



ZHUHAI PILOT TECHNOLOGY CO.,LTD

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2025

Environmental, Social and Governance Report

Zhuhai Pilot Technology Co., Ltd.

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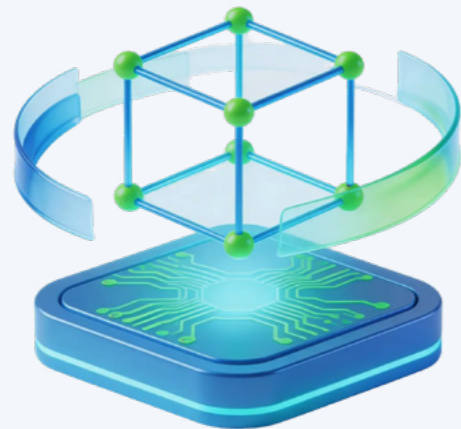
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About this report

This report is the 2025 Environmental, Social and Governance (ESG) Report published by Zhuhai Pilot Technology Co., Ltd. (hereinafter referred to as "Pilot", the "Company" or "we"), aiming to comprehensively present the Company's practices and performance in sustainable development during 2025, providing transparent and accurate information to stakeholders. This report was reviewed and approved by the Board of Directors on April 28, 2026.



Reporting Scope

Unless otherwise stated, the scope of this report is consistent with the consolidated financial statements scope of the Company's 2025 Annual Report (Stock Code: 920375), covering the Company and its subsidiaries. For relevant information about the Company and its subsidiaries, please refer to "VII. Interests in Other Entities" in the notes to the Company's 2025 Annual Report.

Reporting Period

This is an annual report, and the reporting period is consistent with the Company's annual report, covering the period from January 1, 2025 to December 31, 2025. To ensure data completeness and accuracy, some content may involve historical data comparison or extension.

Reference Standards

- United Nations Sustainable Development Goals (SDGs)
- Global Reporting Initiative Sustainability Reporting Standards (GRI Standards)
- Continuous Supervisory Guidelines No. 11 for Companies Listed on Beijing Stock Exchange—Sustainability Report (For Trial Implementation)
- Guidelines for Sustainability Report Preparation for Companies Listed on Beijing Stock Exchange
- General Framework of Guidelines for Sustainability Reporting of Chinese Corporates (CASS-ESG 6.0)

Data Statement

The information in this report is derived from the Company's public information, official documents, financial reports, and statistics from relevant functional departments. The Company guarantees that there are no false records, misleading statements, or major omissions in the contents of this report. All relevant financial data are denominated in RMB. In case of any discrepancy with the Company's annual financial report, the annual financial report shall prevail.

Report Access

This report is published in both Chinese and English versions. The electronic version can be accessed and downloaded from the Beijing Stock Exchange website (www.bse.cn) and the Company's official website (www.pmac.com.cn). In case of any ambiguity in the interpretation of the two texts, the Chinese version shall prevail.

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Chairman's statement

2025 is a critical year when the global energy structure transformation enters deep waters and the national "dual-control of carbon emissions" policy is fully implemented. It is also an important year for Zhuhai Pilot Technology Co., Ltd. (hereinafter referred to as "Pilot") to leap forward and upgrade on the journey of sustainable development, embracing an intelligent future. This year, we closely aligned with the national "dual-carbon" strategic pulse, committed to building an integrated platform of "technology R&D + equipment manufacturing + operation services," and successfully achieved the strategic leap from Energy IoT to "AI + Energy Digitalization" full-link service provider. We deeply focused on the user-side market, increased R&D investment in core technologies such as industrial and commercial energy storage, Virtual Power Plant (VPP), and electricity-carbon metering, and actively expanded overseas markets, improving digital energy management solutions to provide more comprehensive and efficient energy services for global customers. We consistently adhere to the mission of "from IoT to IoT, driving 'Smart Electricity, Green Energy,'" leading green transformation with Pilot's innovative wisdom and painting a beautiful blueprint for sustainable development.

Intelligent governance leads the way, building a solid foundation for steady compliance. Pilot adheres to Party building leadership for high-quality development, continuously optimizes corporate governance, and constructs a stable cornerstone for the Company's development. In 2025, we continued to improve the governance structure, strengthened the Board of Directors' leading core role in climate risk supervision and green strategic decision-making, and ensured the scientific soundness of the internal control system. The Company deepened the three-tier ESG governance structure of "Decision-making Layer - Management Layer - Execution Layer," with the Board of Directors coordinating ESG decisions and ensuring transparency and fairness through institutionalized supervision. In terms of business ethics, the Company strictly abides by laws and regulations, strengthens the standardization of marketing promotion, and actively fulfills market behavior supervision functions. In addition, the Company attaches importance to investor relations management, effectively protecting the legitimate rights and interests of shareholders, creditors, and stakeholders by improving the quality and transparency of information disclosure, ensuring the enterprise's steady and long-term development on the track of rule of law and compliance.

Intelligent manufacturing of energy and carbon accelerates green and low-carbon transformation. As an active promoter and practitioner of green development, the Company not only deeply embeds the green and low-carbon concept into its corporate culture

but also integrates it into every aspect of product innovation and daily operations. Facing the challenges of global climate change, we actively engage in the energy-carbon digitalization technology revolution, independently develop and deploy at scale the new generation of intelligent electricity-carbon meters, bridging the digital link from electricity consumption to carbon emission accounting, helping the industry achieve the transition from "dual energy consumption control" to "dual-control of carbon emissions" From the iteration of smart energy management platforms to the application of Virtual Power Plant (VPP) flexible dispatching technology, every AI-empowered innovation embodies Pilot's firm commitment to energy conservation and carbon reduction. In daily operations, we continue to deepen green park construction, relying on the "PV-storage-charging-inspection" intelligent microgrid system to achieve efficient allocation and recycling of energy, maintaining a comprehensive energy saving rate of over 50%, becoming an industry benchmark for low-carbon park development.

Intelligent care for people's livelihood paints a harmonious social picture. Pilot adheres to the people-oriented concept, stimulates employees' potential and innovative vitality by optimizing the compensation and benefits system and carrying out empowerment activities such as "R&D Engineer Day," building a harmonious and inclusive enterprise ecosystem. In 2025, the Company continued to increase R&D investment, solidifying the enterprise's technical foundation and winning widespread trust from global customers. At the same time, the Company actively fulfills its social responsibilities, injecting technological strength into rural revitalization and public welfare undertakings. From the construction of Haishou Island microgrid to music care actions for special children, we interpret the enterprise's social responsibility with practical actions. In addition, relying on international exchange platforms such as the "Belt and Road," we actively showcase China's green energy solutions to the world, fulfilling our firm commitment to global sustainable development.

Looking ahead, Pilot will uphold rock-solid beliefs and far-sighted vision, unwaveringly exploring the path of deep integration between digitalization and low-carbonization. We will use AI innovation as the driving engine to fully promote industrial upgrading; guided by smart energy, we will carefully build a safe, economical, and zero-carbon service system. We firmly believe that Pilot will steadily advance on the journey of sustainable development, injecting more momentum into the global green future and co-creating a beautiful tomorrow of harmonious coexistence!

Li Jian

Chairman of Zhuhai Pilot Technology Co., Ltd.

Exploring Pilot: Deeply Engaged in Energy IoT

Value Leadership: Corporate Mission and Vision



Development Foundation: Company Overview and Global Footprint

Company Overview

Pilot Technology Co., Ltd. (Stock Code: 920375) was founded in 2000, with its headquarters located at the Technology Innovation Coast of Zhuhai National High-tech Zone. It is a leading provider of energy digitalization products and services. With the mission of "Smart Electricity, Green Energy," the Company is committed to providing comprehensive "cloud-pipe-edge-device" energy digitalization solutions for key scenarios such as data centers, finance, hospitals, transportation hubs, industrial parks, and large public buildings.

As a national-level high-tech enterprise, Pilot takes intelligent power products, energy-carbon management platforms, energy storage and charging systems, and energy algorithms and services as its core businesses, building an innovation closed loop from independent product R&D to data accumulation, algorithm optimization, and service monetization. The Company possesses full-stack self-developed capabilities, with products and services spanning the perception layer, network layer, and application layer of Energy IoT. Through deep integration of digital technology with traditional power distribution, power electronics, and electricity market trading industry experience, it empowers Virtual Power Plant (VPP) aggregation trading and distributed energy asset operation, helping customers achieve more efficient electricity consumption, safer power supply, and clearer energy returns.

Pilot actively responds to the "dual-carbon" goals and energy transformation trends, building a solid scientific research and production foundation, continuously outputting "Pilot Wisdom":

Industrial Bases

Possesses three self-built parks including Pilot Industrial Park, Pilot Technology Park, and Wuhan New Energy Industrial Park, with a total construction area of approximately 47,000m².

R&D Engine

Maintains a robust R&D network with dedicated centers across Zhuhai, Shenzhen, and Wuhan.

Service Network

Has established five regional centers with Beijing, Shanghai, Guangzhou, Wuhan, and Xi'an as the core, with localized service teams in 28 major cities across the country, covering business throughout China and over 90 countries and regions globally.

Business Growth		Innovation Assets	
2025 Operating Income	Year-On-Year Growth Of	Employees	Authorized Patents
RMB 707.9436 million	21.57 %	700⁺	132

Connection Value		
Energy Service Experience	Online Users	End Customers
20⁺ years	5,000⁺	8,000⁺
Cloud Platform Users	Online Smart Devices	Ev Chargers Online
10,000⁺	150,000⁺	45,000⁺
Smart Air Conditioners Online	Country Partners	Overseas Projects Successfully Delivered
40,000⁺	90⁺	1,000⁺

Development History

2000 Genesis of the Trailblazer

- Established in 2000
- First generation PMAC smart power meters
- ODM for Fortune Top 500



2008 Resilience in Flight, Power in Stillness

- SmartPM 2000 First generation SmartPM 2000 energy management system
- International expansion: Southeast Asia, Australia, Europe
- Prototype clients: Qingdao Olympic Sailing Center, Olympic shooting and basketball venues, Venetian Macao, Shanghai Pudong Airport



2016 Cloud-to-Edge Convergence, Galloping with Momentum

- First generation cloud product based on big data, "DianYiZhi"
- XGate6 series Smart gateway
- SmartME energy and equipment operation and maintenance control platform
- entered the electric vehicle charging station industry and won the bid for the Shanghai State Grid project.

