting for municipal water use and reducing reliance on public water resources. In addition, the Company places strong emphasis on fostering a water-saving culture among all employees. On the one hand, it provides specialized training on water efficiency management to enhance employees' professional awareness of Water stewardship. On the other hand, through various forms of communication, such as posting promotional slogans and disseminating awareness materials via the office automation (OA) system, the Company promotes knowledge of Water stewardship and environmental protection, motivates employees to participate actively in water-saving initiatives, and encourages them to proactively identify water-saving issues and propose innovative solutions in their daily work, thereby creating a company-wide atmosphere of participation in Water stewardship.

In terms of Water stewardship and wastewater discharge management, all domestic wastewater generated by the Company is pretreated through septic tanks before being discharged into the municipal sewer network. During the reporting period, the Company's total wastewater discharge amounted to 219,564 cubic meters. In the sheet metal spray-coating production process of Zhongshan INVT Precision Technology, approximately 40 cubic meters of industrial wastewater are generated per day on average. After being reused through a three-stage overflow process, the wastewater is treated in the self-built wastewater treatment facilities, which have a designed treatment capacity of 80 cubic meters per day, before being discharged into the municipal sewer network. The Company has established a routine water quality monitoring mechanism. Wastewater testing is conducted quarterly at the Suzhou and Zhongshan parks, and annually at the Guangming park. Testing indicators include potential of hydrogen, chemical oxygen demand (COD), five-day biochemical oxygen demand (BOD5), ammonia nitrogen, and suspended solids, among others, and all test results comply with national and local discharge standards. Through standardized Wastewater management, circular water-use management, and routine water quality monitoring, the Company ensures that all types of wastewater are discharged in compliance with applicable standards and properly handled. By adopting refined full-process management, the Company safeguards regional water environment safety and effectively fulfills its primary responsibility for water resource protection and water pollution prevention and control.



Water Stewardship Performance Performance:

Indicator	Unit	2025
Total water withdrawal	m^3	244,210
Water consumption at operating sites located in water-stressed areas	m^3	0
Total wastewater discharge	m^3	219,564
Total water consumption	m^3	24,646
Water withdrawal intensity	m^3/RMB million revenue	54.58



Emissions and Waste Management

The Company strictly complies with laws and regulations such as the Environmental Protection Law of the People's Republic of China, the Law of the People's Republic of China on the Prevention and Control of Atmospheric Pollution, the Law of the People's Republic of China on the Prevention and Control of Water Pollution, and the Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste. It implements pollution prevention and control measures to ensure that wastewater, exhaust gas, and noise are discharged in compliance with applicable standards and that solid waste is disposed of in a compliant manner. During the reporting period, the Company formulated an environmental self-monitoring plan covering wastewater, exhaust gas, boundary noise, and other items, and carried out self-monitoring as required. All monitoring results met the relevant standards, and there were no cases in which the Company was subject to material administrative penalties or criminal liability for pollutant emissions. The Company's production and operating activities did not have any material impact on ecosystems or biodiversity.

◎ Waste Management Practices

The Company places strong emphasis on waste discharge management and is committed to building a green manufacturing system and promoting the development of a circular economy. It continues to optimize its waste management mechanisms to ensure compliance with local environmental regulations and to achieve coordinated development of economic and environmental benefits. Through technological innovation and process improvement, the Company strives to minimize waste generation and improve resource utilization efficiency while ensuring product quality.

The Company strictly complies with applicable laws and regulations and has established internal management systems, including the EHS Management System, the Environmental Protection Management Provisions, and the Environmental Monitoring Control Procedure. It adopts full-process waste management measures, forming a closed-loop management system from source control to end-of-life disposal. At the waste generation stage, the Company reduces waste generated during production by optimizing processes, upgrading technologies, and promoting cleaner production methods. For waste that is generated, the Company has established a waste segregation and collection system and entrusts qualified third-party agencies to handle waste disposal. All waste transfer processes are carried out in strict compliance with relevant national regulations and do not adversely affect employee health or the environment of residents surrounding the Company's operating sites. The Company continues to strengthen standardized full-process control over hazardous waste, strictly implementing requirements for hazardous waste classification, identification, and record management, thereby achieving a 100% collection rate for hazardous waste. It has also established a full life-cycle environmental supervision system covering generation, collection, storage, transfer, and disposal, ensuring a 100% compliance rate for hazardous waste management throughout the entire process, continuously enhancing the effectiveness of integrated waste governance, and comprehensively improving its environmental management standards and green operational quality.

The Company has established a detailed emergency response plan for environmental incidents and regularly organizes emergency drills to ensure a rapid and effective response in the event of an accident. Each year, the Company provides professional training for waste management personnel and relevant employees, covering topics such as management systems and emergency response plans, so as to comprehensively enhance environmental awareness and emergency response capabilities.

Through the strict implementation of waste disposal and emissions reduction measures, the treatment of both non-hazardous and hazardous waste complies with relevant national and local environmental protection standards. During the reporting period, 100% of the Company's non-hazardous and hazardous waste was treated in compliance with applicable requirements, and no environmental pollution incidents resulting from waste disposal occurred.

During the reporting period, the Company and its subsidiaries conscientiously complied with environmental protection laws and regulations and actively fulfilled their social responsibilities for ecological and environmental protection. There were no cases of administrative penalties arising from environmental issues. In accordance with environmental protection requirements and applicable testing standards, the Company formulated and completed an environmental monitoring plan, and all pollutants were discharged in compliance with the relevant standards.

◎ Non-Hazardous Waste

In accordance with relevant laws and regulations, the Company has clearly defined waste classification standards, management responsibilities, disposal procedures, and supervision mechanisms at the institutional level to ensure the effective implementation of all control requirements. The Company fully assesses the reuse value of non-hazardous waste and ensures compliant disposal of waste that cannot be reused.

For general industrial solid waste such as waste paper, plastics, and scrap metal, the Company entrusts qualified recycling companies to carry out recycling and reuse. In 2025, the Company recycled and reused approximately 1,428 tonnes of general industrial solid waste, achieving a recycling and reuse rate of 100% and generating resource recovery income of approximately RMB 6.8 million. Domestic waste, kitchen waste, and other municipal solid waste are collected and treated uniformly by the sanitation authorities.

◎ Hazardous Waste

For hazardous waste, the Company implements more stringent control measures. While complying with relevant national regulations on hazardous waste management, the Company actively explores ways to reduce the generation of hazardous waste through process optimization and source reduction. Hazardous waste that is generated is entrusted to qualified professional disposal service providers for compliant treatment. The Company has established a full-process control system covering key stages such as waste identification and collection, discharge management, selection of qualified service providers, and the formulation of dedicated emergency response plans.

The Company applies closed-loop management to hazardous waste generated during the production process, including waste hazardous chemical containers, spent activated carbon, and waste paint sludge. It has established dedicated electronic records and assigned designated personnel for control and management, while setting up dedicated storage areas that meet requirements for seepage prevention, leak prevention, and loss prevention. All hazardous waste is entrusted to qualified third-party entities with lawful disposal qualifications for compliant treatment, and the hazardous waste transfer manifest system is strictly implemented. During the reporting period, all hazardous waste was handled under the manifest system and disposed of in 100% compliance, with no environmental risk incidents such as hazardous waste leakage, illegal discharge, or unlawful transfer.

Waste Management Performance:

Indicator	Unit	2025
Waste generation intensity	tonnes/RMB million revenue	0.3317
Non-hazardous waste generation intensity	tonnes/RMB million revenue	0.3193
Hazardous waste generation intensity	tonnes/RMB million revenue	0.0124
Amount of waste recycled and reused	tonnes	1,428.43094
Amount of non-hazardous waste recycled and reused	tonnes	1,428.43094
Total amount of waste disposed of	tonnes	55.3743
Amount of hazardous waste disposed of	tonnes	55.3743

◎ Exhaust Gas and Wastewater

The Company strictly complies with the requirements of laws and regulations such as the Environmental Protection Law of the People's Republic of China, the Law of the People's Republic of China on the Prevention and Control of Atmospheric Pollution, and the Law of the People's Republic of China on the Prevention and Control of Water Pollution. It continues to drive the management of exhaust gas and wastewater emissions toward refinement, digitalization, and green transformation, has established a full-process pollutant control system, and ensures the stable discharge of all pollutants in compliance with applicable standards.

◎ Exhaust Gas Treatment

The Company has established a full-process exhaust gas control system covering source prevention, process control, and end-of-pipe treatment. At the source prevention stage, it reduces pollutant generation at the source by improving spray-painting processes and adopting low-VOC UV coatings. At the process control stage, it strengthens workshop enclosure, carries out exhaust duct upgrades, and installs collection hoods at key workstations such as welding and dispensing to enable efficient collection and centralized treatment of exhaust gas and reduce fugitive emissions. At the end-of-pipe treatment stage, the Company has equipped its operations with multiple high-efficiency treatment facilities, including Regenerative Catalytic Oxidation (RCO), activated carbon adsorption, water scrubbing, and filter-cartridge dust removal systems. It regularly evaluates their operating performance and promptly replaces filter media to continuously improve treatment efficiency.

The Company has established enclosed exhaust gas collection systems for volatile organic compounds (VOCs), soldering fumes, particulate matter, and other exhaust gases generated during the production process. It also engages qualified third-party professional institutions each year to carry out exhaust gas monitoring regularly, ensuring that emission concentrations remain below national and local emission standards.

◎ Wastewater Management

The Company places strong emphasis on wastewater control and has established the Wastewater Treatment Control Procedure to strictly implement management requirements for wastewater treatment and the separation of stormwater and sewage. Domestic wastewater is discharged into the municipal sewer network after pretreatment, while industrial wastewater is collected separately and treated through dedicated processes at the self-built wastewater treatment facilities. By utilizing a combined physicochemical + biochemical + Membrane Bioreactor (MBR) treatment process, the Company ensures that all water meets discharge standards before release, thereby achieving comprehensive management of water environment risks.

Exhaust gas and wastewater emissions performance:

Indicator	Unit	2025
Total exhaust gas emissions	m^3	289,909,280
Exhaust gas emissions intensity	m^3/RMB million revenue	64,799.3943
Total wastewater discharge	m^3	219,564
Wastewater discharge intensity	m^3/RMB million revenue	49.0761

Product Environmental Responsibility and Circular Economy

Targeting application scenarios such as industrial automation, energy storage, data centers, and new energy vehicles, the Company provides green solutions including VFDs, UPS systems, energy storage systems, and powertrains. Through high-efficiency designs, intelligent control technologies, and circular economy models, it creates long-term value for customers. In terms of resource reuse, the Company promotes waste valorization and reduces resource consumption through recycling, remanufacturing, and closed-loop systems. By optimizing production processes and adopting energy-efficient equipment, it achieves significant energy-saving benefits and lowers operating costs. At the same time, through the application of clean energy and decarbonization technologies, the Company reduces its environmental footprint, thereby forging a green development path that is low-carbon, efficient, and beneficial to both the environment and the economy.

◎ Eco-Design of Products

◎ Hazardous Substance Management and Compliance System

By clearly identifying environmentally managed substances contained in product parts and components and managing them throughout the process, the Company achieves continuous improvement, protects the global environment, and mitigates impacts on ecosystems.

The Company has established an integrated management system covering quality, environment, and occupational health and safety across the Group, and has formulated internal policies and standards such as the Group Hazardous Substance Management Measures and the Environmental Hazardous Substance Management Standard. These documents cover all product-related parts, components, and production processes, specify the categories of controlled substances and limit requirements, and set strict admission criteria for the compliance of supplier materials. During the new product development stage, the Company strictly complies with the requirements of Directive 2011/65/EU of the European Parliament and of the Council of 8 June 2011 on the restriction of the use of certain hazardous substances in electrical and electronic equipment (RoHS II) and Regulation (EC) No 1907/2006 concerning the Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH). This includes the six restricted substances under RoHS, namely lead, mercury, cadmium, chromium VI, polybrominated biphenyls (PBBs) and polybrominated diphenyl ethers (PBDEs), as well as substances listed in Annexes XIV and XVII to REACH and substances on the Candidate List of Substances of Very High Concern (SVHCs). In this way, the Company ensures product compliance and environmental friendliness from the source.

◎ Eco-design Strategies and Actions

The Company embeds circular economy principles throughout the entire R&D and design process for its full range of products in industrial automation, network power, and new energy equipment. With core objectives of material saving and consumption reduction, modular design for reusability, long service life and reliability, and ease of disassembly and recycling, the Company controls resource consumption and environmental impact at the design source, builds an industrial-grade product system that meets green and low-carbon requirements, supports energy saving, decarbonization, and value maximization in customer scenarios, and facilitates the green transformation of the industrial chain.

Green Material Selection and Application of Recycled Resources

The Company has established a green material selection list for key raw materials such as copper, aluminum, steel, and electronic components, giving priority to materials that comply with the RoHS and REACH requirements. During the product design stage, the Company also considers applicable scenarios for the use of recycled materials. It implements material traceability management, conducts environmental impact assessments of materials at the new product initiation stage, strictly controls the use of toxic and hazardous substances, and ensures that design solutions are aligned with downstream requirements for classified disassembly and material sorting for recycling.

High Power Density and Material-Saving Design

The Company promotes a compact design with high power density, achieving power density optimization in key products such as medium-voltage VFDs and integrated solar inverter units. Under the same output capacity, this reduces the amount of materials used for enclosures, profiles, and internal wiring, thereby lowering resource consumption in production and transportation. Based on industrial-grade protection and mechanical strength standards, the Company also carries out lightweight optimization of structural components to streamline redundant material usage while ensuring product performance, thereby improving the energy efficiency and functional density of each unit of material.

Modular, Easy-to-Disassemble, and Reusable Design

The Company adopts standardized functional modules and universal interface design. Products such as low-voltage VFDs, online UPS units, and power conversion systems (PCS) for energy storage support the independent replacement of power units and control modules. Energy equipment products with the potential for reuse across different scenarios are being gradually introduced to the market, effectively reducing whole-unit scrapping and maintenance-related material consumption, while helping customers lower life-cycle costs.
The Company also optimizes product connection structures to improve the recovery and resource utilization rate of materials from end-of-life products. Product designs are further improved for disassembly to facilitate equipment maintenance, upgrading, and end-of-life recycling and treatment.



Integrated micro-module data centers and prefabricated solar inverter cabins adopt relocatable designs and possess the technical conditions for reuse across projects and scenarios, thereby supporting the circular use of equipment as application scenarios evolve.

Long-Life and High-Reliability Design

For demanding application scenarios, the Company strengthens industrial-grade heat dissipation, corrosion resistance, and high-IP protection design to extend product service life. By incorporating intelligent temperature control, predictive maintenance, and redundant design for key components, it reduces the probability of premature failure of critical parts, ensures long-term stable equipment operation, and helps customers avoid unnecessary equipment replacement.

Through reliability-oriented design and optimization for operating conditions, the service life of key components in core products such as VFDs and PCS units is effectively extended, thereby reducing electronic waste generation.

◎ Product Energy Efficiency Advantages

The Company deeply integrates eco-design features into product design, leveraging the energy efficiency advantages of its products to reduce carbon emissions during the use phase. At the same time, it conducts carbon footprint studies and life-cycle environmental impact analyses for key products in order to maximize environmental benefits throughout the product life cycle. Among them, multiple product series, including GD100, GD200A, GD350, GD880, and GD5000, deliver substantial environmental benefits during the use phase and have been applied in various energy-saving retrofit projects.



Typical Energy-Saving Retrofit Cases

Driven by the eco-design philosophy, the Company provides energy-saving retrofit solutions for various industries through product solution optimization and system integration design. Specific examples are as follows:

Case 1:
Energy-saving retrofit of a central air-conditioning system

By organically integrating components such as GD200A series VFDs, programmable logic controllers (PLCs), analog-to-digital conversion modules, temperature sensors, and temperature modules, the Company builds a temperature-difference closed-loop automatic control system. This system enables the automatic adjustment of pump output flow, reducing the power consumption of the central air-conditioning system to 40% of its original level and substantially lowering energy consumption and carbon emissions during the use phase.

Case 2:
Energy-saving retrofit of a fan system in a plate rolling mill

The GD5000 series VFDs are applied to the fan system of the plate rolling manufacturing department. 20 fans are converted from direct-on-line and power-frequency operation to variable-frequency operation; the original power-frequency control circuits are removed; medium-voltage VFDs and their supporting control cabinets are installed; and the original power-frequency motors are replaced with variable-frequency motors. These measures improve overall system operating efficiency. After the retrofit, the annual electricity-saving rate reaches 15.62%, effectively reducing energy consumption and carbon emissions.

Energy Efficiency Certifications and Carbon Footprint Achievements

The IMS20A series permanent magnet synchronous motors have completed filing for the China Energy Label. The GD100 VFDs, VCA025 server room air conditioners, and HR/HT/RM/LT series UPS products have all obtained China Quality Certification Center (CQC) energy-saving certification. The UPS product line has completed carbon footprint accounting in accordance with ISO 14067 (gate-to-gate: 28.28 $kgCO_2e$/unit).

◎ End-of-Life Product Management

The Company places strong emphasis on environmental management throughout the full product lifecycle and regards "easy disassembly, recyclability, and resource recovery" as an important extension of its eco-design approach:

1) Standardization of recycling labels: All products exported to the European Union are uniformly marked with the Waste Electrical and Electronic Equipment (WEEE) recycling symbol to clarify recycling responsibilities and directions and to guide standardized recycling;

2) Improvement of the recycling system: The Company has prepared dedicated recycling manuals, such as the Product Recycling Manual for GD350 Series Inverters and the Product Recycling Manual for GD200A Series Inverters, to provide professional guidance for end users and recycling institutions, ensure the safe and compliant disassembly of products after disposal, and reduce environmental impacts.

◎ Product Manufacturing and Operational Management

The Company continues to advance the development of green factories. Its Suzhou plant has been recognized as a municipal-level green factory, and the comprehensive utilization rate of solid waste at the plant exceeds 90%. The Company also actively works with suppliers to improve material utilization efficiency by optimizing production processes such as pre-processing of sheet metal, stamping, and casting, thereby reducing the generation of offcuts and material scrap at the source during production. In terms of waste treatment, all assembly plants maintained zero-waste-to-landfill operations throughout 2025, with the vast majority of production waste being recycled, reused, or recovered for energy. In terms of Water stewardship, the Company has established a Clean Water Use Plan and, through a dedicated wastewater treatment system, has achieved 100% compliant direct discharge of wastewater, with no non-compliant pollutant discharge. In addition, the Company fully promotes paperless operations through digital management systems such as OA, Manufacturing Execution System (MES), Enterprise Resource Planning (ERP), and HOSE. It also promotes electronic work instructions across business units, especially in manufacturing operations, further reducing paper consumption in production and operational processes and putting low-carbon operations into practice.

◎ Product Supply Chain Management

The Company actively builds a closed-loop waste management system and integrates circular economy principles into its operations and throughout the product life cycle. It has established the Fixed Assets Management System and works closely with qualified and certified recyclers to continuously improve resource recovery and utilization rates. During the reporting period, the Company achieved a total waste recycling and reuse volume of approximately 1,428 tonnes.

The Company has also formulated circular economy development goals for the full product life cycle and plans to establish a full-process closed-loop management system covering design, production, use, recycling, and reuse by 2030.

Practical case:
Recycling of scrap iron and offcuts from the sheet metal manufacturing department of the Zhongshan plant

In 2025, the sheet metal manufacturing department of the Zhongshan plant recycled more than 780 tonnes of scrap iron, scrap aluminum, scrap copper, scrap stainless steel, and other materials by establishing a waste recycling process and a reverse logistics system. The plant has set up standardized recycling storage points and supports suppliers in recycling and reusing materials such as solder dross and protective fleece, achieving 100% reuse of the relevant materials and effectively reducing the environmental impact of its products and the Company's carbon emissions.



Clean Technology Opportunities

Against the backdrop of the accelerating global low-carbon transition, clean technology has become a key driver for the electronics and electrical industry to reshape the competitive landscape and foster new quality productive forces. The Company has incorporated clean technology into its medium- to long-term development strategy, focusing on three major directions: renewable energy applications, energy-efficiency-driven product innovation, and circular economy business model innovation. Through a systematic deployment of technological innovation and industrial collaboration, the Company is committed to empowering customers' green transformation through technological innovation and achieving an organic unity of commercial value and environmental benefits.

During the reporting period, revenue from clean technology-related products and services in areas such as energy efficiency, new energy, and energy storage reached RMB 3.678 billion, accounting for 82.21% of the main business revenue. The Company has set a medium- to long-term goal of "steadily increasing the share of revenue generated by clean technology products through 2030 and continuously consolidating the competitive advantage in the green and low-carbon sector". Going forward, it will continue to strengthen its technology reserves and market conversion capabilities, striving to achieve growth in both the scale and share of clean technology revenue, and to provide stronger product and service support for the low-carbon transition of customers worldwide.

◎ Energy efficiency enhancement products

To address climate change and seize the opportunities arising from the green transition, the Company will continue to increase its R&D investment in clean technology and promote the green upgrading of its main businesses.

During the reporting period, in line with its R&D plan, the Company focused its technological innovation efforts on four core directions:

In the field of industrial automation

The Company is committed to developing more efficient VFD and servo drive technologies to help customers build intelligent, low-energy-consumption production systems;

In the field of new energy vehicles

The Company focuses on developing a new generation of electric drive systems featuring higher power density and greater reliability, so as to improve vehicle energy efficiency and support the electrification of the transportation sector;

In the field of network power

The Company centers on the development of data center infrastructure solutions and provides customers with intelligent and convenient solutions in areas such as UPS, data centers, and power transmission and distribution, making energy utilization more efficient and cleaner;

In the fields of PV and energy storage

The Company is deeply engaged in high-efficiency solar inverters, PCS units, and smart energy management systems, building a stable and efficient new energy application ecosystem. Through deep technological integration and collaborative innovation, we will provide customers with comprehensive green solutions spanning the "source-grid-load-storage" ecosystem, driving low-carbon development across industries and creating sustainable future value.

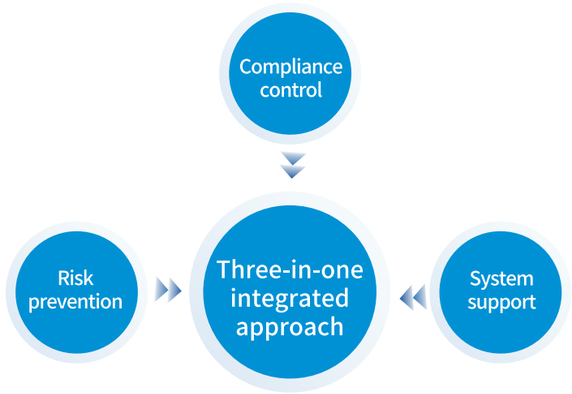
The Company continues to deepen its exploration and application of power electronics technologies in the field of energy conservation and consumption reduction. Building on advanced topologies and devices, such as silicon carbide, it enhances the physical efficiency limits of power conversion. At the same time, the Company places strategic emphasis on breakthroughs in intelligent control algorithms. By leveraging advanced algorithms such as dynamic optimization and model prediction, it enables motor drive and energy conversion systems to become adaptive and self-optimizing, upgrading them from "efficient operation" to "optimal operation". On this basis, the Company is committed to building system-level energy management capabilities, expanding its products from standalone energy-saving applications to coordinated energy management across production lines, plants, and even entire industrial parks. Through its energy and carbon management platform, the Company enables real-time energy use monitoring, intelligent analysis, and strategy optimization. This strategic combination of "hardware + algorithms + platform" is designed to empower customers across the entire chain from equipment and systems to management, transforming the Company's expertise in power electronics into measurable and manageable energy-saving benefits and decarbonization outcomes.

Clean Technology Performance:

Indicator	Unit	2025
Revenue from clean technology-related products and services	RMB thousand	367,813
Clean technology revenue as a percentage of main business revenue	%	82.21

Environmental Compliance Management

The Company strictly complies with environmental protection laws and regulations and has established an integrated management approach centered on compliance control, risk prevention, and system support. It fully implements its responsibilities for pollution prevention and control, ensuring that wastewater, exhaust gas, and noise are discharged in compliance with applicable standards and that solid waste is disposed of in a compliant manner, with all production and operating activities meeting environmental protection requirements throughout the entire process.



Adhering to the principle of "prevention first", the Company has built a sound environmental risk prevention and control system. It has formulated a number of internal management policies, including the Environmental Protection Management Provisions, the Emergency Management Measures, and the EHS Accident Investigation and Handling Measures, and has prepared the Emergency Response Plan for Environmental Incidents, which covers the entire production and operations chain. This plan identifies key sources of risk, including wastewater discharge, exhaust gas leakage, hazardous waste disposal, chemical storage, and secondary environmental risks arising from natural disasters.

The Company has established an EHS Management Committee to coordinate the formulation of environmental performance assessment targets, the implementation of management plans, the supervision of implementation progress, and performance evaluation. Under the Committee, the Safety Management Department serves as the executive body, responsible for tracking updates to national and local environmental protection policies and regulations, improving internal environmental management systems, and supervising their implementation. At the same time, the Company has established a multi-level information reporting mechanism under which all departments regularly report progress in environmental management and performance data, while environmental violations and emergencies are subject to timely reporting and rapid response. The Company continues to strengthen environmental protection capability building for all employees. During the reporting period, it carried out specialized training on hazardous waste management, environmental factor identification, wastewater treatment processes, and other related topics.

The Company and its subsidiaries regularly conduct environmental risk identification, formulate emergency response plans for major environmental risks, and ensure the effective implementation of relevant systems through ISO 14001 environmental management system certification. During the reporting period, entities including INVT, INVT Power Electronics (Suzhou), INVT Power System, INVT Network Power, and INVT Solar Technology had all obtained ISO 14001 environmental management system certification. INVT was recognized as a Green Environmental Protection Demonstration Enterprise by the Shenzhen Federation of Trade Unions, and Suzhou Company was included in the list of AAA Green Factories published by the Suzhou Municipal Bureau of Industry and Information Technology. In 2025, the Company's total environmental protection investment amounted to RMB 5.69 million. No major environmental emergencies occurred during the year, and the Company was not subject to any administrative penalties for violations of environmental protection laws or regulations.

The Company places strong emphasis on biodiversity conservation, thoroughly implements the principles of ecological civilization, and incorporates biodiversity protection into its sustainable development strategy. It will continue to strengthen internal capacity building, carry out biodiversity awareness and education initiatives across the Company, enhance employees' awareness of ecological protection, and promote the integration of ecological conservation concepts into the Company's culture and daily operations. The Company's core operating sites, including its existing production bases and newly built plants, are located within industrial parks and fully comply with the ecological and environmental protection control requirements applicable to such parks. Environmental impact assessments have been conducted, and the sites selected are far away from nature reserves and ecologically sensitive areas, such as water source protection areas, habitats of rare wildlife, and ecological conservation redline areas. The Company does not engage in operational activities that may affect ecosystems, such as large-scale land development, vegetation destruction, or significant consumption of water resources.

Environmental Compliance Management Performance:

Indicator	Unit	2025
Total amount of penalties arising from violations of environmental laws and regulations	RMB thousand	0
Total environmental protection investment during the reporting period	RMB thousand	5,690
Number of major operating sites certified under the ISO 14001 environmental management system	sites	5



05

Social

- Employees
- Product and Service Safety and Quality
- Data Security and Customer Privacy Protection
- Supply Chain Security
- Equal Treatment of SMEs
- Innovation-Driven Development
- Rural Revitalization and Social Contribution

Employees

◎ Employee Employment and Care

Talent is the most important capital of an enterprise. The Company consistently upholds the principles of respecting talent and cultivating talent, and places great importance on employee growth and well-being. It provides employees with abundant training and development opportunities, encourages innovation, and fosters a positive and progressive corporate culture. By establishing a comprehensive employee care system, the Company strives to enhance employees' sense of belonging and loyalty, enabling every INVT employee to realize their personal value at work.

◎ Diversity, Equity and Inclusion (DE&I)

The Company advocates the principles of diversity, equity, and inclusion. In employment, compensation, training, promotion, and termination, it treats employees equally regardless of gender, age, nationality, race, religious belief, cultural background, or disability status. The Company encourages employees from different backgrounds to engage in equal communication and collaboration, and enhances organizational innovation capability and competitiveness through a diverse workforce structure

The Company adheres to the cultural values of equality and diversity. Along with the advancement of its internationalization strategy, it has gradually established employee teams in different operating locations and recruited local employees. As of the end of the reporting period, the Company had 71 foreign employees from more than seven countries and regions. The Company attaches great importance to safeguarding the legitimate rights and interests of female employees, while also paying close attention to their career development. As of the end of the reporting period, female employees accounted for 26% of the Company's total workforce, and women represented 26% of management.

The Company prohibits any form of discrimination and harassment and is committed to providing equal opportunities and fair treatment for employees of different races, cultural backgrounds, religious beliefs, genders, ages, and physical conditions. The Company has issued the Code of Business Conduct and other policies prohibiting discrimination and harassment, and has established corresponding prevention and control mechanisms through the Employee Handbook and the Rewards and Disciplinary Management Policy to regulate employee conduct and continuously promote the development of an equal and inclusive working environment. The Company has also established confidential reporting channels and protection mechanisms, and maintains a zero-tolerance policy toward discrimination, harassment, and retaliation, strictly prohibiting any retaliation against good-faith whistleblowers. Through training and awareness campaigns, the Company continues to enhance employees' understanding of equality, respect, and inclusion, and encourages employees from different backgrounds to actively communicate with one another. On the basis of full respect for and understanding of different cultures, the Company strengthens team integration and enhances team cohesion.





◎ Protection of Employee Rights and Interests

Equal Employment and Compliant Labor Practices

Upholding the principle of being people-oriented and committed to equal employment, the Company has formulated internal management policies such as the Employee Handbook and the Recruitment Management Regulations, which set out the basic principles and requirements for recruitment and standardize the operating procedures for each stage of the process, including job posting, resume screening, interviews, and hiring approval. In this way, the Company ensures that its recruitment process is fair and transparent, actively promotes workforce diversity, and fosters an equal and inclusive working environment.