2020 Confluence of Excellence, Assembly of Visionaries

- Financial industry fire electrical cloud platform: Construction Bank, Agricultural Bank
- Smart DCIM data center infrastructure management system: PetroChina
- Intelligent Power meter series Ego700 / edge computing terminal Ego1000
- AIoT + energy service strategy implementation:

Liuzhou Worker's Hospital mechanical and electrical operation and maintenance project

Phase Two of Pilot Technology Park

Contract energy management project for Guangzhou National Archives

- Phase Two of Pilot Technology Park



Manufacturer in the Smart Power Meter

Energy Management Supplier

AIoT-Powered Energy Solutions Architect

Tomorrow's Horizon

2004 Architecting Our Own Blueprint

- Second generation PMAC series smart meters, with multiple proprietary technologies
- Power Distribution Systems, Electrical Fire Equipment and Systems
- First generation low-voltage motor protection



2010 Monumental Vision, New Horizons Built

- PMAC8660 power quality analyzer
- Third generation PMAC700 series smart power meters
- SmartPM3000F medium and low voltage smart power distribution management system
- Talent incentives, equity restructuring, Phase One of Pilot Technology Park completed
- Prototype clients: Chimelong Ocean Kingdom, Guangzhou West Tower, Shanghai Expo 29 venues, South China University of Technology, Beijing Normal University



2018 Mastering the Core, Wiring the Future

- Three clouds empower energy IoT: Smart Energy Cloud for 1000 users, Safe Electricity Cloud for 3000 users, Air Conditioning Cloud for 20,000 devices
- Co-developed edge computing gateway with Huawei
- Co-developed edge computing gateway with Huawei Siemens, Greenland, China Resources, China Unicom

2014 Disrupting the Old, Forging the New

- Breakthrough industry solutions based on SmartPiEMS energy comprehensive management platform
- management platform: Yanqi Lake International Conference Center, National Library, Shenzhen Metro, Beijing-Shenyang High-Speed Railway
- Data centers: Alibaba, Tencent, Century Internet, China Mobile, China Unicom, China Telecom
- Hospitals: Xiangya Third Hospital, West China Hospital
- Established a national high-tech postdoctoral research workstation

2023 Setting Sail with Capital, Forerunners at the Helm

- Listed on the Beijing Stock Exchange
- Recognized as a national-level specialized and new "little giant" enterprise
- Our self-developed products are selling well in 86 countries overseas
- Released integrated energy storage system
- First project of the EV Charging Station with Solar Power & Battery Energy Storage System (BESS), located in Jinyinwan Park, Zhuhai



Empowering Sustainable Solutions for a Greener Future

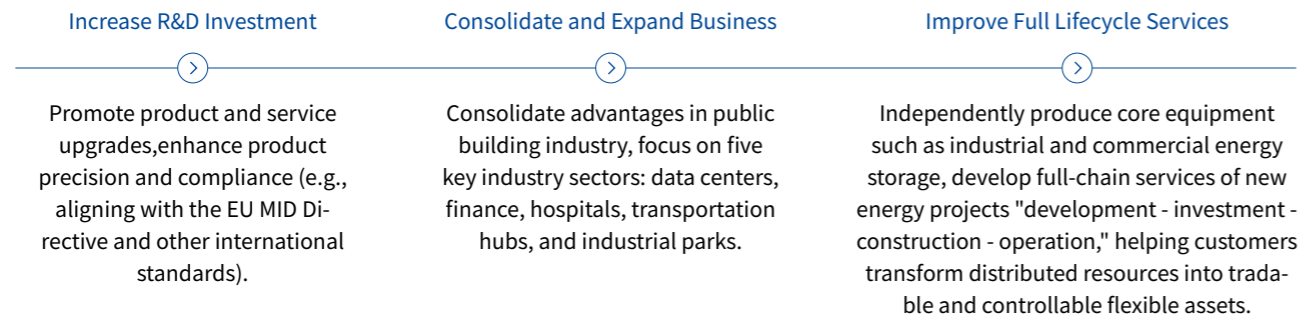
Strategic Blueprint: Business Strategy and Portfolio

Business Strategy: Digital Intelligence-Driven, Service Transformation

Pilot closely follows the national "dual-carbon" goals and green and low-carbon development trends, committed to building an integrated platform of "technology R&D + equipment manufacturing + operation services."

Core Strategy	Technical Advantages
<p>Adhere to independent R&D and innovation, customer demand-oriented, achieving comprehensive evolution from hardware supplier to digital energy system solutions provider.</p>	<p>The Company has deep accumulation in power monitoring and metering, power IoT, energy digitalization platforms, electrical safety, and intelligent O&M. In 2025, the Company further increased development efforts in core technologies such as power electronics technology, microgrid regulation technology, and Virtual Power Plant coordinated control and aggregation trading algorithms.</p>

Development Path:



Business Portfolio: Deep Industry Engagement, Territory Expansion

Market Coverage and Industry Expansion:

Core Industries	Deeply engage in user-side markets such as public buildings, data centers, hospitals, transportation hubs, and industrial parks, providing integrated "energy + dual-carbon" solutions.
Emerging Fields	Focus on expanding new energy, electronic semiconductors, finance, education, and other fields, and actively promote the implementation of Virtual Power Plant (VPP) aggregation operation solutions.

Industry Chain Extension and Full Lifecycle Services

Business Model Innovation	Deeply explore multi-scenario applications, accelerate transformation from hardware sales to "Energy as a Service" (EaaS), connect electricity trading markets through AI algorithms, and enhance customer energy returns.
Full-Cycle Services	Provide full lifecycle support from solution consulting, equipment installation to intelligent O&M and electricity spot trading coordination, building an energy industry ecosystem.

Expanding Market Territory

<p>Domestic Market</p> <p>Continue to serve leading customers such as Huawei, Alibaba, and China Southern Power Grid, and ensure stable operation of major projects such as the Hong Kong-Zhuhai-Macao(HZM) Bridge and Guangzhou Baiyun Airport.</p>	<p>Overseas Market</p> <p>Products are distributed in over 90 countries worldwide, ensuring delivery of over 1,000 projects, with after-sales response time reaching high standards of 7×24 hours. Focusing on EV chargers and intelligent power products, with key layout in European, American, and Southeast Asian markets.</p>	<p>Technical Localization Adaptation</p> <p>Optimize product compatibility and grid adaptability, pass testing by internationally recognized laboratories (such as CNAS accredited laboratories), and enhance international competitiveness.</p>
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All-Energy Australia 2025



New Energy Research Delegation from "Belt and Road" Countries organized by the Ministry of Commerce and China International Economic Consultants Co., Ltd. visited Pilot



2025 International Airport Expo



Asia Data Center Summit (DCA2025)

Key Project Achievements in 2025



Guangzhou, Construction of Building Equipment and Energy Management Platform for T3 Terminal of Baiyun International Airport and Charging Pile System in Flight Area



Xinjiang, First Megawatt-Level Ultra-Fast Charging Station in Aksu launched, and first batch of "PV-storage-charging-inspection" charging stations officially put into operation



Foshan, First Distribution Area Energy Storage System officially connected to grid and put into operation at Haishou Island Project



Guangzhou, Nansha Longxue Island PV-storage integrated off-grid project put into operation, realizing energy storage empowerment for islands and backup power for people's livelihood



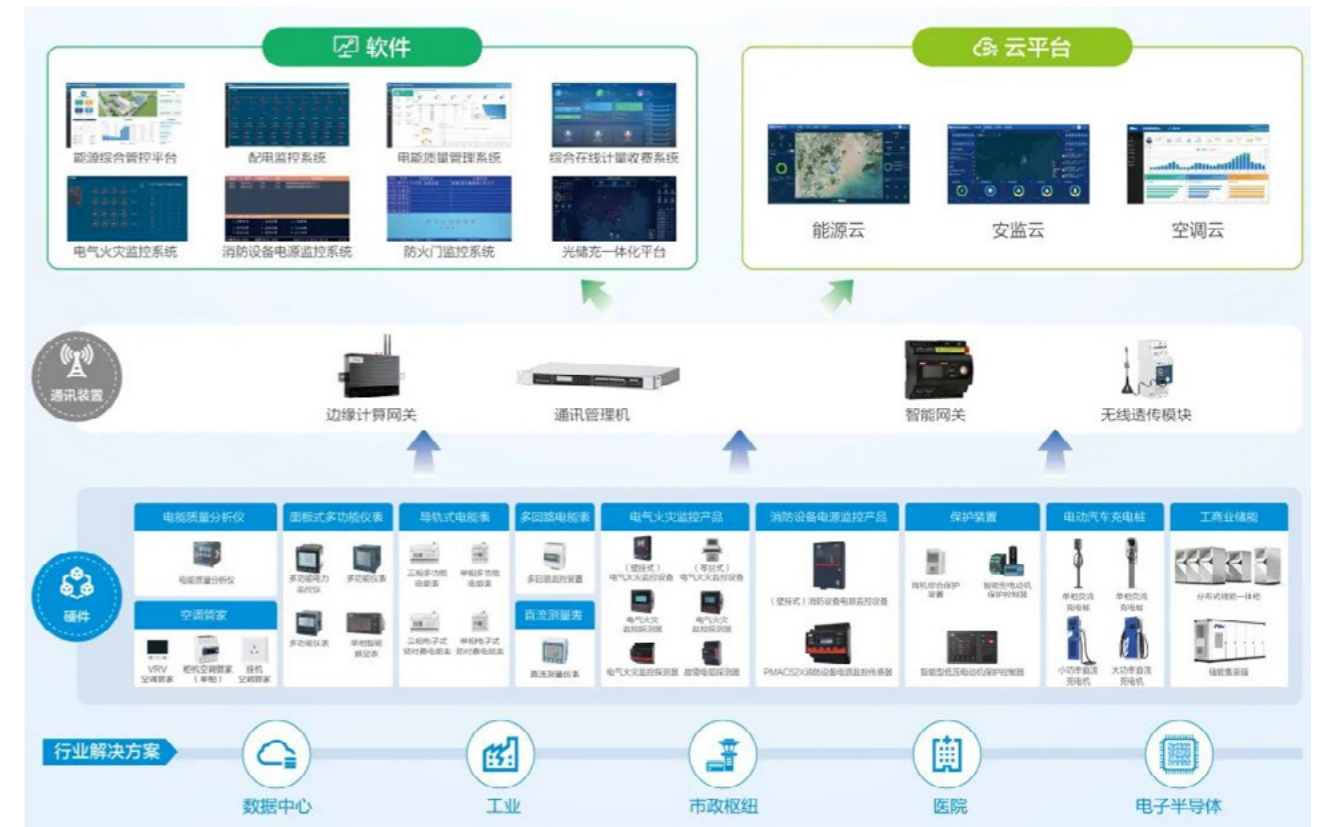
Ethiopia, Humanwell Healthcare Group Co., Ltd. (Africa) PV-storage microgrid project put into operation, contributing to green development of "Belt and Road"