With respect to the employment of foreign employees, the Company strictly complies with the local minimum wage standards, working hour requirements, and visa and work permit policies in the places where it operates, while providing multilingual support and localized benefits, such as respecting religious holidays. The Company adheres to the principle of equal pay for equal work, under which foreign and local employees are entitled to equal pay for equal work and equal benefits. For employees assigned to work overseas, the Company provides necessary support for transportation, accommodation, and children's education in accordance with its expatriate management policies, ensuring that the lawful rights and interests of employees worldwide are fully protected.



Prohibition of Child Labor and Forced Labor

In accordance with the Code of Business Conduct and the Employee Handbook, we expressly commit to eliminating any practice of employing or supporting the employment of child labor. During the recruitment process, we use methods such as information verification and identity document checks to confirm the authenticity of prospective employees' information. At the same time, we have established a child labor remediation procedure. In the event that a child is hired by mistake, remedial measures will be taken in accordance with the procedure and based on the individual's disability status and level of compulsory education completed, including providing treatment and compensation, advising the child to continue compulsory education, or arranging return to their place of origin.

We respect human rights and employees' rights to freedom, including freedom of career choice, freedom of employment, freedom to resign, and freedom of movement. We prohibit all forms of modern slavery or human trafficking, including forced labor, bonded labor, debt bondage, contractual restriction, and involuntary prison labor. We also prohibit withholding employees' wages, benefits, property, or identity documents, or any other practice that restricts freedom of labor. During the reporting period, the Company had no incidents related to child labor or forced labor.

Compensation, Working Hours, and Leave

The Company strictly complies with the applicable wage and compensation laws in the locations where it operates, adheres to the principle of equal pay, and provides employees with compensation that meets or exceeds the minimum wage standards required by law or industry regulations. The Company also standardizes its compensation management through policies such as the Compensation Management Policy. With respect to working hours and leave management, the Company strictly complies with applicable laws and industry standards, records employees' working hours, pays overtime in accordance with the law, and safeguards employees' rights to reasonable rest periods and leave. The Company provides paid annual leave, prenatal check-up leave, maternity leave, and nursing leave for female employees, as well as marriage leave, bereavement leave, paternity leave for male employees, and other types of leave in accordance with the local laws and regulations applicable at each operating location.

Collective Bargaining and Freedom of Association

The Company respects and is committed to safeguarding employees' lawful rights to freedom of association, to establish and join trade unions, and to participate in collective bargaining. It continues to improve the employee representative congress system and trade union system, strengthen democratic management, and foster harmonious labor relations. All full-time employees under labor contracts are eligible to participate in collective bargaining and jointly deliberate on rules and policies concerning employees' vital interests, including compensation, working hours and leave, occupational health and safety, employee benefits, and employee training.

During the reporting period, the Company strictly complied with national labor-related laws and regulations, paid employee compensation in full and on time, and made social insurance contributions for employees in accordance with the law. Overall labor relations remained stable, employee turnover was steady and orderly, and the recruitment and hiring procedures were standardized, open, fair, and transparent.

◎ Employee Benefits and Care

Guided by the core philosophy of "employee experience first", the Company has established and continues to improve a comprehensive, multi-dimensional benefits system covering all employees, ensuring that its benefits policies are closely aligned with employees' needs and dynamically optimized, and effectively enhancing employees' sense of security, fulfillment, and well-being.

In terms of basic protection, the Company makes full statutory contributions to social insurance and the housing provident fund for all employees in accordance with the law, and provides supplementary commercial insurance on a unified basis, building dual safeguards for employees' health and financial security.

In terms of employee care, the Company has established a care mechanism covering the entire employee life cycle. For marriage and childbirth, it provides congratulatory gifts in cash and paid leave; for bereavement and illness, it offers condolence payments and compassionate support; for employees facing financial hardship or major illness, the Company provides assistance ranging from RMB 3,000 to RMB 5,000 through its caring fund. In addition, regular care initiatives such as birthday wishes, work anniversary celebrations, and departure care enable employees to feel the warmth of the organization in tangible ways.

In terms of holiday benefits, the Company provides customized gifts during traditional festivals such as the Spring Festival, Mid-Autumn Festival, and Dragon Boat Festival, and organizes family appreciation activities. On International Women's Day, the Company arranges special activities and festive surprises for female employees. At Christmas, it organizes Christmas and New Year celebration activities for foreign employees to promote communication and integration among diverse cultures.

In terms of policy-based benefits, the Company actively coordinates with government resources to help eligible employees apply for public rental housing and rental subsidies; assists with applications for innovation talent awards, high-level talent recognition, and various government talent programs; and provides support for household registration transfer in Shenzhen, helping employees settle down and thrive in their work and lives.

In terms of health and daily life, the Company organizes annual health check-ups for all employees and regularly carries out health lectures and related activities. It also encourages departments to organize team-building activities, sports events, and cultural activities, and has established interest clubs such as basketball, badminton, and yoga to enrich employees' lives outside work.

In terms of career protection, the Company has established career development pathways, provides professional skills training, recognizes employees' value and contributions, implements long-term incentives such as equity incentives, and encourages employees to participate in public welfare activities, promoting mutual growth between individuals and society.

◎ Employee Communication and Feedback

Employee Representative Congress and Trade Union

The Company has established an Employee Representative Congress and, in accordance with the law, set up a trade union organization, giving full play to the role of the Employee Representative Congress and the trade union in democratic decision-making, democratic management, and democratic oversight. This safeguards all employees' rights to be informed, to participate, to express their views, and to exercise supervision, and promotes the institutionalization, standardization, and proceduralization of the Company's democratic management. In 2025, an employee representative director was successfully elected through the Employee Representative Congress, and the Performance Management Policy was reviewed and approved.

Diversified Communication Channels

Upholding the people-oriented management philosophy, the Company has built open online and offline communication channels and efficient feedback mechanisms around three dimensions: employee satisfaction, well-being, and sense of organizational belonging. Employees may communicate through various means, including one-on-one meetings, work meetings, emails, and information systems. Through a variety of information dissemination channels, such as the official website, the OA platform, the INVT Today corporate culture newsletter, bulletin boards, and the official WeChat account, the Company promptly shares industry updates, its operational and business development progress, and important notices with employees, ensuring open and transparent information sharing and efficient communication.

Suggestions and Issue Feedback

The Company conducts employee surveys from time to time to solicit employees' opinions on the Company's business, management, and other aspects, and to understand employees' overall satisfaction with the working environment. It treats valid feedback seriously and responds in a timely manner to ensure that employees' concerns and ideas are addressed and resolved quickly. At the same time, in line with the principle of pragmatism and continuous improvement, the Company encourages employees to share their insights on technical processes, products, quality, and management enhancements. Following a comprehensive evaluation, selected contributions are rewarded and publicly recognized. As of the end of the reporting period, 10 rounds of such recognition and awards had been announced, involving more than 100 employee participations.



◎ Talent Attraction and Retention

Fair and Transparent Recruitment and Selection

The Company adheres to the recruitment principles of openness, fairness, and impartiality, and selects talent through channels such as campus recruitment, social recruitment, and internal recruitment. All hiring decisions are primarily based on candidates' capabilities, experience, and job fit, ensuring that the talent selection process is fair and transparent.

Employee Compensation and Incentives

Based on the Company's mission, core values, and strategic objectives, the Company has established a comprehensive compensation framework covering five key elements: wages, allowances and subsidies, bonuses, medium- and long-term incentives, and benefits. Through the formulation of the Compensation Management Policy and various bonus management schemes, the Company has achieved standardized and unified compensation management. In light of the characteristics of its overseas operations, the Company has also introduced dedicated compensation and incentive programs to support the stability of overseas teams and business development.

With respect to incentive and distribution mechanisms, the Company adopts a management approach based on job value and individual performance contribution, implementing strategies of grading positions by job value, determining pay by grade, matching employees with suitable positions, and adjusting pay when positions change. While taking internal equity into account, the Company gives greater incentives to high-performing business units and outstanding contributors. At the same time, the Company regularly evaluates its internal and external compensation levels and, in line with talent needs and business priorities at different stages of development, continuously maintains a compensation strategy that is competitive within the industry. It also progressively and appropriately optimizes compensation levels to further enhance its attractiveness to external talent and the effectiveness of incentives for internal employees.

The Company has established diversified employee shareholding and long-term incentive mechanisms, and implements various forms of equity incentive plans, including stock options, restricted shares, and employee stock ownership plans. These incentive arrangements are guided by the Company's long-term development strategy and value creation objectives, further strengthening the cohesion of core talent and promoting alignment between the long-term interests of the Company and its employees. In 2025, the Company implemented equity incentives in the form of restricted shares, stock options, and an employee stock ownership plan. The incentive recipients covered middle and senior management personnel as well as key technical and business backbone employees. A total of 8.94 million restricted shares were granted to 31 incentive recipients, 8.79 million stock options were granted to 213 incentive recipients, and 8.235 million employee stock ownership plan units were granted to 181 incentive recipients.

Employee Employment and Care Performance

Indicator	Unit	2025
Total number of employees at the end of the reporting period	persons	5,976
Percentage of employees with doctoral degrees at the end of the reporting period	%	0.2
Percentage of employees with master's degrees at the end of the reporting period	%	9.2
Percentage of employees with bachelor's degrees at the end of the reporting period	%	35.3
Number of employees working in Chinese mainland at the end of the reporting period	persons	5903
Number of employees working in Hong Kong, Macao, Taiwan, and overseas at the end of the reporting period	persons	73
Percentage of female employees at the end of the reporting period	%	26
Total number of newly hired employees	persons	2,267
Number of penalties incurred for violations of employee employment and labor laws and regulations	times	0
Percentage of women in all management positions at the end of the reporting period	%	26

Employee Safety and Health

Occupational Health and Safety Management System

The Company regards employee safety and health as a fundamental operational baseline. We strictly comply with the requirements of laws and regulations, including the Law of the People's Republic of China on Work Safety, the Law of the People's Republic of China on the Prevention and Control of Occupational Diseases, the Fire Protection Law of the People's Republic of China, and the Law of the People's Republic of China on the Safety of Hazardous Chemicals. Accordingly, the Company has formulated and released internal policies such as the EHS Management System and the Occupational Health Management Regulations. Referencing management frameworks like the Occupational Health and Safety Management Systems — Requirements with Guidance for Use, we have gradually implemented an occupational health and safety management system covering all personnel across major R&D and production parks, while continuously refining our safety management processes and control measures through both internal and external audits. In the EHS Responsibility Management Measures, the Company clearly defines the responsibilities of management and personnel at all levels for workplace safety, and implements the all-employee safety accountability system through the step-by-step execution of EHS Responsibility Letters. The Company and its subsidiaries, including SINVT Power Electronics (Suzhou), INVT Power System, INVT Network Power and INVT Solar Technology, have all obtained ISO 45001 occupational health and safety management system certification. Through a standardized and well-regulated management model, the Company has established a solid foundation for occupational health and safe production.

The Company has established an EHS Management Committee as the overall decision-making body, with full responsibility for occupational health and safety management. A Safety Management Department has been set up under the Committee to drive, implement, and supervise various EHS management tasks. To ensure the effective operation and continuous optimization of the management system, the Company has established a regular meeting mechanism and convenes EHS Management Committee meetings on a quarterly, semi-annual, and annual basis. These meetings are attended jointly by Committee members, employee representatives, and trade union representatives, and focus on the review and discussion of key topics such as revisions to EHS policies and systems, formulation of work plans, and improvement of risk prevention measures. During the reporting period, the Company held a total of four EHS Management Committee meetings and completed key tasks including the review of EHS policies and measures, communication and implementation of applicable laws, regulations, and standards, analysis of target and indicator achievement, risk assessment of major operational changes, and review of feedback from government supervision and inspections, thereby driving the iterative enhancement of its management measures.



◎ Risk Identification and Hazard Rectification

The Company has formulated and issued risk control documents such as the Safety Risk Management Measures and the Management Measures for Hazard Identification and Rectification, and regularly carries out occupational health and safety risk identification and assessment. Through methods such as on-site inspections, employee feedback, and third-party testing, the Company identifies workplace hazards, applies the LEC method to evaluate occupational health and safety risks, classifies risk levels, compiles a consolidated list of identified hazards, and develops corresponding control measures. For positions involving potential occupational hazards, the Company regularly conducts testing for occupational hazard factors to provide a factual basis for improving employee health management and protective measures. In addition, the Company carries out hazard inspections through daily inspections, monthly inspections, special inspections, and ad hoc employee hazard reporting, and requires responsible departments to complete corrective actions within prescribed time limits, thereby eliminating safety hazards and providing employees with a safe working environment.

◎ Employee Health Management and Care

For employees exposed to occupational health hazards, the Company arranges regular occupational health examinations and informs employees of their examination results. If any abnormality is identified, the Company actively coordinates job reassignment and adopts control measures, including eliminating potential hazards, substituting harmful chemicals, implementing engineering controls and administrative controls, and providing personal protective equipment, thereby reducing significant occupational health and safety risks and protecting employees' health and safety. The Company has equipped its major parks with first-aid facilities and carries out health awareness activities to enhance employees' self-protection awareness. The Company also pays close attention to employees' mental health, encourages participation in sports events, clubs, departmental team-building activities, and other cultural and sports activities, and provides fitness, reading, and leisure facilities at its major parks. Complaint and grievance email addresses and mailboxes have also been set up to foster a healthy and positive working and living environment.







◎ Safety Training and Emergency Drills

The Company carries out multi-level and diversified safety activities to equip employees with the necessary safety knowledge and skills and enhance their safety awareness. For example, through the OA platform and posts on its official WeChat account, the Company has expanded employees' access to safety knowledge; it invites doctors from community emergency departments to its major parks to provide first-aid training, allowing employees to practice cardiopulmonary resuscitation and strengthen their on-site first-aid capabilities; and each year it organizes activities for Work Safety Month and Fire Safety Publicity Month. Through posters, on-site quizzes, emergency drills, and other forms of engagement, employees enhance their safety awareness through active participation. The Company also conducts regular emergency response drills covering scenarios such as fire evacuation, electric shock, elevator entrapment, chemical spills, and electric vehicle fires, continuously optimizing its emergency response procedures and coordination mechanisms. In 2025, the Company organized 165 occupational health and safety training sessions, with a total of 6,281 participations. After each training session, effectiveness evaluations were conducted to refine the courses and better meet participants' needs.







Employee Safety and Health Performance

Indicator	Unit	2025
Percentage of employees covered by the Company's occupational health and safety management system	%	100
Number of occupational health and safety training sessions conducted	sessions	165
Number of participations in occupational health and safety training	participations	6,281
Employee health check-up coverage rate	%	100
Investment in occupational health and safety liability insurance	RMB thousand	2,526.9
Occupational health and safety liability insurance coverage rate	%	100
Number of incidents resulting in penalties for violations of occupational health and safety laws and regulations	cases	0

◎ Employee Development and Training

◎ A Systematic Talent Training System

The Company places strong emphasis on employee development and growth, and has established a tiered and graded training system for employees. Through various learning approaches, including new employee orientation, professional skills enhancement, management capability development, and cross-departmental exchanges, the Company provides employees with abundant learning resources and continuously improves their professional skills and overall competence. These efforts are aimed at strengthening managers' leadership, as well as employees' professional and technical capabilities, and ensuring that employees are fully equipped with the knowledge and skills required for their positions.