Oman (Middle East), "New Generation Electric Workover Rig with Energy Storage and Saving System" project in Ghaba area of Dhahira Governorate, contributing to green transformation of traditional oil fields

- Guangdong Power Grid Energy Investment Co., Ltd. "Yuenengtou" projects
- Yantai Lipaer Automotive Parts Co., Ltd. Energy Storage Project
- Jiangxi Anfu County Haineng Industrial and Commercial Energy Storage Project
- Liuzhou Maternal and Child Health Hospital 2025 Electro-mechanical O&M Service Project
- Guangxi Heavy Truck Charging Station Construction Project
- Foshan Haitian Flavouring and Food Company Ltd. Wuhan Park Energy Management System Project
- Alibaba Cloud Intelligent Chahar Building F Data Center Energy Management Project
- Hangzhou Xiaoshan Airport Project
- Shenzhen Airport Energy Smart Management Platform Project
- Guangzhou Baiyun Airport Phase III Expansion Project EV Charger and Monitoring System Procurement Project
- Industrial Bank Electrical Fire Intelligent Monitoring Hardware Equipment Centralized Procurement Project
- Zhuhai Xiangshan Road Along-the-line Park Microgrid Project
- Shaanxi Expressway New Energy Vehicle Charging Station Construction Project (Phase III)
- Boao International Airport Distributed "PV-storage-DC-flexibility" Integrated Energy Project
- Taiyuan Wusu International Airport Energy Management System Project
- Xiong'an New Area to Beijing Daxing International Airport Express Line Related Construction Projects

Product Strategy: Digital Intelligence-Driven Product and Service Ecosystem



Pilot Technology Product Matrix

Pilot Technology Business Segments and Core Products/Services

Intelligent Power and New Energy Hardware

The Company continuously iterates intelligent power equipment and new energy products, improving hardware measurement accuracy and operational stability:

- Intelligent Power Products:** Covering four core areas of metering and measurement, protection analysis, electrical safety, and communication transmission. In 2025, multiple products including the SPM91 Series single-phase multi-function meter obtained EU MID certification, with testing capabilities accredited by CNAS international authority.
- New Energy Charging Equipment:** Focusing on launching 1920kW ultra-fast charging solutions and 240kW-480kW integrated DC EV chargers, contributing to the construction of "Ultra-fast Charging City."
- Industrial and Commercial Energy Storage Systems:** Providing full-stack hardware including energy storage all-in-one machines and BMS/EMS management systems, helping enterprises improve power self-sufficiency and energy use flexibility.

Digital Energy Management Platform

Based on artificial intelligence, big data, and IoT technology, the Company transforms hardware data into management value, helping power distribution systems upgrade toward digitalization and low-carbonization:

- **Energy-Carbon Management Platform (SmartME):** Building the brain of zero-carbon parks, realizing real-time visibility, controllability, and optimization of energy flow and carbon footprint.
- **Xinghuo Platform (Energy Algorithms):** Relying on AI algorithms to solve the implementation challenges of PV-storage integration, accessing domestic large models such as DeepSeek-R1, achieving efficient dispatching of source-grid-load-storage.
- **Virtual Power Plant Operation Platform:** Aggregating distributed energy storage, adjustable loads, and other resources, deeply participating in electricity trading and auxiliary services, enhancing distributed energy asset returns.

Energy Asset Operation and Services

The Company provides one-stop services from consulting solution design, system integration to O&M management, and is transforming toward EaaS:

- **Deep Industry Engagement:** Continuously serving national key projects such as China Construction Bank Data Center, China Southern Power Grid Smart Substation, Alibaba Cloud Chahar Data Center, Guangzhou Baiyun Airport, and Shenzhen Airport
- **Localized O&M:** Relying on professional marketing service teams and digital O&M cloud platforms to ensure efficient and stable operation throughout the project lifecycle.

2025 Digital Intelligence Highlights 2025



The Company's Experimental Center obtained the CNAS (China National Accreditation Service for Conformity Assessment) Laboratory Accreditation Certificate.



The Company released multiple new energy application products tailored for photovoltaic power generation, energy storage systems, and electric vehicle charging piles, featuring precision measurement performance compliant with the EU MID Directive..



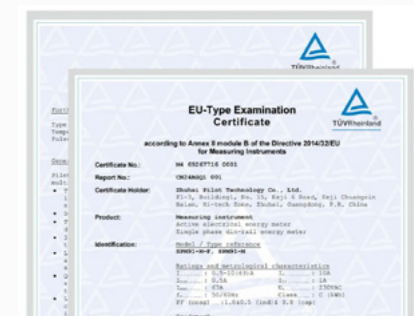
The Company's Virtual Power Plant Operation Management Platform met trading centers' technical requirements for system functions, performance indicators, data interaction, and security protection, enabling users to complete market entry processes efficiently and compliantly.



The Company completed delivery of intelligent systems for two Alibaba data centers in the first half of the year. Meanwhile, it delivered complete integrated solutions for China United Yanggao, Yuxian, and Qianqi data center parks, offering efficient and stable O&M solutions for ByteDance.



The Company partnered with state-owned enterprise groups, including Guangzhou Industrial Investment Holding Group Co., Ltd., to jointly establish a RMB 110 million green industry investment fund for new energy and energy storage projects at industrial and commercial parks nationwide.



The SPM91 Single-Phase Multifunction Energy Meter successfully obtained MID certification.



The Company was recognized as one of the Top Ten Competitive Brands in China's Charging and Battery Swapping Industry in 2025.



The Company won bids for multiple airport projects, including Shenzhen Airport and Taiyuan Wusu International Airport, and provided integrated hardware and software solutions for energy management.



The Company signed an agreement with the School of Artificial Intelligence and Automation of Huazhong University of Science and Technology to jointly establish the "Joint Research Center for Artificial Intelligence and Microgrid."



The Company's Source-Grid-Load-Storage Cloud Platform fully integrated DeepSeek-R1.

Honors and Recognitions: Industry Qualifications and Annual Awards

Enterprise Qualifications

- National-level "Little Giant" Enterprise
- National High-tech Enterprise
- Postdoctoral Research Workstation of National High-tech Industrial Development Zone
- CMMI Level 5
- Provincial Enterprise Technology Center
- Guangdong Engineering Technology Research Center
- Guangdong Province "Contract-abiding and Credit-worthy" Enterprise
- 2025 Innovative SME
- Guangdong Virtual Power Plant Operator Qualification
- CNAS Laboratory Competence Certification
- Product Carbon Footprint Management System Certification



Engineering Qualifications

- Level 2 Contracting for Electronic and Intelligent Engineering
- Level 2 General Contracting for Mechanical and Electrical Engineering Construction
- Level 2 Contracting for Construction Mechanical and Electrical Installation Engineering
- Construction Enterprise Qualification Certificate
- Class B Special Project for Building Intelligent System Design
- Class B Special Project for Engineering Design of Building Intelligent System
- Level 1 Industrial Power Demand Side Management Service Organization Competence Assessment Certificate
- Level 4 License for Installation, Repair and Testing of Power Facilities
- CS3 Information System Construction and Service Capability Level Certificate (Good Level)
- Energy Performance Contracting Service Certification



Production Qualifications

- ISO 9001 Quality Management System Certification
- ISO 14001 Environmental Management System Certification
- ISO 45001 Occupational Health and Safety Management System Certification
- ISO 27001 Information Security Management System Certification
- ISO 20000 Information Technology Service Management System Certification
- Intellectual Property Management System Certification
- Work Safety License



Product Qualifications

- EU MID Certification
- CE Certification
- FCC Certification
- UL Certification
- KEMA Certification
- CCC Certification
- CPA Certificate
- Cape Inspection Report
- Computer Software Copyright





01 Governance

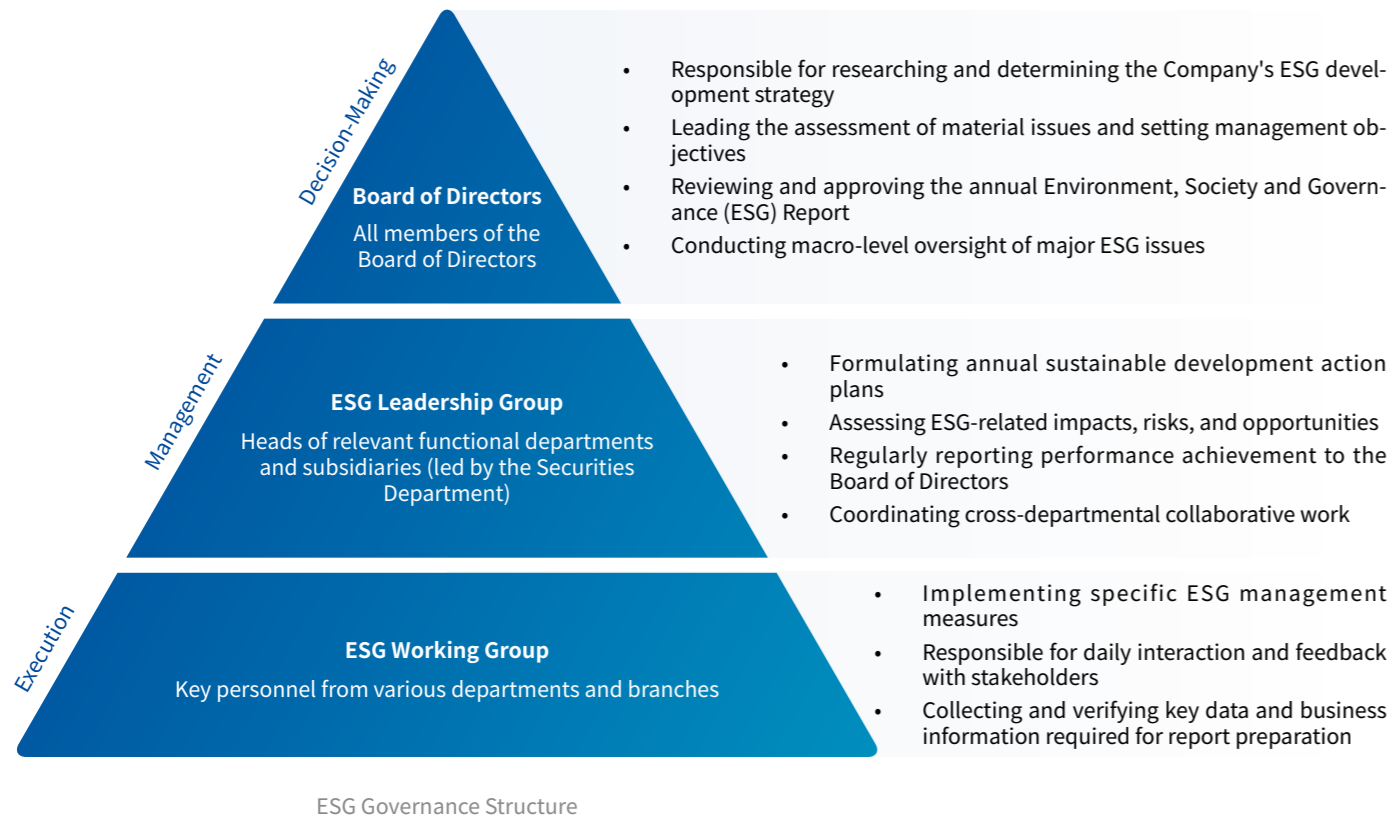
Strengthening the Foundation for Sustainable Development

- ESG Governance: Building a Solid Foundation for Sustainable Development
- Compliance Operations: Governance Structure and Transparency
- Risk Management: Internal Control System and Anti-Unfair Competition
- Business Ethics: Integrity Management and Clean Culture
- Investor Relations: Capital Bond and Value Sharing

ESG Governance: Building a Solid Foundation for Sustainable Development ESG

ESG Governance Structure ESG

The Company is committed to deeply embedding the concept of sustainability into its corporate governance framework by constructing an ESG governance system with clearly defined powers and responsibilities that operates with high efficiency, thereby strengthening the foundation for development. We continuously optimize our three-tier governance model of "Decision-Making – Management – Execution," ensuring that the Board of Directors not only assumes overall responsibility for macro-level strategies but also deeply participates in supervising execution details.



To ensure governance effectiveness, the current Board of Directors of the Company has extensively drawn upon cross-disciplinary experience in power and energy, business administration, and financial auditing. In 2025, the Company's governance team further strengthened its professional capabilities by participating in 2 specialized training sessions and ESG thematic seminars organized by the Beijing Stock Exchange and other institutions. During the reporting period, the Company enhanced targeted research on issues such as Virtual Power Plant (VPP) compliance and climate change risks by introducing professional third-party expertise, ensuring that governance capabilities continuously align with industry best practices.

Risk and Opportunity Management

Pilot has fully integrated sustainability risks into the Company's overall risk management framework. We closely monitor national "dual carbon" policies, the broader trend of energy transition, and the Company's strategic direction. Through benchmarking analysis and in-depth research, we have established a closed-loop management mechanism spanning from identification to decision-making.

Sustainable Development Risks, Opportunities, and Response Practices

Category	Key Issue	Potential Impact Description	Company Response and Practice
Risk Management	Climate-related Physical Risks	Extreme weather events(e.g., heatwaves, typhoons, and floods) may lead to production base shutdowns, supply chain disruptions, or reduced data center energy efficiency.	<ul style="list-style-type: none"> Establish emergency response plans and business continuity plans Enhance the weather resistance of park infrastructure Strengthen backup management for key suppliers
	Climate-related Transition Risks	Increased national and international carbon emission standards and the implementation of carbon border taxes (such as CBAM) may increase product access costs and carbon compliance costs.	<ul style="list-style-type: none"> Advance product carbon footprint management system certification Develop low-power intelligent power products Obtain international access qualifications such as EU MID certification in advance
	Information Security and Privacy Risks	As Energy IoT connections increase, data breaches or cyberattacks may harm customer interests and trigger compliance penalties.	<ul style="list-style-type: none"> Obtain Information Security Management System certification (ISO 27001) Build a full-stack data protection system Regularly conduct security vulnerability scanning and attack-defense drills
	Supply Chain Stability Risks	Fluctuations in the supply of key electronic components or insufficient ESG compliance by suppliers may lead to project delivery delays.	<ul style="list-style-type: none"> Establish a supplier classification and grading management system Advance domestic substitution research Sign integrity commitments to strengthen supply chain resilience
Opportunity Capture	Energy Transition and Market Opportunities	Under the "dual carbon" strategy, business demands for Virtual Power Plants, industrial and commercial energy storage, and green charging networks are experiencing explosive growth.	<ul style="list-style-type: none"> Actively deploy Virtual Power Plant (VPP) aggregation operations Develop 1920kW ultra-fast charging technology Transform from hardware provider to EaaS (Energy as a Service)
	Digital Empowerment Opportunities	The application of AI algorithms and big data analytics in energy optimization, load forecasting, and trading decisions can create significant premiums.	<ul style="list-style-type: none"> Continuously invest in the R&D of the Spark Energy algorithm platform Integrate large models such as DeepSeek-R1 to enhance energy management efficiency Support intelligent computing centers in achieving green carbon reduction
	Green Finance Opportunities	Excellent ESG performance helps the Company obtain green loans, reduce financing costs, and attract long-term strategic investors.	<ul style="list-style-type: none"> Continuously improve information disclosure quality Standardize corporate governance structure Implement the 2025 restricted stock incentive plan to attract and retain core talent
	Resource Efficiency and Cost Leadership	Through green operations and circular economy practices, raw material and energy consumption costs can be effectively reduced.	<ul style="list-style-type: none"> Implement zero-carbon demonstration construction in Pilot Technology Park and other parks Reduce energy consumption in office areas and workshops through "non-intrusive + AI cloud control" technology






For key impact items identified through assessment, the Company implements differentiated governance:

Short-term	Deeply cultivate compliance boundaries and strengthen risk early warning and mitigation measures;
Medium-term	Drive resource allocation toward key areas and enhance business resilience through technological innovations such as Virtual Power Plant aggregation and energy storage system development;
Long-term	Reshape sustainability elements into the business model to ensure the Company's energy digitalization strategy is deeply synchronized with the global low-carbon process.

Stakeholder Communication

To fully understand the expectations and demands of various stakeholders regarding the Company's sustainable development, we continuously expand diversified communication channels, actively seek and collect stakeholder opinions, and provide timely feedback, working hand in hand with all parties to promote sustainable development.

Stakeholder Issues of Concern and Communication Methods

Key Stakeholders	Issues of Concern	Main Communication Methods
 Governments/Regulatory Authorities	<ul style="list-style-type: none"> Compliance with laws and regulations Tax payment according to law Environmental compliance New power system construction 	<ul style="list-style-type: none"> Stock exchange meetings Government meetings Information disclosure according to law Organizing popular science/visit activities
 Shareholders/Investors	<ul style="list-style-type: none"> Business management information Business strategy Corporate culture External cooperation Equity incentives 	<ul style="list-style-type: none"> General Meeting of Shareholders Regular/ad-hoc announcements Investor interaction platform Roadshow activities Media interviews and reports
 Customers/Potential Customers	<ul style="list-style-type: none"> Business ethics Technological innovation Product quality Data privacy Energy asset returns 	<ul style="list-style-type: none"> Customer complaint platform Satisfaction surveys Professional training After-sales service Regular visits
 Employees	<ul style="list-style-type: none"> Safeguarding basic rights and interests Training and development Health and safety Employee care Equity incentives 	<ul style="list-style-type: none"> Workers' congress Employee satisfaction surveys Leadership interviews Company internal OA system Employee training and special meetings
 Suppliers/Partners	<ul style="list-style-type: none"> Product quality Industry exchanges and cooperation Supply chain management Anti-unfair competition 	<ul style="list-style-type: none"> On-site visits Visitor reception Supplier qualification review Supplier communication platform Supplier empowerment training
 Public/Society	<ul style="list-style-type: none"> Dissemination of green concepts Charity and public welfare Popular science activities 	<ul style="list-style-type: none"> Public welfare activities Industry-education integration