The Company continues to innovate its training model and actively seizes opportunities arising from the digitalization of training. It has established the INVT Academy learning and development platform, and through approaches such as selection-based programs , case-based teaching, and the integration of training with practical application, has developed high-quality training programs and courses, cultivated outstanding internal trainers, and accumulated, preserved, and shared organizational knowledge and wisdom. In doing so, the Company provides employees with professional and high-quality training resources to meet their learning needs. The training content is closely aligned with actual work requirements, avoids formalism, and ensures that employees can effectively apply what they have learned in practice, improve their professional skills, broaden their knowledge structure, enhance work performance, and support their career development.

◎ Training Implementation and Coverage

The Company organized a number of special training sessions on topics such as quality management and safe production, achieving 100% employee training coverage. It also launched dedicated capability enhancement programs for key positions, including management personnel, newly recruited campus hires, customer service staff, and R&D personnel, and strengthened job-related skills through centralized instruction, project-based practice, and assessment and certification.

Employee training is primarily conducted through internal training, supplemented by external training. As the main training approach, internal training is closely aligned with the Company's culture and actual business needs, and improves training effectiveness while reducing costs through the effective use of internal resources and experience. External training serves as a supplementary approach, mainly helping employees broaden their external perspectives and address gaps in professional expertise. During the reporting period, the Company organized 1,243 internal training sessions, with 32,912 participations and 99,863.8 training hours, as well as 120 external training sessions, with 135 participations and 1,080 training hours.

◎ Career Development Pathways and Certification

The Company has established a relatively well-developed job qualification system, the core of which is to focus on improving employees' job competence and continuously guide them to enhance their readiness for their positions, so as to promote their sustained contribution to the organization.

The Company implements standardized position management through classification and grading, and provides employees with dual career development pathways: a management track and a professional track, with mobility between the two tracks. At the same time, position management follows the principle of "grading positions based on job value and determining compensation based on grade", thereby creating an organic linkage among positions, job grades, and compensation incentives.

Based on differentiated talent allocation needs at different stages of business development, the Company dynamically adjusts the staffing ratios of employees at various qualification levels. Relying on job qualification certification results, it has established a mechanism under which qualification levels may be adjusted upward or downward, so as to ensure alignment between the talent pipeline and organizational development. Job qualification levels are divided into Levels 1 to 7, and each level is further subdivided into three sub-grades: Basic ©, Intermediate (b), and Advanced (a). The job qualification standards are used to identify training needs, support recruitment assessment, and guide work improvement. Certification results serve as a necessary basis for evaluating employees' job competence, as well as for appointment, selection, promotion, and job reassignment. Managers at all levels are required to use these results to guide employees in formulating improvement plans, carrying out training and coaching, and assigning work.

Employee Development and Training Performance

Indicator	Unit	2025
Number of employee training sessions conducted	sessions	1,363
Annual employee training hours	hours	100,943.8
Annual investment in employee training	RMB thousand	1,300.7
Number of training attendances	participations	33,047
Total employee-related expenses (wages and benefits)	RMB thousand	1,224,036.4



Product and Service Safety and Quality

◎ Governance

The Company incorporates product and service safety and quality into its core corporate governance framework. On the basis of multiple management system certifications, it has established a comprehensive control structure, clearly defining management responsibilities and compliance requirements at each stage, and integrating concepts such as green development, data security, and customer rights protection into its top-level governance design, thereby forming a multi-dimensional governance system that coordinates quality, safety, environmental protection, and social responsibility.

In terms of management system development, the Company has strengthened its core quality governance capabilities through the ISO 9001:2015 Quality Management Systems and the IATF 16949:2016 Automotive Quality Management System Standard. At the same time, it has further implemented comprehensive governance requirements through the ISO 14001:2015 Environmental Management Systems, ISO 45001:2018 Occupational Health and Safety Management System, ISO/IEC 27001:2022 Information Security Management Systems, ISO 28000:2022 Security Management Systems for the Supply Chain, SA8000:2014 Social Accountability Standard, ISO 22301:2019 Business Continuity Management Systems, and GB/T 27922-2011 After-sales Service Certification.

At the level of responsibility implementation, the Company has clearly defined the accountable bodies for governance at each stage, including product development, production, supply chain, and after-sales service. Through regular audits and process optimization, it identifies and controls potential risks in areas such as the supply chain, product design, and data management, ensuring that product safety and quality control requirements are effectively communicated and implemented from top to bottom. At the same time, the Company has incorporated green and environmental protection control into its governance processes, applying a hazardous substance management system to exercise whole-process control over product components and strictly complying with international environmental regulations such as RoHS and REACH, thereby achieving deep integration of governance and green development.

During the reporting period, the Company's governance system operated effectively. No violations relating to product and service health and safety or labeling occurred during the reporting period, and no sold products were subject to recall due to safety or health issues.



◎ Strategy

Guided by its core quality policy of providing continuously optimized products and services to enhance customer satisfaction, the Company regards product and service safety and quality as the cornerstone of its long-term development strategy. The Company has formulated its strategic plans around three core directions: proactive risk prevention and control, supply chain quality management, and customer-oriented service optimization, so as to drive the coordinated improvement of product safety and performance, quality reliability, and customer experience.

Proactive Risk-Based Product Development Strategy

The Company advances preventive risk management in product development and validation by integrating the Failure Mode and Effects Analysis (FMEA) tool throughout all stages of product development and validation. This approach enables the Company to identify and mitigate product quality risks at the source, enhance product safety performance and operational reliability, and incorporate data protection mechanisms and hazardous substance screening requirements into the product design process, thereby achieving an integrated design approach covering safety, environmental protection, and data security.

Supply Chain Quality Management

Building on the requirements of high-standard management systems across multiple industries, while also taking into account the quality control requirements of special sectors such as the automotive industry, the Company promotes the coordinated development of quality improvement, green environmental protection, and compliant operations through measures such as whole-process supply chain quality control, hazardous substance screening for materials, data encryption, and access control, thereby putting its sustainable development strategy into practice.

Customer-Oriented Service Optimization Strategy

The Company has established a customer-oriented quality control mechanism to accurately address customers' core needs and built a standardized, closed-loop after-sales service system. By formulating standardized complaint handling and product recall procedures, the Company is able to respond to and resolve customer issues promptly, continuously optimize customer experience, reinforce the value of product quality through high-quality after-sales service, and enhance customer satisfaction and loyalty.

◎ Risk Management

The Company has established a full-process, tiered risk management system for product and service safety and quality. Through tool-based risk identification, tiered risk control, and supply chain risk prevention and control, the Company effectively identifies, assesses, and addresses potential risks across all stages of product development, production, supply chain, and after-sales service, thereby reducing both the likelihood and impact of risks through source prevention, process control, and post-event response.

◎ Product Development Stage: Full-Process Application of the FMEA Tool and Tiered Control

1. The Company has comprehensively introduced the FMEA tool during the product development and validation stages. As a forward-looking method for risk identification and assessment, FMEA systematically analyzes potential failure modes in areas such as product design and manufacturing processes, predicts the extent of their impact on product safety, performance, and compliance, and supports the development of targeted prevention and control measures, thereby enabling proactive risk management.

2. Data security risk management: By obtaining ISO/IEC 27001:2022 information security management system certification, the Company has integrated data protection mechanisms into the product design process, implemented encryption and strict access controls for product data, and regularly carries out data security audits and process optimization to prevent risks such as data leakage and tampering.

◎ Supply Chain Risk Prevention and Control: Implementation of Multi-Dimensional Control Measures

Supply Chain and Material Risk Control

The Company applies a hazardous substance management system to exercise whole-process control over product materials, strictly screens hazardous substance content, and complies with international environmental regulations such as RoHS and REACH. At the same time, through certification to the ISO 28000:2022 supply chain security management system, the Company regularly identifies potential threats within the supply chain and implements supplier admission, evaluation, and dynamic management mechanisms, thereby controlling product safety and environmental risks from the source of materials. In the manufacturing process, the Company has established a full-process quality control and risk early warning mechanism covering raw materials, processes, production stages, inspection, and traceability, thereby strengthening compliance management, hazard identification, and continuous improvement, systematically preventing product safety and quality risks, and safeguarding product compliance, reliability, and users' rights and interests.

After-Sales Product Risk Control

The Company has formulated policies such as the Quality Incident Management Regulations and the Product Quality Recall Procedures, which clearly define the triggering conditions for product recalls, graded implementation procedures, and follow-up handling measures. It has also established an after-sales risk early warning mechanism to promptly identify potential after-sales risks through customer complaints and product quality data monitoring, so as to achieve early risk detection and early response.

◎ Risk Control Results

During the reporting period, through the effective operation of its comprehensive risk management system, the Company successfully prevented major product safety and quality risks. No sold products were recalled due to safety or health issues, and no violations of laws or regulations related to products and services occurred.

◎ Metrics and Targets

The Company has established a quantifiable and assessable indicator system for product and service safety and quality in four key dimensions, namely compliance, quality control, customer service, and customer satisfaction. It has also defined control targets and directions for improvement, promoted the implementation of management measures through indicator monitoring, and continuously enhanced the safety and quality of its products and services.

◎ Product and Service Safety and Quality Performance

Indicator	Unit	2025
Number of non-compliance incidents related to product and service labeling	cases	0
Product recall rate	%	0
Complaint handling rate	%	100
Customer satisfaction	%	88.6

◎ Medium- and Long-Term Improvement Targets

1. The Company will continue to maintain its compliance targets of zero violations and zero recalls in areas such as product safety and labeling. At the same time, it will continuously enhance product robustness and reliability, improve customers' perceived quality, and make quality one of the Company's core competitive strengths.

2. The Company will optimize its customer complaint handling process and continuously improve its after-sales service system, so as to enhance both the response efficiency and handling quality for customer requests.

3. Guided by customer needs, the Company will continue to enhance product competitiveness as well as delivery and service capabilities, promote the steady improvement of overall customer satisfaction, and build a highly recognized product and service brand.

◎ Standardized Management of After-Sales Service

The Company does not conduct direct online sales. Nevertheless, it has established a standardized, closed-loop after-sales service system and formulated policies such as the Customer Complaint Handling Control Procedure, Quality Incident Management Regulations, and Product Quality Recall Procedures. The Company has also set up a multi-channel request handling mechanism, clearly defined processing timelines and operating standards for the entire process, and realized full closed-loop management of customer complaints covering "receipt, handling, feedback, and improvement".

The closed-loop process consists of service request submission, telephone support, on-site service dispatch or delivery to a designated repair center if the issue cannot be resolved remotely, issue verification and handling, customer feedback confirmation, internal case closure and filing, and post-case review and improvement. Customers may submit requests through channels such as the 400 customer service hotline and the Company's official website. Request types include product quality issues, usage inquiries, after-sales repairs, complaints, and suggestions. The Company accepts after-sales service requests only through official channels, ensuring all requests are traceable. In addition, the Company provides value-added services such as product inspection, product maintenance, and extended warranty services.

Data Security and Customer Privacy Protection

The Company adheres to the principles of a unified security strategy, data minimization, and end-to-end transparency and control, and regards data security and privacy protection as a lifeline for sustainable development. It has systematically established a security protection system covering the entire data lifecycle. In compliance with domestic and international laws, regulations, and standards such as the Data Security Law of the People's Republic of China and the Personal Information Protection Law of the People's Republic of China, the Company continues to improve its management framework through management systems, technical safeguards, audit verification, and awareness building.

The Company has established a data security decision-making group responsible for strategy formulation, which meets on a quarterly basis. It has also designated legal and internal audit departments to perform compliance oversight on a routine basis and to conduct dedicated annual reviews. In this way, the Company ensures both separation of responsibilities and coordinated implementation. The Company has also established an information security and privacy policy framework, publicly issued the Privacy Policy Compliance Specification to safeguard users' rights, and internally implemented core policies and supporting rules such as the Information Security Management Manual and the Customer Privacy Protection Policy. The Company's core business systems have obtained ISO/IEC 27001:2022 information security management system certification.

The Company has established a proactive defense system by deploying a Security Information and Event Management (SIEM)-based situational awareness platform, thereby building a full-chain closed-loop management mechanism covering monitoring, analysis, reporting, response, and review. It also conducts 24/7 monitoring of its core systems to support intelligent incident response, including automatic identification of abnormal behavior and a three-tier alert mechanism. In key customer projects, the Company ensures the security of core data through measures such as zero trust, security sandboxing, least-privilege access, dual approval, and audit logs.

The Company adopts a proactive security testing approach and continuously verifies and enhances the effectiveness of its system through third-party penetration testing, code reviews, and annual specialized information security audits. During the reporting period, the Company achieved its core target of zero major data leakage and privacy infringement incidents.

The Company has incorporated data security and privacy protection into mandatory training for new employees, and conducts compulsory annual security awareness training and assessments for all employees, with the results included in departmental performance evaluations. Through initiatives such as monthly themed awareness campaigns, as well as scenario simulations and knowledge competitions, the Company enhances employees' proactive protection awareness and emergency response capabilities. In customer project delivery, the Company embeds privacy protection requirements into business operations and effectively reduces the risks of data leakage and improper use through least-privilege access, compliant approval procedures, and technical controls. During the reporting period, the Company experienced no major information security incidents or customer privacy breaches, and its data security management remained stable.

Data Security and Customer Privacy Protection Performance

Indicator	Unit	2025
Number of data security incidents	cases	0
Number of employees covered by personal information security training	persons	5,976
Coverage rate of personal information security training for employees	%	100

Supply Chain Security

◎ Governance

The Company regards supply chain security and sustainable development as core operational risks and strategic priorities, and has established a full-process governance mechanism covering decision-making, supervision, and execution. In this way, it promotes the deep integration of supply chain strategy with the Company's overall risk management and safeguards supply chain security, resilience, and sustainable development.



Under the authorization of the Executive Management Team (EMT), the Company has established a Planning and Procurement Committee, chaired by the Company's President. Its formal members include the heads of various business units as well as the persons in charge of core functions such as sales, R&D, finance, planning, and procurement. Industry experts may also be invited to attend meetings when necessary. As the core decision-making and oversight body for supply chain management, the Committee's primary responsibilities are to:

1. Approve market demand plans, assess supply chain capacity and resource allocation, and ensure supply-demand balance while improving operational efficiency.
2. Coordinate the identification, assessment, and response to supply chain risks, and formulate supply chain security and sustainable development strategies.
3. Convene dedicated meetings on a regular basis according to the annual calendar, organize ad hoc meetings as needed in response to emergencies, and report the supply chain risk map and progress of response measures to the EMT on a quarterly basis, so as to ensure continuous closed-loop oversight of supply chain risks.

The Company has formulated and comprehensively implemented the Procurement Management Policy, clearly taking environmental compliance, labor rights, and business ethics as the guiding principles for supplier management. In this way, it regulates supply chain practices from the source and promotes green and sustainable development in collaboration with upstream and downstream partners across the supply chain.