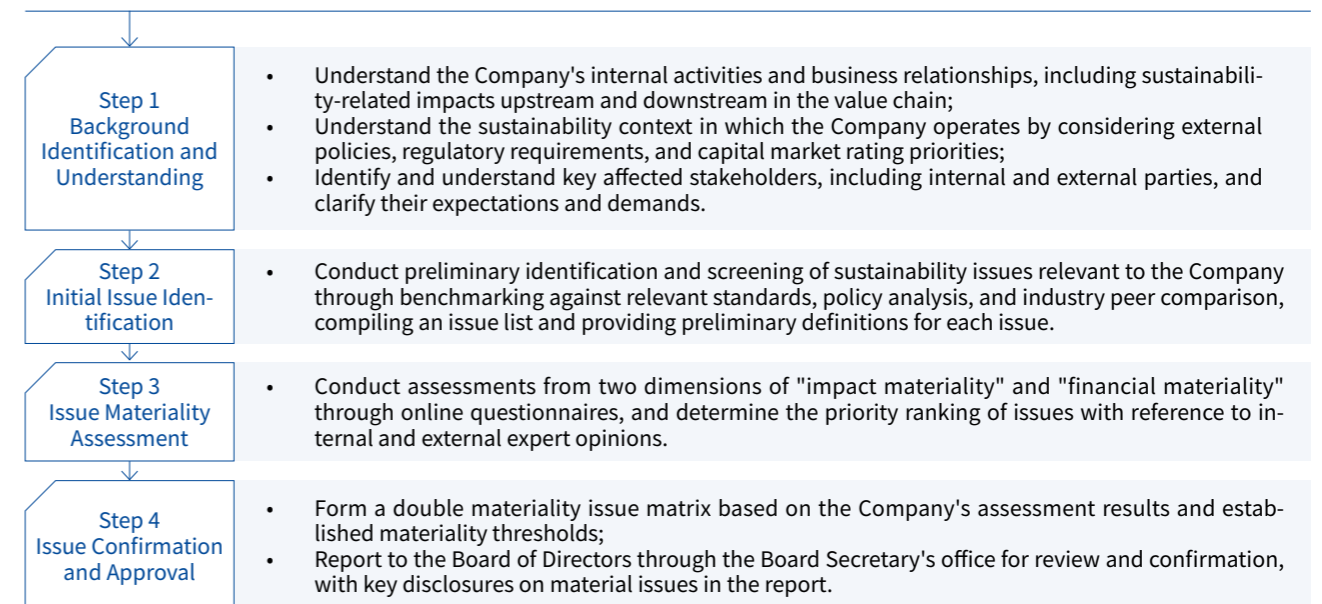
Sustainable Development Goals (SDGs)

Core Issues	Practical Actions	SDGs
Robust Governance & Compliance	Establish a governance structure with clear powers and responsibilities to optimize decision-making efficiency. Strengthen business ethics, transparency, and investor protection through specialized training for directors and senior management, internal audits, and anti-fraud mechanisms.	 
Green Energy & Ecological Protection	Build an intelligent energy management system and proactively respond to climate risks. Utilize distributed PV and Virtual Power Plant (VPP) technologies to reduce carbon footprints and safeguard the green ecological environment.	   
Digital Innovation & Partnerships	Continuously develop high-precision BMS and energy storage technologies to empower the digital transformation of infrastructure. Collaborate with global partners to jointly build low-carbon cities and a responsible supply chain ecosystem.	   
Social Value & Inclusive Development	Provide fair employment opportunities and focus on professional empowerment and occupational health for employees. Serve people's livelihoods through smart energy technology, contributing to overall social well-being and equality.	     

Material Issues Analysis

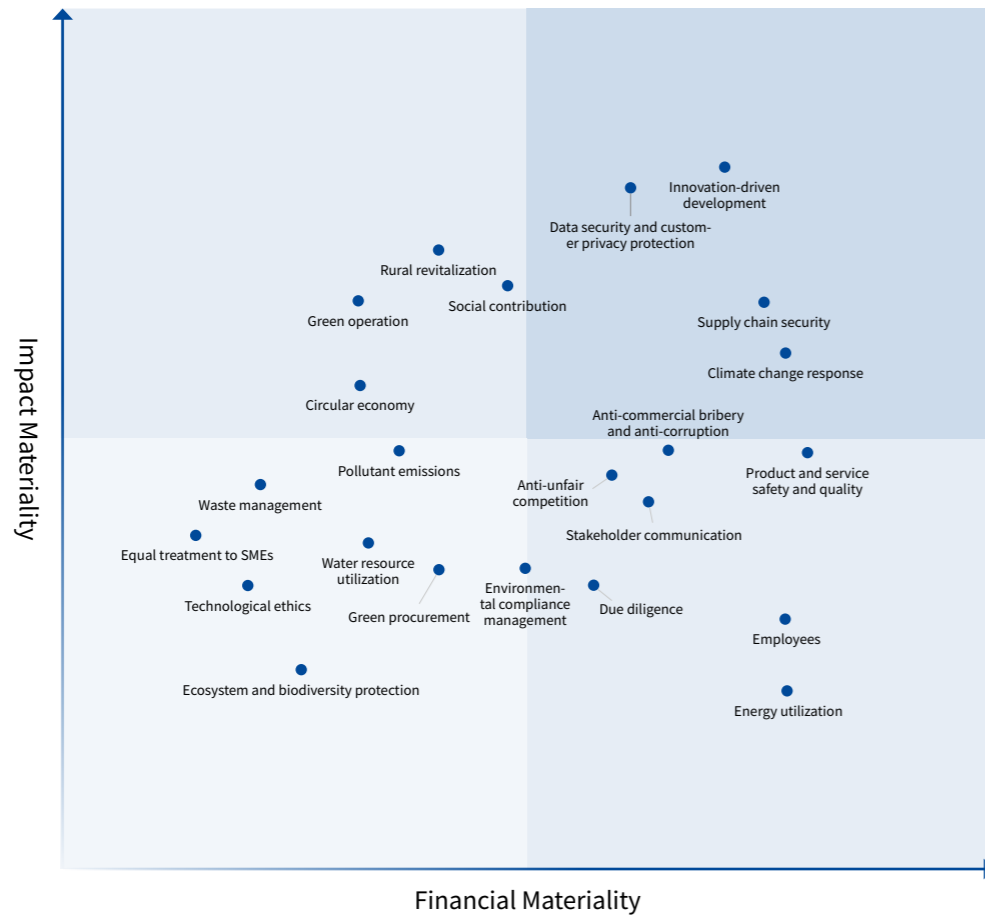
To fully identify sustainable development issues that have a significant impact on the Company, we conducted a double materiality assessment targeting internal and external stakeholders through online questionnaire surveys, systematically examining the impact of ESG issues on corporate financial performance as well as on the environment, society, and economy, with the aim of ensuring the relevance and transparency of information disclosure.

Double Materiality Assessment Process



The Company initially identified and screened 23 ESG issues, including 7 environmental dimension issues, 7 social dimension issues, and 9 governance dimension issues. Through comprehensive double materiality assessment, the Company determined that 4 issues have double materiality, 2 issues have financial materiality only, 4 issues have impact materiality only, and 13 issues have neither financial nor impact materiality.

Double Materiality Issue Matrix



Pilot 2025 Double Materiality Assessment Results

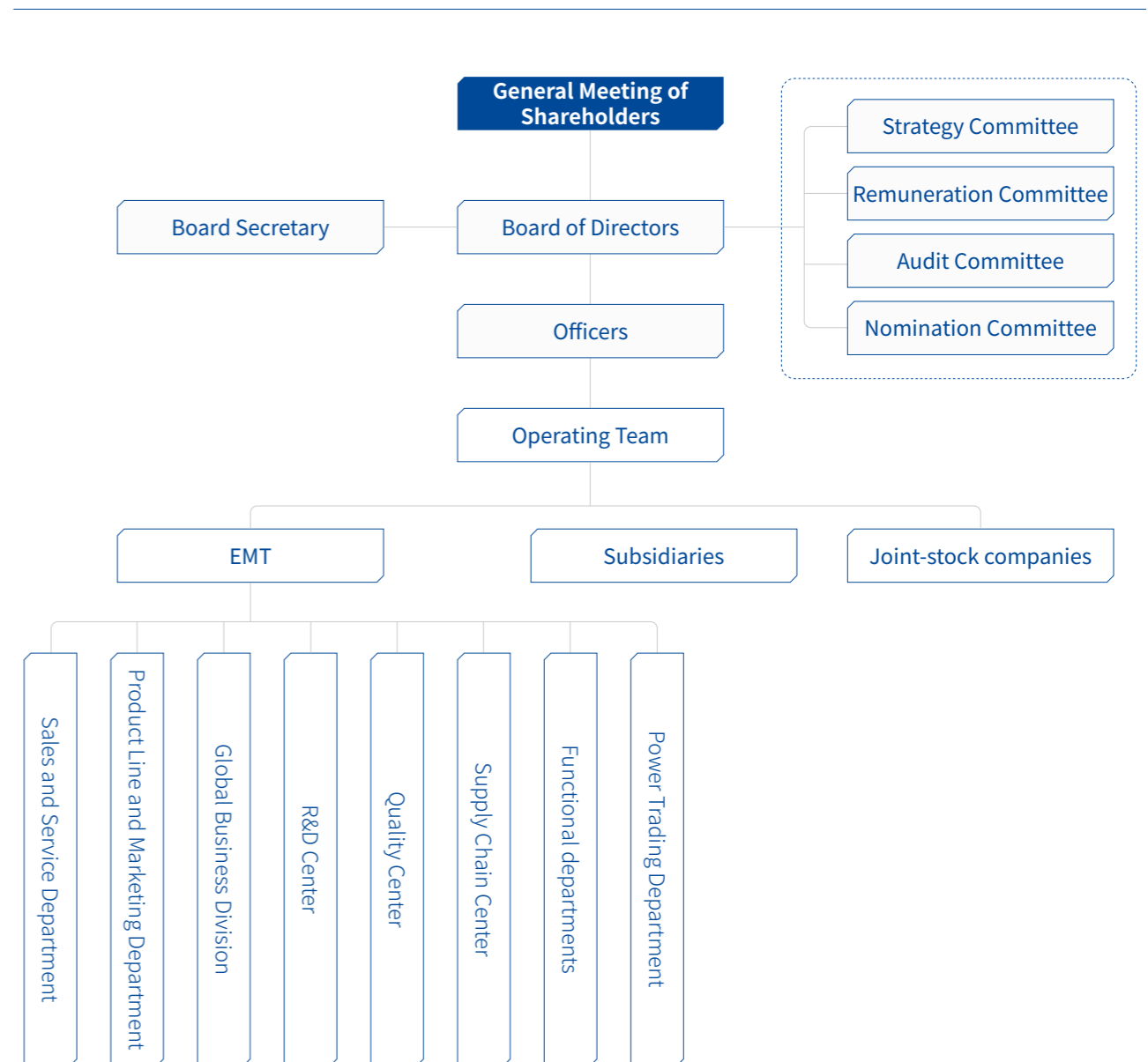
Materiality Classification	Corresponding Issues
Issues with both financial and impact materiality	Innovation-driven development, Data security and customer privacy protection, Supply chain security, Climate change response,
Issues with financial materiality only	Product and service safety and quality, Anti-commercial bribery and anti-corruption, Anti-unfair competition, Stakeholder communication, Employees, Due diligence, Energy utilization
Issues with impact materiality only	Rural revitalization, Social contribution, Green operation, Circular economy
Issues without materiality	Environmental compliance management, Pollutant emissions, Green procurement, Waste management, Water resource utilization, Equal treatment to SMEs, Technological ethics, Ecosystem and biodiversity protection

Compliance Operations: Governance Structure and Transparency

Standardized Governance Structure

Pilot consistently adheres to scientific decision-making mechanisms and is committed to establishing a modern governance structure with clearly defined powers and responsibilities, hierarchical order, and efficient operation. The Company strictly follows relevant laws and regulations such as the *Company Law of the People's Republic of China* and the *Securities Law of the People's Republic of China*, has formulated the *Articles of Association of Zhuhai Pilot Technology Co., Ltd.*, and established sound systems for the General Meeting of Shareholders, Board of Directors, Independent Director system, and Board Secretary system, constructing a corporate governance structure that meets the requirements of listed companies. During the reporting period, in accordance with the relevant provisions of the newly revised *Company Law of the People's Republic of China*, the Company abolished the Board of Supervisors in August 2025 to further optimize governance levels and enhance decision-making efficiency.

Corporate Governance Structure



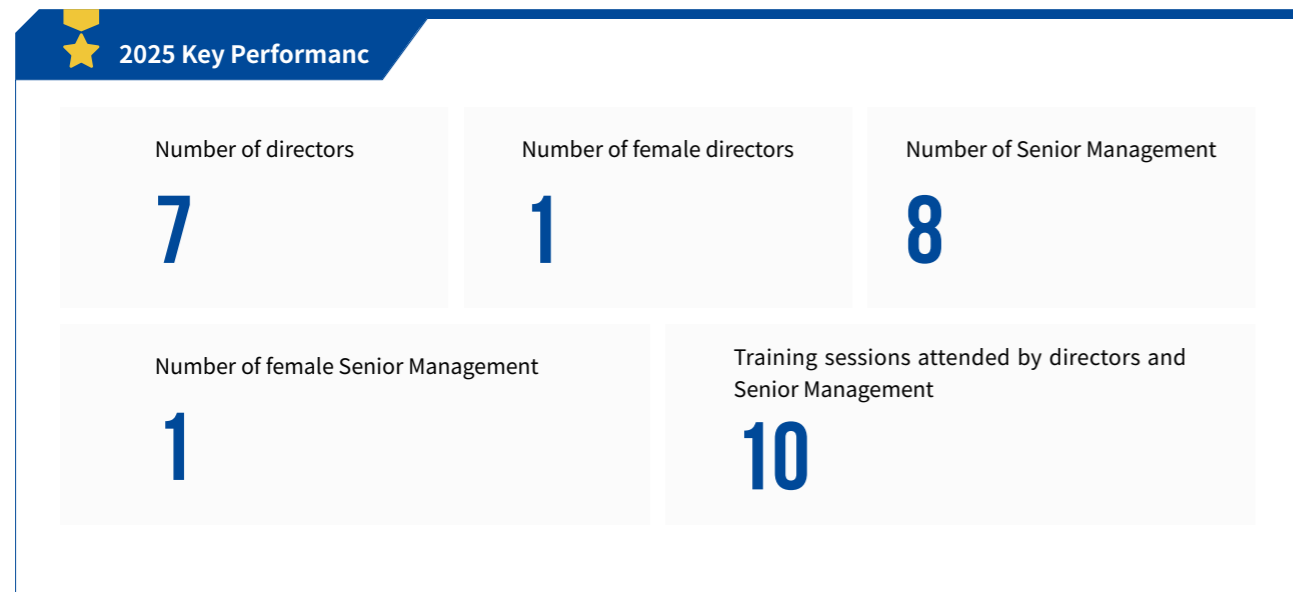
The Company has established multiple regulations including the *Rules of Procedure for the General Meeting of Shareholders*, *Rules of Procedure for the Board of Directors*, and *Investor Relations Management System* to ensure the standardization and transparency of governance processes. The General Meeting of Shareholders, Board of Directors, and Senior Management coordinate with each other, while Independent Directors and the Board Secretary effectively supervise and manage the Company's operations, ensuring lawful and standardized management.

The Company's Board of Directors has established four specialized committees: the Strategy Committee, Remuneration Committee, Audit Committee, and Nomination Committee, fully leveraging professional expertise to effectively ensure the legality and correctness of collective decision-making by the Board. At the execution level, Senior Management leads the operating team and coordinates functional departments and subsidiaries including Sales and Service, Product Line and Marketing, New Energy Division, R&D Center, Quality Center, and Supply Chain Center through the EMT (Executive Management Team), forming a closed loop of "decision-making deployment, supervision and inspection, and coordinated promotion" to ensure effective coordination and mutual checks and balances among various departments. During the reporting period, the operation of the Company's "three boards" (General Meeting of Shareholders, Board of Directors, and Board of Supervisors) complied with regulatory and Articles of Association requirements, and all decisions were lawful and valid.



Board Diversity Development

The Company strictly follows the *Company Law of the People's Republic of China* and has formulated internal guidelines such as the *Rules of Procedure for the Board of Directors* and *Independent Director Working System* to standardize the director selection process. The Company emphasizes diversity in the composition of Board members, comprehensively considering factors such as gender, age, educational background, and professional skills to enhance corporate governance through diversified backgrounds and professional capabilities. Currently, Board members integrate senior professional talents from fields such as power and energy technology, business management, and financial accounting, effectively enhancing the Company's comprehensive capabilities in strategic guidance and operational risk prevention.



Risk Management: Internal Control System and Anti-Unfair Competition

Robust Internal Control System

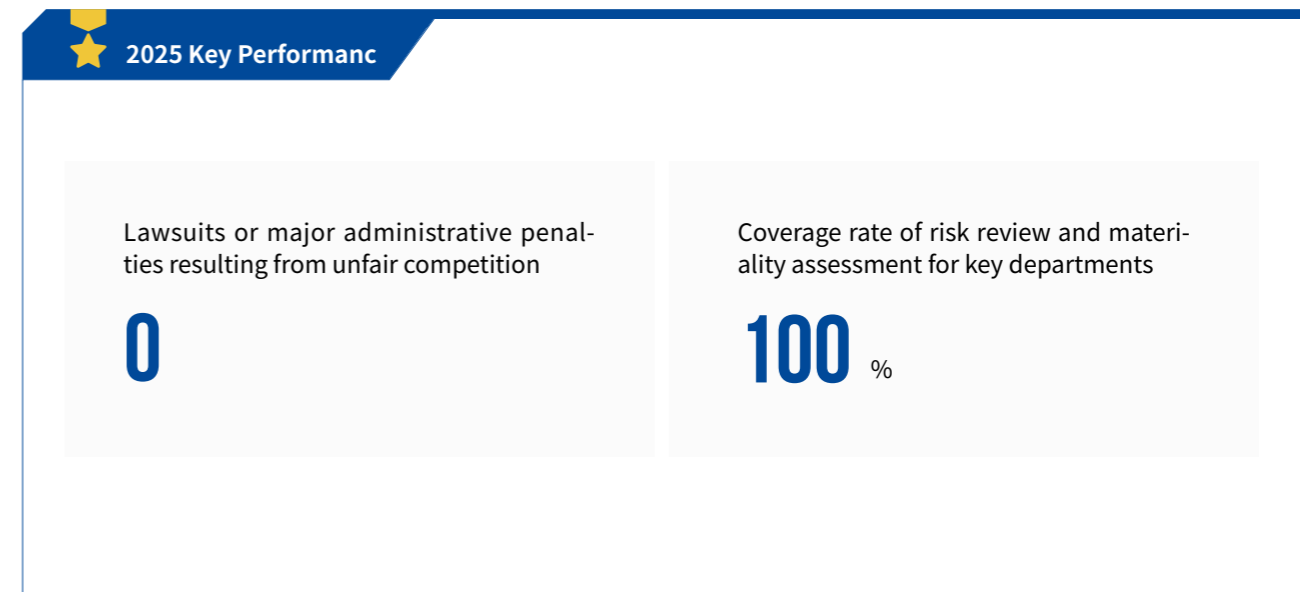
Pilot continuously improves its risk management system and adheres to the management strategy of "compliance first, systematic prevention and control." The Company's risk management and control cover multiple dimensions including financial risks, operational risks, environmental risks, and safety risks, constructing a three-dimensional control network with the Chairman as the first person responsible for risk management and control, and the Strategy Committee and Audit Committee as the specific executive bodies for risk assessment.

During the reporting period, the Company timely identified, analyzed, and responded to potential risks through regular internal control audits and risk assessments. Under the supervision of the first person responsible, with the Audit Department as the independent executive body, various departments conducted detailed reviews of the four major risk areas, completed materiality assessments, and formulated specific response measures. Through in-depth verification of system execution in business processes, the Company ensures that risks are controlled within acceptable limits, achieving a transformation from "passive prevention" to "proactive early warning," and ensuring deep synergy between business development and compliance control.

Fair Competition and Compliance Review

The Company strictly complies with the *Anti-Unfair Competition Law of the People's Republic of China* and the *Anti-Monopoly Law of the People's Republic of China*, viewing them as red lines for the healthy development of the enterprise. To ensure the standardization and authenticity of marketing activities, the Company has established a comprehensive closed-loop review mechanism for promotional content led by the information management department and coordinated by multiple departments, conducting in-depth reviews of the scientific validity and legality of academic materials, product manuals, and promotional tweets released externally, eliminating false advertising from the source.