◎ Strategy

Supply chain resilience is a strategic cornerstone for fulfilling the Company's global delivery commitments. The Company has established a supply chain strategy centered on reducing single-source reliance and strengthening localized collaboration, while simultaneously advancing responsible procurement to address both short-term supply disruptions and long-term sustainable development challenges.

Diversification and substitutability strategy

In response to the two core risks of geopolitical restrictions and single-source dependency, the Company has formulated and implemented a supply strategy aimed at reducing single-source reliance. In principle, each core critical material must have at least two qualified suppliers located in different regions, so as to reduce the risk of supply disruption at the source. For materials where multi-sourcing is restricted by objective factors such as technical patents or certification barriers, the Company adopts a combination of measures such as strategic stockpiling, capacity reservation, and long-term agreements to hedge against risks. This strategy has been incorporated into the Company's annual organizational performance assessment system, and by defining clear substitution targets, tasks, and milestones, it drives the continuous reduction of the sole-sourcing rate for materials.

Responsible procurement strategy

The Company integrates environmental compliance, labor rights, and business ethics throughout the entire supply chain lifecycle and is committed to building a transparent and traceable green supply chain. By requiring suppliers to comply with the Supplier ESG Commitment Letter and relevant international conventions, the Company promotes continuous improvement across the supply chain on environmental and social issues.

Localized procurement strategy

The Company actively promotes localized procurement to shorten the supply distances, reduce the geographical footprint of the supply chain, and at the same time support regional economic development.

◎ Management of Impacts, Risks, and Opportunities

The Company has established a full-process management mechanism covering risk identification, assessment, response, and monitoring to ensure the effective implementation of its supply chain security strategy.

◎ Risk Identification and Assessment

External Risk Identification

The Company continuously tracks geopolitical developments, changes in international trade policies, and fluctuations in bulk raw material prices, and has identified that unexpected events such as the escalation of international trade frictions, supply restrictions on certain key components, and shortages of memory chips may adversely affect the supply of critical materials such as core chips and power devices.

Internal Risk Assessment

Using a layered, graded, and categorized approach, the Company conducts a comprehensive review of sole-sourcing situations at both the material code level and the supplier level, and assesses the degree of dependence on single sources and the potential difficulty of substitution. At the same time, suppliers' environmental performance, labor rights, and business ethics compliance are incorporated into the scope of risk assessment, and high-risk suppliers are subject to dedicated ESG due diligence assessments.

◎ Risk Response and Control Measures

For supply materials exposed to geopolitical risks, the Company has completed a comprehensive review of all relevant data and dynamic risk identification, and has established a dedicated task force for multi-source substitution to initiate response plans.

Reduction of Sole-Sourcing Rate

During the reporting period, the Company made significant progress in securing multi-source supply for relevant risk-sensitive materials, and the risks associated with sole-source dependence were effectively controlled.

Strategic Stockpiling and Cost Control for Bulk Raw Materials

For imported chips with long lead times, the Company maintains strategic inventory to address unexpected supply disruptions.

It also tracks and analyzes trends in bulk raw materials and, together with strategic suppliers, adopts price-locking strategies for key materials to reduce the risks arising from raw material price fluctuations.

Supplier Lifecycle Management

Supplier Pre-qualification: In the supplier selection process, the Company treats commitments to environmental management, occupational health and safety, and anti-corruption as mandatory requirements. It requires 100% of new suppliers to sign the Supplier Integrity and Ethical Conduct Commitment Letter, and 100% of production material suppliers to sign the Environmental and Occupational Safety Management Requirements and the Agreement on Environmentally Hazardous Substances, so as to screen partners with a strong sense of social responsibility at the source.

Ongoing Supplier Performance Monitoring: Through annual audits and quarterly performance evaluations, the Company conducts ad hoc tracking of suppliers across dimensions such as quality risks, environmental compliance, and operating conditions, so as to ensure early detection and timely intervention when issues arise.

Supplier Relationship Management: For strategic suppliers, the Company has established mechanisms for senior management exchanges and joint technical development. By signing long-term agreements to secure production capacity and jointly developing alternative materials, it strengthens resilience against extreme supply disruption risks.



Dedicated Management of Responsible Sourcing

Conflict minerals management: Metal minerals are among the higher-risk areas in the supply chain, and the Company strictly implements due diligence on conflict minerals. During the reporting period, the Company updated the Supplier ESG Commitment Letter, requiring both new and existing suppliers to commit in writing that they will not use conflict minerals. In December 2025, the Company launched a conflict minerals survey covering 482 suppliers. Responses received accounted for 7.3% of total suppliers. The Company will continue to collect survey responses in subsequent stages and increase the survey coverage rate.

Hazardous substances management: The Company strictly complies with the RoHS, REACH, and incoming material quality control requirements, and conducts full-process compliance reviews of suppliers through the Green Product Management Platform (GPCN). Based on the risk level of materials, the Company carries out precise monitoring through a combination of internal testing and third-party testing. During the reporting period, the pass rate for suppliers' RoHS compliance reviews was 100%.

Emergency Response Mechanism

For unplanned emergencies arising outside the annual plan, the Company has established a cross-departmental coordinated response mechanism. Through a combination of measures such as risk assessment, stockpiling advancement, multi-channel sourcing, and coordination with original manufacturers, it ensures supply continuity. In 2025, overall delivery of core materials remained stable, and no delivery incidents occurred.

◎ Metrics and Targets

The Company has established key performance indicators and regularly tracks progress in supply chain security and responsible procurement, while also defining future targets to drive continuous improvement. In 2026, the Company aims to significantly increase the conflict minerals survey rate, with the goal of achieving full conflict minerals compliance traceability across all production material suppliers. Collection of suppliers' carbon emissions data will initially focus on core strategic suppliers, laying the foundation for subsequent decarbonization across the supply chain.



Supply Chain Security Performance

Core indicator	2025 performance	2026 target
Conflict minerals survey rate	7.3% (survey launched for 482 suppliers)	≥90%
Percentage of suppliers that have signed contracts containing ESG requirement clauses	76.6%	≥98%
Number of empowerment and training activities for key suppliers	3	4
Coverage rate of integrity training and education for key suppliers	100%	100%
Carbon emissions survey rate of key suppliers	Not yet implemented	Cover 100% of key suppliers

Note:

Conflict minerals survey rate = (number of suppliers from whom valid questionnaires have been collected / number of suppliers surveyed) × 100%. Percentage of suppliers that have signed contracts containing ESG requirements clauses: includes all new suppliers, excluding one-time emergency procurement suppliers.

Equal Treatment of SMEs

The Company regards the equal treatment of SMEs as an important part of responsible supply chain management and of promoting the healthy development of the industrial ecosystem. The Company places great importance on building strategic cooperative relationships with suppliers and consistently adheres to the principles of respect and equality in its treatment of all suppliers. During the reporting period, based on verification against information published on the Credit China website, the Company had no serious records of dishonesty related to overdue payments to SMEs. As of the end of the reporting period, the balance of the Company's accounts payable, including notes payable, did not exceed RMB 30 billion, and such balance did not account for more than 50% of its total assets.

Equal Treatment of SMEs Performance

Indicator	Unit	2025
Amount of overdue payments to SMEs at the end of the reporting period	RMB thousand	0
Percentage of distributors in the distribution network participating in regular product and service training	%	85

Innovation-Driven Development

◎ Governance

The Company has established a tiered and coordinated innovation R&D governance system, clearly defining the boundaries of responsibilities and coordination mechanisms at each level, so as to ensure that R&D investment remains focused on strategic priorities, innovation outcomes are efficiently translated into commercial applications, and both commercial and social value can be created.

The Integrated Portfolio Management Team (IPMT), composed of the heads of core functions such as sales, R&D, supply chain, finance, and quality, is responsible for formulating the Company's overall R&D investment portfolio to ensure close alignment between R&D directions and the Company's strategic objectives; accurately addressing market demand and customer pain points while assessing the commercial viability of R&D projects and the appropriateness of resource allocation; and coordinating the allocation of R&D resources across business units to avoid duplicated investment and ensure close linkage between R&D activities, market demand, and commercial success.

The Technology Management Team (TMT) focuses on medium- to long-term technical planning and overall coordination at the technical level, providing technical support for the implementation of innovation initiatives. Within the Company's strategic framework, it formulates three- to five-year medium- and long-term technology development strategies, defines the directions for breakthroughs in frontier technologies, and develops technology roadmaps. It also coordinates the technology R&D activities of various business units in a unified manner, promotes the sharing of common technological achievements, and provides professional technical guidance. In addition, it tracks industry technology trends and conducts advance assessments of technology risks to ensure the forward-looking nature and feasibility of the Company's technology roadmap.

The Company has established five major regional R&D centers and functional teams in Shenzhen, Shanghai, Zhongshan, Suzhou, and Changsha, forming a complete execution chain of "technology exploration, platform support, and product implementation".

Technology Research Department

Focuses on the pre-research and exploration of advanced frontier technologies in the industry, such as low-carbon and energy-saving technologies and core power electronics technologies, in order to build up the Company's future technological competitiveness.

Platform Department

Responsible for the development and iteration of common technology and core technology platforms, providing standardized technical support for various product lines and improving R&D efficiency.

Product Development Department

Focuses on business-oriented customized product development, transforming technological achievements into specific products and solutions that meet customer needs, and realizing the practical value of innovation.

◎ Strategy

◎ Technological Innovation Strategy and R&D Process

Innovation-driven development has always been the core engine of the Company's sustainable development. In 2025, the Company continued to deepen its "technology leadership" strategy, focusing on core business areas such as industrial automation, E-mobility, network power, and PV & ESS, and driving the efficient transformation of innovation outcomes along the main line of "technological breakthrough, platform reuse, and scenario-based application".

R&D process: The Company has established a full-process R&D management system covering market insight, technology pre-research, product development, and industrialization. Guided by the Integrated Product Development (IPD) philosophy, it strengthens cross-functional collaboration, shortens the R&D cycle, and improves innovation efficiency.

Through multi-level institutional safeguards, the Company ensures the stability and effectiveness of innovation investment, and prioritizes R&D resources for core technologies and high-potential projects.

Alignment between development strategy and resource allocation: The Company focuses its innovation resources on its principal business areas, including industrial automation, core components for E-mobility, network power, and PV & ESS, thereby building a technology protection network covering key fields and supporting its transformation toward the high-end, intelligent, and green development.

◎ Innovation-Related Risks, Opportunities, and Response Strategies

▲ In light of the characteristics of the electronics and electrical industry, the Company has identified and responded to the following innovation-related risks and opportunities

Risk/Opportunity	Core content	Response strategy
Risk of technology route selection	The industry is experiencing rapid technological iteration. If the technology route is misjudged, it may lead to wasted R&D investment and weakened market competitiveness.	Establish a technology roadmap review mechanism, regularly analyze industry technology trends, and reduce reliance on a single technology route through parallel R&D across multiple routes.
Risk of imbalance between R&D investment and returns	R&D projects have long cycles and high uncertainty, which may result in a mismatch between investment and output.	Strengthen feasibility analysis and commercialization prospect assessment before project initiation, establish a stage-gate review mechanism, and promptly discontinue projects that fail to meet expectations.
Risk of Intellectual Property Non-Compliance	The industry is highly intensive in intellectual property. Inadequate management may lead to infringement disputes or loss of core technologies.	Improve the Intellectual Property Management Policy, establish a three-tier mechanism covering patent infringement search, competitor analysis, and early warning response, conduct company-wide intellectual property training, and strengthen rights ownership management.
Opportunity: dual carbon goals and new productive forces	Global dual carbon goals and the development of new productive forces are creating broad market opportunities for the high-efficiency energy-saving and intelligent equipment sectors.	Focus on areas such as high-efficiency energy-saving VFDs, solar inverters, and electric drive systems for new energy vehicles, support customers in reducing costs and improving quality through technological innovation, and seize opportunities in the green transition market.

◎ Intellectual Property Management Process

The Company has formulated the Intellectual Property Management Policy and established a comprehensive protection system covering patents, trademarks, copyrights, and trade secrets, deeply integrating the creation, protection, utilization, and management of intellectual property into the entire R&D process.

1. Through a clearly defined application review and approval mechanism, the Company safeguards the transformation of innovation outcomes. At the same time, it protects the security of non-patented assets through processes such as classified management of technical documents, confidentiality agreements for personnel with access to sensitive information, and knowledge transfer reviews upon employee departure.
2. The Company implements a strategic patent portfolio, focusing on building technological barriers in its core business areas. It also conducts intellectual property risk screening and has established a three-tier early warning and response mechanism. No material intellectual property disputes occurred during the year.
3. The Company strengthens specialized intellectual property training for employees, covering key positions such as R&D and sales, and clearly defines requirements for ownership and protection of innovation outcomes. At the same time, it has established an innovation achievement reward mechanism to stimulate innovation across the workforce.
4. The Company has established an intellectual property information-sharing mechanism with upstream and downstream enterprises in the industrial chain, explores joint patent portfolio models for common industry technologies, shares intellectual property compliance experience with partners, and promotes the standardization of industry technologies.

◎ Technology Ethics

The Company adheres to the philosophy of using technology for good and follows the ethical principles of responsible innovation. It embeds ethical review throughout the entire R&D project process and standardizes both project initiation review and project acceptance. At the same time, the Company continuously promotes the internal dissemination of technology ethics standards, enhances ethics awareness among all employees, and ensures that technological R&D consistently benefits society.

Note: At present, the Company's business and innovation activities do not involve ethically sensitive fields of technology such as artificial intelligence or life sciences.

◎ Risk Management

The Company has established a risk management mechanism covering the entire innovation process, ensuring the identification, assessment, monitoring, and closed-loop management of key risks, including technical paths, R&D investment, and intellectual property.



Risk Identification

Through annual strategic reviews, industry benchmarking, project evaluations, and other means, the Company systematically identifies innovation-related risks such as technological iteration, return on investment, and compliance.

Risk Assessment

Identified risks are graded and assessed based on two dimensions, namely impact severity and likelihood of occurrence, forming a risk list and priority ranking.

Risk Monitoring

Key risk indicators are incorporated into R&D project dashboards and monthly management reports, enabling dynamic tracking of R&D investment progress, patent application quality, intellectual property disputes, and other relevant matters.

Risk Response

The Company formulates differentiated response strategies for different types of risks. For example, technology route risks are addressed through parallel development along multiple routes, investment imbalance risks are managed through strengthened stage-gate reviews, and intellectual property risks are handled through early warning and response plans, ensuring that innovation activities are advanced within a controllable range.

◎ Metrics and Targets

◎ Key Products, Technological Breakthroughs, and Value Transformation

In 2025, the Company continued to advance product iteration and technological innovation across its four core business areas of industrial automation, network power, PV & ESS, and E-mobility. It transformed R&D achievements into products and solutions with higher energy efficiency and greater reliability, thereby achieving simultaneous improvement in technological competitiveness and customer value.

In the field of industrial automation, VFD products cover applications ranging from general-purpose use to high-performance specialized scenarios, forming a full-spectrum product portfolio that includes the GD28 series, the GD290 series adaptable to multiple industries, the highly reliable GD5000 redundant parallel system, and the high-precision GD880 series, effectively meeting the operating condition requirements of different industries. At the same time, the motion control product line completed technology upgrades across servo systems, controllers, and motors, and launched a number of high-performance products, including the DA360 flagship servos, the TP2000 large PLCs, and full-power-range motors. In this way, the Company has built a complete automation ecosystem covering servos, control, and drives, helping customers achieve precise control, stable operation, and improved production efficiency.