Meanwhile, we actively fulfill our market behavior supervision functions, deeply integrating anti-unfair competition education with internal audit projects, regularly conducting targeted compliance reviews, and continuously strengthening the fairness and transparency of business operations. Pilot is committed to driving competitiveness enhancement through technological innovation and professional service capabilities rather than relying on misleading marketing, striving to create a fair, open, and orderly business environment in the field of energy digitalization.



Business Ethics: Integrity Management and Clean Culture

Anti-Fraud Management System and Institutional Safeguards

Pilot adheres to the core business principles of "law-abiding, integrity, and clean conduct," viewing integrity management as the lifeline of the enterprise. The Company strictly complies with national laws and regulations such as the *Criminal Law Amendment (XI) of the People's Republic of China*, *Anti-Money Laundering Law of the People's Republic of China*, and *Announcement on Preventing the Financing Risks of Token Issuance*, maintaining a "zero tolerance" attitude toward various fraudulent behaviors including corruption and bribery.

To build a solid defense line for clean professional conduct, the Company has established a comprehensive *internal control system*, successively formulated and implemented the Internal Control System, *Internal Audit System*, and *Anti-Fraud System*, and specifically set anti-bribery and anti-corruption behavioral guidelines in the *Employee Handbook* to ensure that compliance requirements cover the professional conduct of every employee.

Clean Culture Education and Full-Chain Supervision

The Company has established independent internal audit and securities departments as the core supervisory forces for business ethics defense. Through strict internal control measures, we conduct regular special inspections on contract compliance and financial transaction transparency, resolutely eliminating commercial bribery from the source.

Value Chain Extension Constraints

The Company is committed to maintaining a transparent and open procurement ecosystem, implementing strict qualification reviews for suppliers in external business dealings, and requiring every partner to sign the *Supplier Integrity Agreement*, extending the responsibility for clean conduct to upstream and downstream supply chains.

Regular Education and Training

The Company regularly organizes anti-commercial bribery and anti-corruption special training sessions covering all employees, continuously enhancing employees' compliance awareness and ability to prevent potential risks through case warnings and policy interpretation, deeply transforming the concept of clean conduct into employees' voluntary actions.

Whistleblower Protection and Supervision Mechanism

To build an open culture of "everyone participates, everyone supervises," the Company has established a comprehensive whistleblower protection policy, clearly defining multi-dimensional supervision and reporting channels. We commit to strictly safeguarding the identity information and legitimate rights and interests of whistleblowers, strictly prohibiting any form of retaliation, and ensuring the fairness and smoothness of the supervision process.

★ 2025 Key Performance

Commercial bribery incidents

0

Corruption incidents

0

Proportion of directors receiving anti-corruption training

100 %

Proportion of employees receiving anti-corruption training

100 %

Proportion of Senior Management receiving anti-corruption training

100 %

Amount involved in lawsuits or administrative penalties due to unfair competition

RMB 0

Investor Relations: Capital Bond and Value Sharing

The Company strictly implements the *Investor Relations Management System* and *Information Disclosure Management System*, with the core mission of protecting the legitimate rights and interests of all shareholders, especially minority investors. The Board Secretary serves as the first person responsible, with the Securities Department handling specific execution, ensuring positive interaction between the Company and the capital market.

High-Standard Information Disclosure

In accordance with Beijing Stock Exchange regulatory requirements, ensuring that announcements are truthful, accurate, complete, and timely, enhancing disclosure transparency.

In-Depth Interactive Communication

The Company patiently answers investor inquiries and actively adopts reasonable suggestions through diversified channels such as performance briefings, interactive platforms, investor hotlines, and on-site research. Achieving a 100% response rate to investor inquiries, ensuring barrier-free communication.

Convenient Research Reception

Actively providing convenience for institutional and potential investors to visit and inspect, helping the market accurately understand the Company's long-term growth value in the field of energy digitalization.





02 Environment

Save Energy, Cut Carbon— Protecting a Low-Carbon Future

- Climate Resilience: Proactively Responding to Climate Change
- Environmental Management: Compliance System and Green Operations
- Efficiency Enhancement: Resource Optimization and Circular Economy
- Green Production: Building Demonstrative Green Parks

Climate Resilience: Proactively Responding to Climate Change

Pilot actively responds to the national "dual carbon" strategy and global climate governance initiatives, treating climate change response as a core issue for achieving resilient corporate growth. Facing increasingly complex extreme weather events and carbon regulatory policies, the Company has embedded climate resilience deeply into corporate governance and business innovation through the establishment of a systematic climate risk assessment mechanism.

Governance

The Company has established a scientific ESG governance framework to oversee climate-related affairs, ensuring that climate change response efforts permeate comprehensively from the decision-making level to the execution level.

Board-level Oversight

The Board of Directors serves as the supreme decision-making body for climate affairs, responsible for reviewing and approving climate risk appetite, long-term emission reduction targets, and green transformation strategies, and bears ultimate responsibility for the identification of climate-related risks and the effectiveness of response measures.

Executive-level Coordination

The ESG Committee collaborates with R&D, production, supply chain, and other departments to continuously enhance professional capabilities in identifying, assessing, and responding to climate-related impacts.

Strategy

The Company attaches great importance to the potential impacts and business opportunities brought by climate change. By establishing a climate impact inventory, the Company assesses its effects on financial position and the value chain, and has established a future-oriented low-carbon transformation roadmap.

Low-Carbon Transformation Plan and Technology Trend Forecast

Pilot predicts that the future energy industry will present three core trends: high-proportion integration of clean energy, large-scale development of carbon capture (CCUS), and financialization of carbon assets. Based on this, the Company has established a technology evolution path centered on "precise measurement + intelligent platform" and comprehensively increased R&D efforts for power carbon measurement service terminals.

"Edge-Cloud Integrated" Carbon Digital Infrastructure

The Company strictly adheres to the TCES134-2022 Technical Specification for Power Carbon Measurement Service Terminals, successfully deploying new-generation intelligent electricity-carbon meters and achieving deep integration with enterprise-level carbon management platforms.

Carbon Capture Accounting Foundation

For the commercial application of CCUS technology, intelligent electricity-carbon meters can record energy data in real-time and in a tamper-proof manner, providing authoritative "ex-ante baseline" and "ex-post emission reduction" verification for carbon capture projects, solving the problem of data lag.

Dynamic Carbon Footprint Tracking

Supports high-frequency data collection, combined with algorithm models to reflect real-time green electricity consumption and grid carbon intensity changes, helping enterprises lock in optimal energy use strategies amid energy fluctuations.

Asset Value Transformation

Relying on the panoramic analysis of the carbon platform, emission reduction data is transformed into credible carbon assets, assisting enterprises in participating in carbon market trading and green finance financing, achieving closed-loop transformation from environmental benefits to economic benefits.

Climate-Related Impact, Risk and Opportunity Management

The Company has established a penetrating climate risk identification system to systematically analyze financial risks and business opportunities under different scenarios.

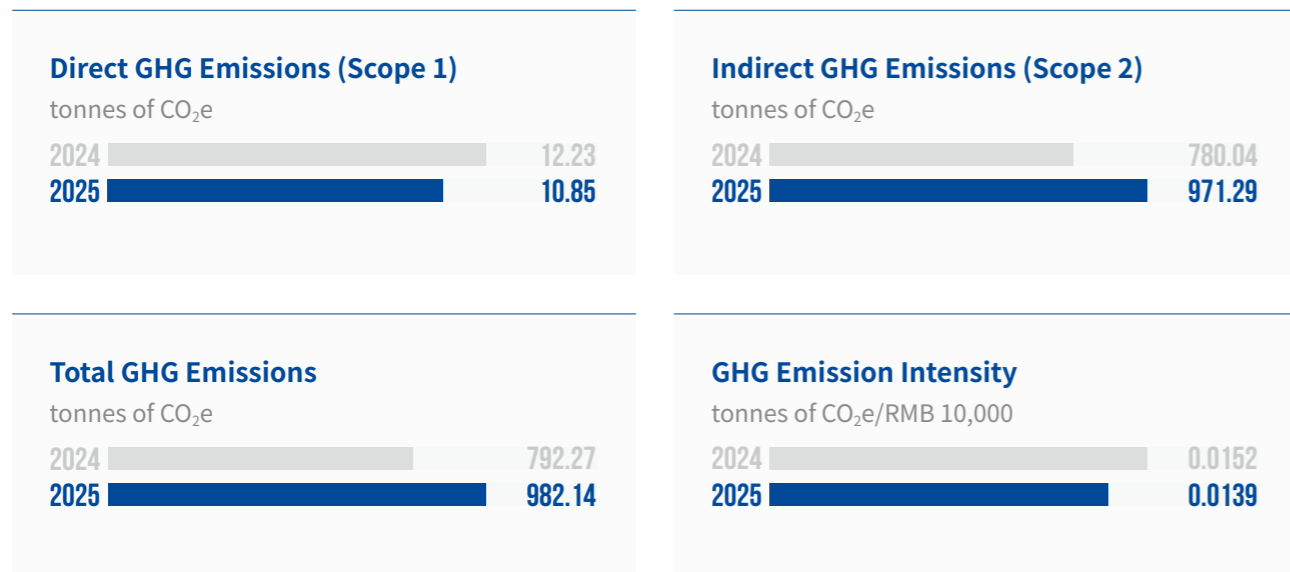
Identification of Climate-Related Risks and Opportunities