In the field of network power, the Company's UPS products achieved dual breakthroughs in energy efficiency and power density through Super ECO control technology and all-SiC technology, further enhancing power supply reliability and operating efficiency. At the same time, the Company continued to improve supporting solutions such as the intelligent operation and maintenance platform for data center power and environment systems, chilled-water air conditioning systems, and liquid-cooling coolant distribution unit (CDU) equipment, comprehensively addressing the needs of data centers for efficient heat dissipation and intelligent operation and maintenance, and providing solid support for highly reliable operation in critical scenarios.

In the field of PV & ESS, the Company continued to optimize the performance of grid-tied inverters and advance cost reduction. Multiple new solar inverters and energy storage inverters were successfully launched, achieving simultaneous improvements in product efficiency and cost-effectiveness. The Company also continued to enrich its photovoltaic and energy storage product portfolio, providing stronger support for the efficient application and wider adoption of new energy solutions.

In the field of E-mobility, the core components business achieved a technological breakthrough in the parallel connection of high-current SiC modules and completed vibration resistance validation for commercial vehicles, thereby enhancing the reliability and environmental adaptability of onboard drive systems. Meanwhile, the new energy vehicle electronics business has gradually evolved from customized development to a platform-based approach, improving product stability and module reusability. At the same time, its cost management approach has shifted from single-supplier cost control to collaborative innovation with suppliers to reduce costs, promoting sound coordination and sustainable development across the supply chain ecosystem.

Through the above product innovations and technological upgrades, the Company's products achieved significant improvements in energy efficiency, reliability, and scenario adaptability. These advances have effectively helped customers in industrial sectors, data centers, new energy, and new energy vehicles to save energy, reduce carbon emissions, improve quality, and enhance efficiency, further promoting the green transformation of the industrial chain and achieving the coordinated realization of commercial value and social value.

◎ Intellectual Property

In 2025, the Company carried out strategic patent portfolio planning around its core businesses. Its patented technologies were highly aligned with product R&D and technological breakthroughs, thereby forming a technological moat that supports business development. The Company's intellectual property portfolio was concentrated in four core business areas: industrial automation, network power, PV & ESS, and E-mobility, covering key technology directions such as power regulation, intelligent control, and high energy efficiency, and precisely aligning with the R&D needs of key products. Core patents have already been applied to major products such as the GD series VFDs, the DA360 servo, and UPS systems, enabling two-way linkage between technology protection and product implementation.

Innovation-Driven Development Performance

Indicator	Unit	2025
R&D investment	RMB million	510.75
R&D expenses as a percentage of main business revenue	%	11.42
Number of R&D personnel at the end of the reporting period	persons	1,300
Percentage of R&D personnel at the end of the reporting period	%	21.75
Number of granted intellectual property rights at the end of the reporting period	cases	2,332
Number of newly granted intellectual property rights during the year	cases	177
Total number of valid patents at the end of the reporting period	cases	1,188
Number of invention patents applied in the main business at the end of the reporting period	cases	390



Rural Revitalization and Social Contribution

◎ Rural Revitalization

The Company actively responds to the national rural revitalization strategy and is deeply involved in the upgrading of rural infrastructure and industrial assistance initiatives. In 2025, the Company continued to invest in key areas such as PV-based rural development projects and water conservancy facility upgrades. Its projects covered multiple villages and towns in regions including Shanxi and Ningxia, benefiting more than 10,000 rural residents in total. By integrating advanced power electronics technologies with the actual needs of rural areas, the Company has not only provided stable and reliable clean energy and water resource support for local communities, but also effectively promoted collective village income growth and increased farmers' incomes, painting a green and sustainable picture of rural revitalization through the power of technology.

◎ Rural Revitalization Project in Datong, Shanxi

Specific measures: The Company implemented a 10.47 MW PV power generation project in four villages in Guangling County, Datong, Shanxi Province, namely Songyao, Zuotuanxibao, Yuanxizhuang, and Zhoutusi Xincun. The project adopted multiple models of INVT solar inverters ranging from 30 kW to 110 kW, which are well suited to northern climatic conditions and deliver high efficiency and stable performance. By transforming idle land into a clean power generation base, the project has injected green momentum into local rural development.

Results achieved: The project has been successfully connected to the grid and has achieved stable operation. Its annual net power generation revenue is expected to exceed RMB 5.2 million. In accordance with the local distribution mechanism for PV-based rural development projects, the revenue has been clearly allocated for increasing collective village income and providing dividends to low-income households.

Number of beneficiaries: The project directly benefits four villages with a total permanent population of more than 5,000. Among them, approximately 1,745 low-income households are expected to receive annual dividend income of around RMB 3,000 per household. In addition, each village collective is expected to receive more than RMB 260,000 in sustainable annual income, which can be used for village public affairs.

Impact on the Company's brand and business: The project has become a vivid example and benchmark case of empowering rural revitalization through the new energy industry in Guangling County, enhancing INVT's brand awareness and reputation in the fields of PV-based rural development and rural revitalization in northern China. The project has successfully validated the high efficiency, reliability, and broad applicability of INVT inverters under complex environmental conditions, providing strong practical evidence for the Company's future participation in similar "PV+" integrated rural development projects and helping it expand broader market opportunities in the integration of new energy and rural revitalization.





◎ Ningxia Water Conservancy Projects

Specific measures: INVT's GD5000 series medium-voltage VFDs were successfully applied in two key water conservancy projects in Ningxia: the interconnection project between Zhangjiagou Reservoir and Hewa Water Plant in Xiji County, and the water-saving supporting facilities project for the newly built medium-sized irrigation district in Honghe, Pengyang County.

Results achieved: In the Xiji County project, the stable delivery of Yellow River water to the water plant was realized, completing a critical step in enabling urban and rural residents to use Yellow River water and enhancing the safety and resilience of urban-rural water supply. In the Pengyang County project, technologies including vector control, multi-cell series connection, wide-temperature operation with high protection, cell bypass, and soft start enabled precise irrigation and reliable system operation. Remote monitoring also helped reduce operation and maintenance costs, effectively addressing challenges in farmland irrigation.

Number of beneficiaries: The Xiji County project serves the domestic water needs of urban and rural residents as well as industrial emergency backup water supply demands, improving the overall regional water supply assurance capacity. The Pengyang County project covers multiple towns and townships, with an effective irrigation area reaching 65,500 mu (approx. 4,367 hectares), contributing to increased grain production and higher income for farmers.

Impact on the Company's brand and business: With its efficient and reliable products and intelligent solutions, the Company has established a brand image of technical reliability and strong adaptability to complex engineering environments through major water conservancy projects in Ningxia. These projects provide benchmark cases for the Company's market expansion in water conservancy, agricultural and forestry irrigation, and related fields in northwest China, further strengthening its brand positioning of "empowering rural revitalization and regional development through technology".

◎ Social Contribution

The Company consistently adheres to a people-oriented and harmonious development philosophy. While creating commercial value, it actively fulfills its social responsibilities, comprehensively enhances its positive impact on social well-being, community development, talent cultivation, and ecological protection, and promotes coordinated win-win development between the Company and society.

The Company is actively committed to public welfare, launching localized initiatives aligned with its business footprint. By supporting vulnerable groups and community development, we encourage employees to participate as volunteers, continuously strengthening the integration and mutual trust between the enterprise and the community. In 2025, the Company's total public welfare investment amounted to RMB 318,000. In terms of cultural heritage and community co-development, the Company actively supported cultural development in the Guangdong-Hong Kong-Macao Greater Bay Area by providing dedicated funding of RMB 200,000 for the promotion and inheritance of intangible cultural heritage in the Greater Bay Area in 2025, thereby supporting the innovative development of intangible cultural heritage in Sanjiao Town, Zhongshan City and injecting momentum into the revitalization and dissemination of traditional culture through practical action. In the field of education and talent development, the Company carried out university-enterprise cooperation and contributed a total of RMB 118,000 to establish scholarships and teaching awards with Anhui University of Science and Technology, Hunan University of Technology, and Guangdong University of Technology, benefiting 25 students in total and aiming to cultivate interdisciplinary talents with solid professional competence as well as innovative and practical capabilities. At the same time, the Company has established joint laboratories with universities such as Nanjing University and carried out campus activities and practical projects to support the cultivation of future industry talent and provide human capital support for the sustainable development of the industry.







At the same time, the Company has established a long-term and friendly communication mechanism with local communities. It jointly built a community traffic guidance station with Guangming subdistrict, and set up efficient channels for public feedback through online working groups and a 24-hour feedback channel at the Company's front desk. Through these measures, the Company actively responds to and properly coordinates and resolves issues that may arise during operations, such as personnel matters, traffic, and resource occupation, effectively safeguarding the daily order of community life and building harmonious relations between the Company and the community.



06

ESG Performance Data Overview

◎ ESG Performance Data Overview
◎ Appendix

ESG Performance Data Overview

Dimension	Indicator	Unit	2025
Climate change response	Total GHG emissions[1]	tCO_2e	1,183,479.11
	Total Scope 1 emissions[2]	tCO_2e	312.65
	Total Scope 2 emissions[3]	tCO_2e	16,725.18
	Total Scope 3 emissions[4]	tCO_2e	1,166,441.28
	Scope 3 Category 1: Purchased goods and services	tCO_2e	1,141,505.66
	Scope 3 Category 6: Business travel	tCO_2e	4,679.80
	Scope 3 Category 9: Downstream transportation and distribution	tCO_2e	20,255.82
	Total Scope 1 and Scope 2 emissions	tCO_2e	17,037.83
	Combined Scope 1 and Scope 2 emissions intensity	tCO_2e/RMB million revenue	3.8082
Energy utilization	Annual operating costs reduced through energy-saving projects	RMB thousand	158.6
	Total purchased electricity	MWh	31,521.25
	Diesel consumption	tonnes	0.05
	Gasoline consumption	tonnes	20.76
	Natural gas consumption	'0,000 m^3	11.48
	Total direct energy consumption[5]	tonnes of standard coal	170
	Total purchased energy consumption	tonnes of standard coal	4,047.82
	Total non-renewable energy consumption	tonnes of standard coal	4,047.82
	Total renewable energy consumption[6]	MWh	1,202.26
	Percentage of renewable energy consumption	%	3.52
	Increase in the share of renewable electricity	%	0.06
	Data coverage rate	%	100
	Total electricity consumption	MWh	32,723.51
	Self-consumed electricity from on-site distributed clean energy	MWh	1,202.26
	Installed capacity of self-generated and self-consumed distributed power stations	MW	1.4
	Energy intensity	tce/RMB million revenue	0.94

Dimension	Indicator	Unit	2025
Water stewardship	Total water withdrawal	m^3	244,210
	Water withdrawal – municipal water supply	m^3	243,960
	Water withdrawal – rainwater directly collected and stored by the Company	m^3	250
	Water withdrawal – wastewater from other companies or organizations	m^3	0
	Water withdrawal – groundwater	m^3	0
	Water withdrawal – surface water	m^3	0
	Water consumption at operating sites located in water-stressed areas	m^3	0
	Total wastewater discharge[7]	m^3	219,564
	Wastewater discharge by destination – discharged to sewer systems	m^3	219,564
	Wastewater discharge by destination – discharged to surface water bodies	m^3	0
	Wastewater discharge by destination – discharged to groundwater bodies	m^3	0
	Wastewater discharge by destination – discharged to other destinations	m^3	0
	Total wastewater discharge in all areas, broken down by freshwater and other water	m^3	0
	Wastewater discharge in water-stressed areas and breakdown details	m^3	0
	Total water consumption	m^3	24,646
	Water consumption in all areas with water stress	m^3	0
	Water withdrawal intensity	m^3/RMB million revenue	54.58
Emissions and waste management	Total waste generated	tonnes	1483.80524
	Waste generation intensity	tonnes/RMB million revenue	0.3317
	Non-hazardous waste generation intensity	tonnes/RMB million revenue	0.3193

Dimension	Indicator	Unit	2025
Emissions and waste management	Hazardous waste generation intensity	tonnes/RMB million revenue	0.0124
	Total hazardous waste generated	tonnes	55.3743
	Total non-hazardous waste generated[8]	tonnes	1,428.43094
	Amount of waste recycled and reused	tonnes	1,428.43094
	Amount of non-hazardous waste recycled and reused	tonnes	1,428.43094
	Total amount of waste disposed of	tonnes	55.3743
	Amount of hazardous waste disposed of	tonnes	55.3743
	Total exhaust gas emissions	m^3	289,909,280
	Exhaust gas emissions intensity	m^3/RMB million revenue	64,799.3943
	Nitrogen oxides (NOx)	tonnes	0
	Sulfur oxides (SOx)	tonnes	0
	VOCs	tonnes	2.22798
	Particulate matter	tonnes	0.10306
	Tin and its compounds	tonnes	0.0003845
	Toxic and hazardous air pollutants	tonnes	0
	Total wastewater discharge	m^3	219,564
	Wastewater discharge intensity	m^3/RMB million revenue	49.0761
	Domestic wastewater discharge	m^3	218,245
	COD	tonnes	15.0316
	Ammonia nitrogen (NH3-N)	tonnes	2.7172
	Total phosphorus discharge	tonnes	0.2207
	Total nitrogen discharge	tonnes	3.9950
	Animal and vegetable oil discharge	tonnes	0.0333
	Suspended solids (SS) discharge	tonnes	9.2211
Clean technology opportunities	Revenue from clean technology-related products and services[9]	RMB million	3,678,130
	Clean technology revenue as a percentage of main business revenue	%	79.54

Dimension	Indicator	Unit	2025
Product environmental responsibility and circular economy	Waste recycled and utilized[10]	tonnes	1,428.43094
Environmental compliance management	Total amount of penalties arising from violations of environmental laws and regulations	RMB thousand	0
	Number of penalty cases arising from violations of environmental laws and regulations	cases	0
	Number of litigation cases received for violations of environmental laws and regulations	cases	0
	Total environmental protection investment during the reporting period	RMB thousand	5,690
	Number of employee environmental protection training sessions	times	10
	Total training hours for environmental protection training	hours	113
	Number of employee participations in environmental protection training	participations	53
	Number of major operating sites certified under the ISO 14001 environmental management system	sites	5
	Third-party audit conducted by a professional company	%	100
	Internal audit conducted by experts from the head office	%	100
Employees	Total number of employees at the end of the reporting period[11]	persons	5,976
	Labor contract signing rate at the end of the reporting period	%	100
	Number of employees working in Chinese mainland at the end of the reporting period	persons	5,903

Dimension	Indicator	Unit	2025
Employees	Number of employees working in Hong Kong, Macao, Taiwan, and overseas at the end of the reporting period	persons	73
	Number of female employees at the end of the reporting period	persons	1,542
	Number of male employees at the end of the reporting period	persons	4,434
	Percentage of female employees at the end of the reporting period	%	26
	Percentage of male employees at the end of the reporting period	%	74
	Number of employees aged over 50 at the end of the reporting period	persons	114
	Number of employees aged 30 to 50 at the end of the reporting period	persons	3,503
	Number of employees aged under 30 at the end of the reporting period	persons	2,359
	Percentage of employees aged over 50 at the end of the reporting period	%	2
	Percentage of employees aged 30 to 50 at the end of the reporting period	%	59
	Percentage of employees aged under 30 at the end of the reporting period	%	39
	Number of employees with doctoral degrees at the end of the reporting period	persons	13
	Number of employees with master's degrees at the end of the reporting period	persons	550
	Number of employees with bachelor's degrees at the end of the reporting period	persons	2,112
	Number of employees with junior college degrees or below at the end of the reporting period	persons	3,301
	Percentage of employees with doctoral degrees at the end of the reporting period	%	0.2
	Percentage of employees with master's degrees at the end of the reporting period	%	9.2
	Percentage of employees with bachelor's degrees at the end of the reporting period	%	35.3
	Percentage of employees with junior college degrees or below at the end of the reporting period	%	55.2
	Total number of newly hired employees	persons	2,267
	-Aged under 30	persons	1,277
	-Aged 30–50	persons	963
	-Aged over 50	persons	27
	-Aged under 30	%	56.33
	-Aged 30–50	%	42.48
	-Aged over 50	%	1.19
	-Number of newly hired male employees	persons	1,762
	-Number of newly hired female employees	persons	505
	-Percentage of newly hired male employees	%	78
	-Percentage of newly hired female employees	%	22
	Number of employees leaving	persons	1,675
	Employee turnover rate[12]	%	26
	Voluntary turnover rate[13]	%	24
	-Aged under 30	%	31
	-Aged 30–50	%	23
	-Aged over 50	%	13
	-Male	persons	1,296

Dimension	Indicator	Unit	2025
Employees	-Female	persons	379
	Male employee turnover rate[14]	%	27
	Female employee turnover rate[15]	%	24
	Average tenure of male employees	years	3.01
	Average tenure of female employees	years	3.12
	Internal hiring rate	%	1.8
	Percentage of employees covered by collective bargaining agreements	%	0
	Number of major operating sites where human rights due diligence or human rights impact assessments have been carried out	sites	3
	Percentage of employees who are employee representatives[16]	%	5
	Social insurance coverage rate[17]	%	100
	Total number of discrimination or harassment violations	cases	0
	Percentage of ethnic minority employees in the total workforce at the end of the reporting period	%	11
	Percentage of ethnic minorities in all management positions at the end of the reporting period	%	4
	Percentage of foreign employees in the total workforce at the end of the reporting period	%	1
	Percentage of foreign employees in all management positions at the end of the reporting period	%	0.21
	Number of labor dispute cases	cases	18
	Number of penalties incurred for violations of employee employment and labor laws and regulations	times	0
	Percentage of employees who received training on diversity, discrimination, and/or harassment	%	100
	Number of male managers at the end of the reporting period	persons	356

Dimension	Indicator	Unit	2025
Employees	Number of female managers at the end of the reporting period	persons	122
	Number of managers aged under 30 at the end of the reporting period	persons	9
	Number of managers aged 30–50 at the end of the reporting period	persons	433
	Number of managers aged over 50 at the end of the reporting period	persons	36
	Number of ethnic minority managers at the end of the reporting period	persons	20
	Percentage of women in all management positions at the end of the reporting period	%	26
	Percentage of women in junior management positions at the end of the reporting period	%	21
	Percentage of women in middle management positions at the end of the reporting period	%	4.46
	Percentage of women in senior management positions at the end of the reporting period	%	0
	Percentage of women in revenue-generating management positions out of all such managers at the end of the reporting period	%	21.6
	Percentage of women in STEM-related positions at the end of the reporting period	%	15.3
	Number of employees covered by the Company's occupational health management system	persons	5,976
	Percentage of employees covered by the Company's occupational health and safety management system	%	100
	Number of occupational health and safety training sessions conducted	sessions	165

Dimension	Indicator	Unit	2025
Employees	Number of participations in occupational health and safety training	participations	6,281
	Employee health check-up coverage rate	%	100
	Investment in occupational health and safety liability insurance	RMB thousand	2,526.9
	Occupational health and safety liability insurance coverage rate[18]	%	100
	Lost work hours due to work-related injuries[19]	hours	4,302
	Number of employee deaths resulting from work-related injuries	persons	0
	Work-related fatality rate per million working hours	-	0
	Recordable incident rate per million working hours	-	1.16
	Number of employees in positions exposed to occupational disease hazards	persons	263
	Number of employee occupational disease cases	persons	0
	Number of employee deaths resulting from occupational diseases	persons	0
	Lost time injury frequency rate per million working hours	-	498.81
	Lost-time injury frequency rate for direct workforce	-	1.16
	Lost-time injury severity rate for direct workforce	-	0
	Number of incidents resulting in penalties for violations of occupational health and safety laws and regulations	cases	0
	Number of employee training sessions conducted	sessions	1,363
	Annual employee training hours	hours	100,943.8
	Annual investment in employee training	RMB thousand	1,300.7
	Employee training coverage rate	%	100
	Average employee training expenditure	RMB	217.65
	Average training hours per employee	hours	16.89

Dimension	Indicator	Unit	2025
Employees	Number of employee training participations	participations	33,047
	Training hours received by male employees	hours	70,455.13
	Training hours received by female employees	hours	30,488.67
	Percentage of male employees trained	%	100
	Percentage of female employees trained	%	100
	Percentage of employees receiving regular performance and career development reviews[20]	%	100
	Total number of employees receiving regular performance and career development reviews	persons	4,681
	- Management	persons	174
	-General employees	persons	4,507
	Total employee-related expenses (wages and benefits)	RMB thousand	1,224,036.4
	Return on investment in human capital	%	364.01
	Average training and development hours per full-time equivalent (FTE)	hours	50.33
	Number of non-compliance incidents related to product and service labeling	incidents	0
	Number of fines or warnings resulting from violations of product safety laws and regulations	cases	0
	Total number of incidents involving violations of laws and regulations related to products and services	incidents	0
	Percentage of online sales revenue	%	0
	Number of product recall incidents	incidents	0
	Product recall rate	%	0
	Complaint handling rate	%	100
	Customer satisfaction[21]	%	88.6
	Percentage of traceable products	%	67.2
Data security and customer privacy protection	Number of data security incidents	incidents	0
	Amount involved in data security incidents	RMB million	0

Dimension	Indicator	Unit	2025
Data security and customer privacy protection	Number of information security vulnerabilities	items	2164
	Total number of non-compliance incidents related to customer privacy	incidents	0
	Financial losses associated with customer privacy breach incidents	RMB thousand	0
	Number of employee personal information security training sessions	sessions	26
	Number of employees covered by personal information security training	persons	5,976
	Coverage rate of personal information security training for employees	%	100
Supply chain security	Total number of suppliers[22]	suppliers	751
	Total number of active suppliers[23]	suppliers	556
	Number of suppliers in Chinese mainland	suppliers	743
	Number of suppliers in Hong Kong, Macao, Taiwan, and overseas regions	suppliers	8
	Percentage of new suppliers screened using environmental criteria	%	87
	Number of suppliers that underwent environmental impact assessments	suppliers	576
	Percentage of suppliers that underwent environmental impact assessments	%	76.6
	Percentage of suppliers that have signed contracts containing ESG requirements clauses	%	76.6
	Percentage of new suppliers screened through ESG assessments/on-site audits	%	88
	Percentage of new suppliers admitted through ESG assessments/on-site audits	%	91.4
	Total number of suppliers that underwent ESG assessments/on-site audits	suppliers	560
	Number of suppliers assessed as having significant actual/potential negative impacts	suppliers	0
	Incidents of actual negative social impacts in the supply chain	incidents	0
	Number of suppliers with significant actual/potential negative impacts that were terminated	suppliers	0
	Number of suppliers assessed as having significant actual/potential negative impacts and supported in implementing corrective action plans	suppliers	0
	Number of empowerment and training sessions for key suppliers[24]	sessions	3
	Coverage rate of integrity training and education for key suppliers	%	100
	Percentage of suppliers that have conducted and disclosed conflict minerals due diligence and obtained relevant conflict minerals information	%	7.3
	Percentage of revenue from products containing minerals from conflict-affected and high-risk areas provided by suppliers that have passed conflict-free audits	%	14.6
	Percentage of raw materials/company expenditure exposed to conflict mineral risks	%	0
Equal treatment of SMEs	Amount of overdue payments to SMEs at the end of the reporting period	RMB thousand	0
	Percentage of distributors in the distribution network that participated in regular internal training on products and services	%	85
Innovation-driven development	R&D investment	RMB million	510.75
	R&D expenses as a percentage of main business revenue	%	11.42
	Number of R&D personnel at the end of the reporting period	persons	1,300

Dimension	Indicator	Unit	2025
Innovation-driven development	Percentage of R&D personnel at the end of the reporting period	%	21.75
	Number of granted intellectual property rights at the end of the reporting period	items	2,332
	Number of newly granted intellectual property rights during the year	items	177
	Total number of valid patents at the end of the reporting period	items	1,188
	Number of invention patents applied in the main business at the end of the reporting period	items	390
	Number of newly approved trademarks	items	1
	Number of newly approved copyrights	items	15
	Number of patent applications filed	items	250
	Number of newly granted patents	items	161
Social contribution	Community welfare investment	RMB thousand	318
Corporate governance	Number of board directors	persons	9
	Number of independent directors on the Board	persons	3
	Number of shareholders' meetings convened	times	3
	Number of resolutions reviewed and approved at shareholders' meetings	items	16
	Number of Board meetings convened	times	9
	Number of resolutions reviewed and approved by the Board	items	36
	Number of Audit Committee meetings convened	times	5
	Number of resolutions reviewed and approved by the Audit Committee	items	14
	Number of Nomination and Remuneration Appraisal Committee meetings convened	times	4
	Number of resolutions reviewed and approved by the Nomination and Remuneration Appraisal Committee	items	10
	Number of Strategy and Sustainable Development Committee meetings convened	times	1
	Number of resolutions reviewed and approved by the Strategy and Sustainable Development Committee	items	1
Anti-unfair competition	Number of litigation and major administrative penalty cases arising from the Company's improper conduct	cases	0
	Amount involved in litigation and major administrative penalty cases arising from the Company's improper conduct	RMB thousand	0
	Number of legal proceedings related to anti-competitive behavior, anti-trust, and anti-monopoly practices	cases	0
Anti-commercial bribery and anti-corruption	Number of employees participating in anti-corruption-related training	persons	0
	Coverage rate of employees participating in anti-corruption-related training	%	0
	Total hours of anti-corruption training received by employees	hours	0
	Number of corruption and bribery leads generated through whistleblowing procedures	cases	1
	Total number of incidents involving violations of anti-corruption-related laws and regulations	cases	0
	Percentage of operating sites where anti-corruption audits have been conducted	%	42.9
	Total number of incidents in which employees were dismissed or disciplined for corruption or bribery	cases	0
	Number of corruption litigation cases filed against the Company or its employees and concluded	cases	0

Note: In the event of any inconsistency between the data in this Report and the Company's annual report, the data disclosed in the annual report shall prevail.

1. Total greenhouse gas emissions: Greenhouse gas emissions were accounted for in accordance with ISO 14064-1 and the GHG Protocol.

2. Total Scope 1 emissions: The total amount of greenhouse gas emissions generated from direct combustion, process-related activities, fugitive emissions, and other sources. The emission factors were calculated with reference to the Provincial Greenhouse Gas Inventory Preparation Guidelines (2025 Edition) and Requirementsof the Greenhouse Gas Emissions Accounting and Reporting—Part24: ElectronicsManufacturingEnterprise (GB/T 32151.24-2024). Scope 1 includes only CO2 emissions.

3. Total Scope 2 emissions: The total amount of indirect greenhouse gas emissions generated from purchased electricity, heat, and steam. The emission factors were calculated with reference to the 2023 Electricity Carbon Dioxide Emission Factors issued by the Ministry of Ecology and Environment and the National Bureau of Statistics.

4. Total Scope 3 emissions: Total indirect greenhouse gas emissions from upstream and downstream activities across the value chain, including total greenhouse gas emissions generated from Category 1, Category 6, and Category 9, covering purchased goods and services, business travel, and downstream transportation and distribution. Specifically, this includes total greenhouse gas emissions from Category 1 (purchased goods and services), Category 6 (business travel), and Category 9 (downstream transportation and distribution). Scope 3 Categories 2, 3, 4, 5, 7, 8, 10, 11, 12, 13, 14, and 15 were excluded from the accounting boundary because INVT is not involved in these emission sources or, based on analysis, they were determined not to be significant emission sources. The emission factors were calculated with reference to the Chinese Environmentally Extended Input-Output Database (CEEIO), carbon footprint reports for similar products, as well as China road transport emission factors and China typical business travel and accommodation emission factors published by ZERO Lab.

5. Total direct energy consumption: Primary energy consumed by the Company, including coal, coke, gasoline, diesel, natural gas, and other energy sources.

6. Total renewable energy consumption: The total amount of energy actually consumed by the Company during the reporting period that was derived from renewable sources. In this reporting period, it refers to PV power generation for self-consumption.

7. Total wastewater discharge: Water withdrawal (municipal water supply) × 90%.

8. Total non-hazardous waste generated: The statistical scope covers only general industrial solid waste generated during the production process and does not include domestic waste generated in office areas. The Company's domestic waste has been disposed of in compliance with local sanitation management requirements.

9. Revenue from clean technology-related products and services: The total sales revenue generated from products and services that meet the definitions set out in the Catalogue of Green Finance Supported Projects (2025 Edition).

10. Waste recycled and utilized: The total weight of waste recycled and reused externally during the reporting period.

11. Total number of employees: To maintain consistency with the annual report, the total number of employees includes contract employees and labor dispatch personnel, but excludes part-time employees.

12. Employee turnover rate: Number of employee departures ÷ (number of employee departures + number of employees at the end of the reporting period) × 100%. Both the number of employee departures and the number of employees at the end of the reporting period exclude labor dispatch personnel and part-time employees.

13. Voluntary turnover rate: Number of voluntary departures ÷ (number of employee departures + number of employees at the end of the reporting period) × 100%. Both the number of employee departures and the number of employees at the end of the reporting period exclude labor dispatch personnel and part-time employees. Where the total number of employees is used in the calculation of turnover or attrition indicators, the statistical scope is consistent with that of this indicator.

14. Turnover rate of male employees: Number of male employee departures ÷ (number of male employee departures + number of male employees at the end of the reporting period) × 100%.

15. Turnover rate of female employees: Number of female employee departures ÷ (number of female employee departures + number of female employees at the end of the reporting period) × 100%.

16. Percentage of employees covered by formally elected employee representatives: Number of employee representatives ÷ total number of employees.

17 & 18. Due to data availability, the statistical scope covers contract employees only.

19. Lost work hours due to work-related injuries: Includes the hours of leave taken as a result of work-related injuries.

20. Percentage of employees receiving regular performance and career development reviews out of total employees: Employees in the probation period are not subject to regular performance and career development reviews; therefore, employees in the probation period are excluded from the calculation of this indicator.

21. Customer satisfaction: The average customer satisfaction score based on internal questionnaire surveys.

22. Total number of suppliers: The statistical scope covers qualified production material suppliers, namely production material suppliers that have passed on-site inspections, completed all admission procedures, and been included in the qualified supplier list. It excludes one-time emergency procurement suppliers of production materials and non-production suppliers.

23. Active suppliers: Qualified production material suppliers that had transaction activity during the year.

24. Key suppliers: Manufacturing suppliers ranked among the top 50 by total procurement receipt amount, or supplier groups that are irreplaceable, highly energy-intensive, highly polluting, or exposed to high environmental risks, as well as suppliers listed under export controls, sanctions, watchlists, or involved in material violations of laws or regulations.

25. Percentage of revenue from products containing minerals from conflict-affected and high-risk areas supplied by suppliers that have passed conflict minerals due diligence: Annual procurement receipt amount of products containing minerals from conflict-affected and high-risk areas supplied by production material suppliers that have passed conflict minerals due diligence ÷ annual procurement receipt amount from all production material suppliers × 100%.

Appendix

List of Major Operating Sites

No.	Full name of operating site	Abbreviation of operating site
1	INVT International Trading Limited	International Trading
2	INVT Power Electronics (Suzhou) Co., Ltd.	INVT Power Electronics (Suzhou)
3	INVT Industrial Technology (Shanghai) Co., Ltd.	INVT Industrial Technology (Shanghai)
4	Changsha INVT Electric Technology Co., Ltd.	Changsha INVT Electric Technology
5	INVT Elevator Control Technology (Wuxi) Co., Ltd.	INVT Elevator Control Technology (Wuxi)
6	Shenzhen Yingchuangying Investment Co., Ltd.	Yingchuangying
7	Tangshan Pulin Yiwei Technology Co., Ltd.	Pulin Yiwei
8	Zhongshan INVT Electric Technology Co., Ltd.	Zhongshan INVT Electric Technology
9	Zhongshan INVT Precision Technology Co., Ltd.	Zhongshan INVT Precision Technology
10	INVT Power System (Shenzhen) Co., Ltd.	INVT Power System
11	INVT Electric Vehicle Drive Technology (Shenzhen) Co., Ltd.	INVT E-mobility
12	INVT Network Power (Shenzhen) Co., Ltd.	INVT Network Power
13	Ningbo Junwei Electrical Co., Ltd.	Ningbo Company
14	INVT Solar Technology (Shenzhen) Co., Ltd.	INVT Solar Technology
15	INVT Electric India Private Limited	INVT India
16	INVT Europe B.V.	INVT Netherlands
17	INVT KOREA CO., LTD.	INVT Korea
18	INVT BRASIL LTDA	INVT Brazil
19	INVT Electric (Thailand) Co., Ltd.	INVT Thailand
20	INVT ELEKTRIK LiMiTED SiRKETi	INVT Türkiye
21	Zibo Huanneng New Energy Vehicle Co., Ltd.	Zibo New Energy
22	Zhongshan INVT Automotive Power System Co., Ltd	Zhongshan INVT Automotive Power System
23	Shanxi Heweixin Photovoltaic Co., Ltd.	Shanxi Heweixin

Glossary

Term	Definition
BOD5	Five-day Biochemical Oxygen Demand
CDU	Coolant Distribution Unit
COD	Chemical Oxygen Demand
CQC	China Quality Certification Center
ECO	ECO, short for Economic or Ecology, Conservation, and Optimization, is a technology solution that delivers high efficiency and energy savings through intelligent control and is widely used in UPS systems, data centers, automobiles, air-conditioning systems, and other fields.
EHS	Environment, Occupational Health and Safety
ERP	Enterprise Resource Planning
GHG Protocol	Greenhouse Gas Protocol
LEC	Likelihood Exposure Consequence
MBR	Membrane Bioreactor
MES	Manufacturing Execution System
OA	Office Automation
PBB	Polybrominated Biphenyls
PBDE	Polybrominated Diphenyl Ethers
pH	potential of hydrogen
PLC	Programmable Logic Controller
RCO	Regenerative Catalytic Oxidation
REACH	Registration, Evaluation, Authorisation and Restriction of Chemicals
RMI-CMRT	Responsible Minerals Initiative-Conflict Minerals Reporting Template
RoHS	Restriction of Hazardous Substances in Electrical and Electronic Equipment
SIEM	Security Information and Event Management
SVHC	Substances of Very High Concern
UPS	Uninterruptible Power Supply
VOCs	Volatile Organic Compounds
WEEE	Waste Electrical and Electronic Equipment

07

Benchmarking Index Table

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

◎ Global Reporting Initiative (GRI) Index

Benchmarking Index Table for Self-Regulatory Guidelines No. 17 for Companies Listed on Shenzhen Stock Exchange — Sustainability Report (For Trial Implementation)

Dimension	No.	Topic	Clause No.	Corresponding chapter
Environmental	1	Climate change response	21 to 28	5.1
	2	Pollutant emissions	30	5.4
	3	Waste disposal	31	5.4
	4	Ecosystem and biodiversity conservation	32	5.7
	5	Environmental compliance management	33	5.7
	6	Energy utilization	35	5.2
	7	Water stewardship	36	5.3
	8	Circular economy	37	5.5
Social	9	Rural revitalization	39	6.7.1
	10	Social contribution	40	6.7.2
	11	Innovation-driven development	42	6.6
	12	Technology ethics	43	6.6
	13	Supply chain security	45	6.4
	14	Equal treatment of SMEs	46	6.5
	15	Product and service safety and quality	47	6.2
	16	Data security and customer privacy protection	48	6.3
	17	Employees	50	6.1
Governance	18	Due diligence	52	3.4
	19	Stakeholder engagement	53	3.3
	20	Anti-commercial bribery and anti-corruption	55	4.5.1
	21	Anti-unfair competition	56	4.5.2
Topics voluntarily disclosed by the Company	22	Product environmental responsibility		5.5
	23	Responsible procurement		6.4
	24	Clean technology opportunities		5.6

Global Reporting Initiative (GRI) Index

Usage note	Shenzhen INVT Electric Co., Ltd. has reported the information cited in this GRI Index for the period from January 1, 2025 to December 31, 2025, with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI standard	Disclosure	Disclosure title	Corresponding chapter
GRI 2: General Disclosures 2021	2-1	Organizational details	2.1 Company Profile
	2-2	Entities included in the organization's sustainability reporting	1.1 About This Report
	2-3	Reporting period, frequency and contact point	1.1 About This Report
	2-6	Activities, value chain and other business relationships	2.1 Company Profile
	2-7	Employees	6.1 Employees
	2-9	Governance structure and composition	3.1 Sustainable Development Management System
	2-10	Nomination and selection of the highest governance body	4.1 Governance Structure
	2-11	Chair of the highest governance body	3.1 Sustainable Development Management System
	2-12	Role of the highest governance body in overseeing the management of impacts	3.1 Sustainable Development Management System
	2-13	Delegation of responsibility for managing impacts	3.1 Sustainable Development Management System
	2-14	Role of the highest governance body in sustainability reporting	3.1 Sustainable Development Management System

GRI standard	Disclosure	Disclosure title	Corresponding chapter
GRI 2: General Disclosures 2021	2-15	Conflicts of interest	3.3 Stakeholder Engagement Management
	2-16	Communication of critical concerns	3.3 Stakeholder Engagement Management
	2-17	Collective knowledge of the highest governance body	3.1 Sustainable Development Management System
	2-18	Evaluation of the performance of the highest governance body	4.3 Remuneration for Senior Management
	2-19	Remuneration policies	6.1 Employees
	2-20	Process to determine remuneration	6.1 Employees
	2-21	Annual total compensation ratio	6.1 Employees
	2-22	Statement on sustainable development strategy	3.1.2 Sustainable Development Strategy
	2-23	Policy commitments	6.1 Employees
	2-24	Embedding policy commitments	4.4 Risk Management
	2-25	Processes to remediate Adverse impacts	4.4 Risk Management
	2-26	Mechanisms for seeking advice and raising concerns	4.5 Business Ethics
	2-27	Compliance with laws and regulations	All chapters
	2-29	Approach to stakeholder engagement	3.3 Stakeholder Engagement Management
	2-30	Collective bargaining agreements	6.1 Employees

GRI standard	Disclosure	Disclosure title	Corresponding chapter
GRI 3: Material Topics	3-1	Process to determine material topics	3.2 Management of Material Topics
	3-2	List of material topics	3.2 Management of Material Topics
	3-3	Management of material topics	3.2 Management of Material Topics
GRI 201: Economic Performance	201-1	Direct economic value generated and distributed	2.3 Key Performance in 2025
	201-2	Financial implications and other risks and opportunities due to climate change	5.1 Climate change response
	201-3	Defined benefit plan obligations and other retirement plans	6.1 Employees
GRI 202: Market Presence	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	6.1 Employees
	202-2	Proportion of senior management hired from the local community	6.1 Employees
GRI 204: Procurement Practices	204-1	Proportion of spending on local suppliers	6.4 Supply chain security
GRI 205: Anti-corruption	205-1	Operations assessed for risks related to corruption	4.5.1 Anti-commercial bribery and anti-corruption
	205-2	Communication and training about anti-corruption policies and procedures	4.5.1 Anti-commercial bribery and anti-corruption
	205-3	Confirmed incidents of corruption and actions taken	4.5.1 Anti-commercial bribery and anti-corruption
GRI 206: Anti-competitive Behavior	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	4.5.2 Anti-unfair competition
GRI 301: Materials	301-1	Materials used by weight or volume	5.5 Product Environmental Responsibility and Circular Economy
	301-2	Recycled input materials used	5.5 Product Environmental Responsibility and Circular Economy

GRI standard	Disclosure	Disclosure title	Corresponding chapter
GRI 301: Materials	301-3	Reclaimed products and their packaging materials	5.5 Product Environmental Responsibility and Circular Economy
GRI 302: Energy	302-1	Energy consumption within the organization	5.2 Energy Utilization
	302-2	Energy consumption outside of the organization	5.2 Energy Utilization
	302-3	Energy intensity	5.2 Energy Utilization
	302-4	Reduction of energy consumption	5.2 Energy Utilization
	302-5	Reductions in energy requirements of products and services	5.2 Energy Utilization
GRI 303: Water and Effluents	303-1	Interactions with water as a shared resource	5.3 Water Stewardship
	303-2	Management of water discharge-related impacts	5.3 Water Stewardship
	303-3	Water withdrawal	5.3 Water Stewardship
	303-4	Water discharge	5.3 Water Stewardship
	303-5	Water consumption	5.3 Water Stewardship
GRI 304: Biodiversity	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	5.7 Environmental Compliance Management
	304-2	Significant impacts of activities, products and services on biodiversity	5.7 Environmental Compliance Management
	304-3	Habitats protected or restored	5.7 Environmental Compliance Management
GRI 305: Emissions	305-1	Direct (Scope 1) GHG emissions	5.1 Climate change response
GRI 305: Emissions	305-2	Energy indirect (Scope 2) GHG emissions	5.1 Climate change response
	305-3	Other indirect (Scope 3) GHG emissions	5.1 Climate change response
	305-4	GHG emissions intensity	5.1 Climate change response
	305-5	Reduction of GHG emissions	5.1 Climate change response
	305-6	Emissions of ozone-depleting substances (ODS)	5.4 Emissions and waste management
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	5.4 Emissions and Waste Management
GRI 306: Waste	306-1	Waste generation and significant waste-related impacts	5.4 Emissions and waste management
	306-2	Management of significant waste-related impacts	5.4 Emissions and waste management
	306-3	Waste generated	5.4 Emissions and waste management
	306-4	Waste diverted from disposal	5.4 Emissions and waste management
	306-5	Waste directed to disposal	5.4 Emissions and waste management
GRI 308: Supplier Environmental Assessment	308-1	New suppliers that were screened using environmental criteria	6.4 Supply chain security
	308-2	Negative environmental impacts in the supply chain and actions taken	6.4 Supply chain security
GRI 401: Employment	401-1	New employee hires and employee turnover	6.1.1 Employee Employment and Care
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	6.1.1 Employee Employment and Care

GRI standard	Disclosure	Disclosure title	Corresponding chapter
GRI 401: Employment	401-3	Parental leave	6.1.1 Employee Employment and Care
GRI 402: Labor/Management Relations	402-1	Minimum notice periods regarding operational changes	6.1.1 Employee Employment and Care
GRI 403: Occupational Health and Safety	403-1	Occupational health and safety management system	6.1.2 Employee Safety and Health
	403-2	Hazard identification, risk assessment, and incident investigation	6.1.2 Employee Safety and Health
	403-3	Occupational health services	6.1.2 Employee Safety and Health
	403-4	Worker participation, consultation, and communication on occupational health and safety	6.1.2 Employee Safety and Health
	403-5	Worker training on occupational health and safety	6.1.2 Employee Safety and Health
	403-6	Promotion of worker health	6.1.2 Employee Safety and Health
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	6.1.2 Employee Safety and Health
	403-8	Workers covered by an occupational health and safety management system	6.1.2 Employee Safety and Health
	403-9	Work-related injuries	6.1.2 Employee Safety and Health
	403-10	Work-related ill health	6.1.2 Employee Safety and Health
GRI 404: Training and Education	404-1	Average hours of training per year per employee	6.1.3 Employee Development and Training
	404-2	Programs for upgrading employee skills and transition assistance programs	6.1.3 Employee Development and Training
	404-3	Percentage of employees receiving regular performance and career development reviews	6.1.3 Employee Development and Training

GRI standard	Disclosure	Disclosure title	Corresponding chapter
GRI 405: Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	6.1.1 Employee Employment and Care
	405-2	Ratio of basic salary and remuneration of women to men	6.1.1 Employee Employment and Care
GRI 406: Non-discrimination	406-1	Incidents of discrimination and corrective actions taken	6.1.1 Employee Employment and Care
GRI 407: Freedom of Association and Collective Bargaining	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	6.1.1 Employee Employment and Care
GRI 408: Child Labor	408-1	Operations and suppliers at significant risk for incidents of child labor	6.1.1 Employee Employment and Care
GRI 409: Forced or Compulsory Labor	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	6.1.1 Employee Employment and Care
GRI 413: Local Communities	413-1	Operations with local community engagement, impact assessments, and development programs	6.7.2 Social Contribution
	413-2	Operations with significant actual and potential negative impacts on local communities	6.7.2 Social Contribution
GRI 414: Supplier Social Assessment	414-1	New suppliers that were screened using social criteria	6.4 Supply chain security
	414-2	Negative social impacts in the supply chain and actions taken	6.4 Supply chain security
GRI 416: Customer Health and Safety	416-1	Assessment of the health and safety impacts of product and service categories	6.2 Product and service safety and quality
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	6.2 Product and service safety and quality
GRI 417: Marketing and Labeling	417-1	Requirements for product and service information and labeling	6.2 Product and service safety and quality
	417-2	Incidents of non-compliance concerning product and service information and labeling	6.2 Product and service safety and quality
	417-3	Incidents of non-compliance concerning marketing communications	6.2 Product and service safety and quality
GRI 418: Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	6.3 Data Security and Customer Privacy Protection