Category	Name	Risk/Opportunity Description	Impact Period	Financial Impact	Pilot's Response Measures
Physical Risks	Acute Risks	The headquarters (Zhuhai) and major factories are vulnerable to natural disasters such as typhoons and extreme rainstorms.	Short-term/Medium-term	Decreased operating income, increased capital and repair costs	<ul style="list-style-type: none"> Improve the <i>Emergency Response Plan for Natural Disasters</i> and regularly conduct disaster prevention drills; Integrate weather warnings into the OA system to ensure employee commuting safety and property security; Establish primary and alternative supplier lists, and prevent supply chain disruptions due to weather through regionalized procurement.
	Chronic Risks	Climate warming triggers sea level rise or extreme heat waves, leading to equipment damage and increased cooling energy consumption.	Long-term	Increased operating costs, devaluation of fixed assets	<ul style="list-style-type: none"> Incorporate flood control elevation as a mandatory indicator when planning and selecting sites for new parks; Deploy park microgrid systems, utilizing photovoltaic energy storage to regulate peak loads and reduce dependence on high-priced grid electricity; Select variable-frequency refrigeration equipment with higher energy efficiency ratings to improve building energy efficiency.
Transition Risks	Policy and Legal	International carbon tariffs (CBAM) and domestic carbon emission trading policies are becoming increasingly stringent, increasing export barriers.	Medium-term/Long-term	Increased operating costs, rising compliance risks	<ul style="list-style-type: none"> Actively follow up on international and domestic climate policy updates and establish a carbon compliance early warning mechanism; Enhance information disclosure transparency, publish high-quality ESG reports, and strengthen communication with regulators and investment institutions; Participate in the formulation of industry standards related to power carbon measurement to gain industry discourse power.
	Technology Risks	Market demands for low-carbon technologies (such as Virtual Power Plants and energy-carbon platforms) are increasing, facing challenges of technological obsolescence.	Medium-term	Increased R&D expenditure, reduced market share	<ul style="list-style-type: none"> Continuously increase R&D investment in intelligent electricity-carbon meters and carbon management platforms, and establish special R&D incentive funds; Explore the application of new technologies such as "federated learning" in carbon footprint calculation to ensure leading core algorithms; Conduct industry-university-research cooperation with renowned universities to incubate cutting-edge energy-saving technologies.
	Reputation Risks	If climate information disclosure is inadequate or green practices are insufficient, brand value and public trust may be damaged.	Short-term/Medium-term	Increased financing costs, risk of customer loss	<ul style="list-style-type: none"> Actively participate in green and low-carbon pilot demonstration construction, shaping the image of a "low-carbon energy expert"; Continuously disclose carbon emission reduction progress, and utilize energy-carbon management platforms to ensure the credibility of continuous accounting results.

Category	Name	Risk/Opportunity Description	Impact Period	Financial Impact	Pilot's Response Measures
Opportunities	Low-Carbon Market Demand	Customer demand for energy-carbon digital transformation, Virtual Power Plant dispatching, and carbon asset management has surged.	Short-term/ Medium-term	Increased operating income	<ul style="list-style-type: none"> Promote the "Consulting + Management + Certification" integrated service model, providing full-chain solutions for energy-carbon management platforms; Accelerate the development of industrial parks, data centers, and other segmented fields, packaging products and services as low-carbon integrated solutions.
	Energy Efficiency Opportunities	Utilize microgrids and efficient power distribution technologies to optimize energy consumption structures for both the Company and its customers.	Short-term/ Medium-term	Reduced operating costs, asset premium	<ul style="list-style-type: none"> Deeply apply self-developed microgrid black-start and energy storage dispatching technologies to improve park energy self-sufficiency rates; Achieve flexible load control through big data analysis to obtain power ancillary services and peak-shaving compensation benefits.
	Government and Capital Support	The improvement of the green finance system enables enterprises with green competitiveness to obtain better financing conditions.	Medium-term/ Long-term	Reduced financing costs, increased government subsidies	<ul style="list-style-type: none"> Leverage policy dividends and actively apply for government subsidies at various levels, such as green factories and Specialized and Sophisticated "Little Giant" enterprises; Attract green industry funds and sustainable development credit through high-standard ESG performance.

Indicators and Targets

Guided by the "dual carbon" goals, the Company actively practices green and low-carbon development paths and increases the proportion of clean energy use. Meanwhile, the Company continues to expand the business layout of low-carbon products and services, increase investment in green technology R&D, and strive to contribute wisdom and strength to the achievement of "dual carbon" goals for the whole society.



Calculation Basis: Pilot conducts greenhouse gas accounting in accordance with ISO 14064-1:2018 Greenhouse Gases - Quantification and Reporting of Greenhouse Gas Emissions and Removals at the Organizational Level, the 2006 IPCC Guidelines for National Greenhouse Gas Inventories, and other applicable international and domestic standards. The emission consolidation method adopts the operational control approach, and the factors used for calculation are sourced from the 2006 IPCC Guidelines for National Greenhouse Gas Inventories, the 2023 Power Carbon Dioxide Emission Factors, and other standards.

Environmental Management: Compliance System and Green Operations

Pilot deeply understands that ecological and environmental protection is the foundation upon which the enterprise relies for survival. Adhering to the core principle of "prevention first, with equal emphasis on planning and governance," the Company is committed to integrating the concept of green operations throughout the entire lifecycle of product design, manufacturing, and administrative operations through the establishment of a rigorous environmental management system and normalized compliance audits, achieving harmonious unity between business growth and environmental protection.

Environmental Compliance and System Governance

The Company strictly establishes compliance red lines to ensure that all business activities are under rigorous institutional supervision.

Legal Compliance Foundation

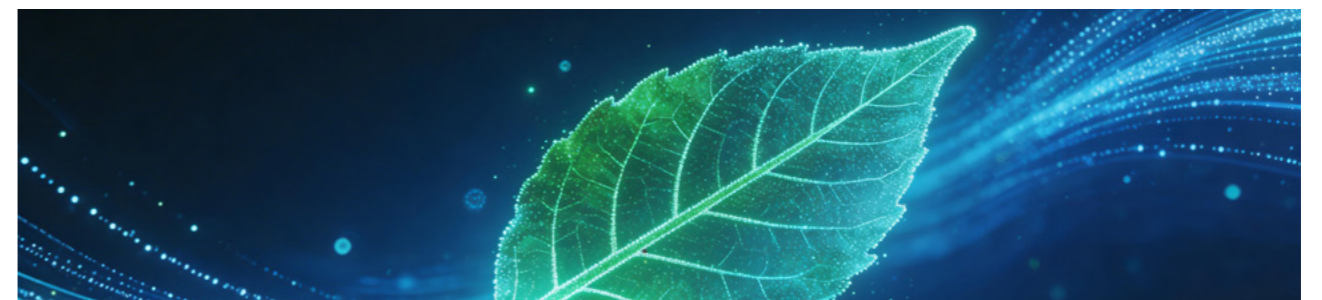
The Company strictly abides by national and local laws and regulations, including the *Environmental Protection Law of the People's Republic of China*, the *Air Pollution Prevention and Control Law of the People's Republic of China*, the *Water Pollution Prevention and Control Law of the People's Republic of China*, the *Soil Pollution Prevention and Control Law of the People's Republic of China*, and the *Law on the Prevention and Control of Environmental Pollution by Solid Waste*. The Company has established a dynamic tracking mechanism to map external legal updates in real-time to internal documents such as the *Production Management System* and the *Production Department Work Safety Management Rules and Regulations*, ensuring the timeliness and forward-looking nature of management requirements.

System Operation and Risk Assurance

Pilot has obtained ISO 14001 Environmental Management System certification. Through training and communication, internal audits, and external supervision, the Company ensures continuous improvement of environmental performance at all production stages. Meanwhile, the Company continuously improves the *Emergency Response Plan for Sudden Environmental Incidents*, enhancing collaborative response capabilities for sudden risks through simulation drills.

Industry Compliance Status

Pilot does not belong to heavily polluting industries as defined by national regulations, and none of its important controlled subsidiaries are listed in the enterprise list for environmental information disclosure according to law. The Company's production and operations fully comply with national environmental protection orientations. During the reporting period, the Company did not experience any environmental pollution accidents, nor was it subject to any form of environmental administrative penalties.



Pollution Prevention and Green Operation Practices

The Company has adopted multiple targeted measures to implement precise control over waste, wastewater, exhaust gas, and noise generated during production and operations, ensuring "low emissions and minimal impact."

Management Measures for Major Emissions

Category	Sources and Characteristics	Prevention and Treatment Measures	Compliance Requirements
Exhaust Gas Management	Welding fumes from electronic component soldering and trace exhaust from coating processes.	Professional centralized collection devices are used for efficient filtration and purification, ensuring compliant high-altitude discharge.	Exceeding requirements of the <i>Emission Limits of Air Pollutants</i> (DB44/27-2001).
Wastewater Treatment	Primarily domestic sewage from office parks and production/living activities.	Sewage undergoes preliminary treatment in septic tanks, then is collected through municipal sewage pipelines for centralized treatment at treatment stations.	Compliant with discharge requirements of the <i>Discharge Limits of Water Pollutants</i> (DB44/26-2001).
Noise Control	Mechanical noise generated from welding operations inside factory buildings.	Physical noise reduction measures including building sound absorption, equipment sound insulation, and installation of high-performance vibration damping foundations.	Daytime and nighttime noise at plant boundaries complies with the <i>Emission Standard for Industrial Enterprises Noise at Boundary</i> (GB12348-2008).
Hazardous Waste	Discarded batteries, waste circuit board scraps, toner cartridges, etc.	Batteries and toner cartridges are regularly recycled by suppliers; waste circuit boards are handled by third-party professional organizations with hazardous waste qualifications.	Implementing "manifest system" management with full-process traceability.
Non-hazardous Waste	Waste packaging cartons, domestic garbage, lead-free solder slag.	Promote waste classification; electronic components use lead-free materials, and solder slag is handed over to professional recycling units for resource treatment.	Achieving waste reduction and resource utilization.

Efficiency Enhancement: Resource Optimization and Circular Economy

Pilot consistently adheres to the dual optimization of resource conservation and utilization efficiency in its production and operations. With digital technology as the core driving force, through self-developed building energy-carbon management systems, the Company deeply integrates energy management, clean energy substitution, and water resource recycling initiatives, practicing the corporate mission of "Smart Electricity, Green Energy" through concrete actions.

Energy Management

The Company comprehensively implements energy conservation and consumption reduction strategies, committed to transforming its own parks into demonstration models for Energy as a Service (EaaS). Through deep application of technology, the Company has achieved a strategic leap from traditional energy use to intelligent and flexible energy use.

SmartME Platform Deep Empowerment

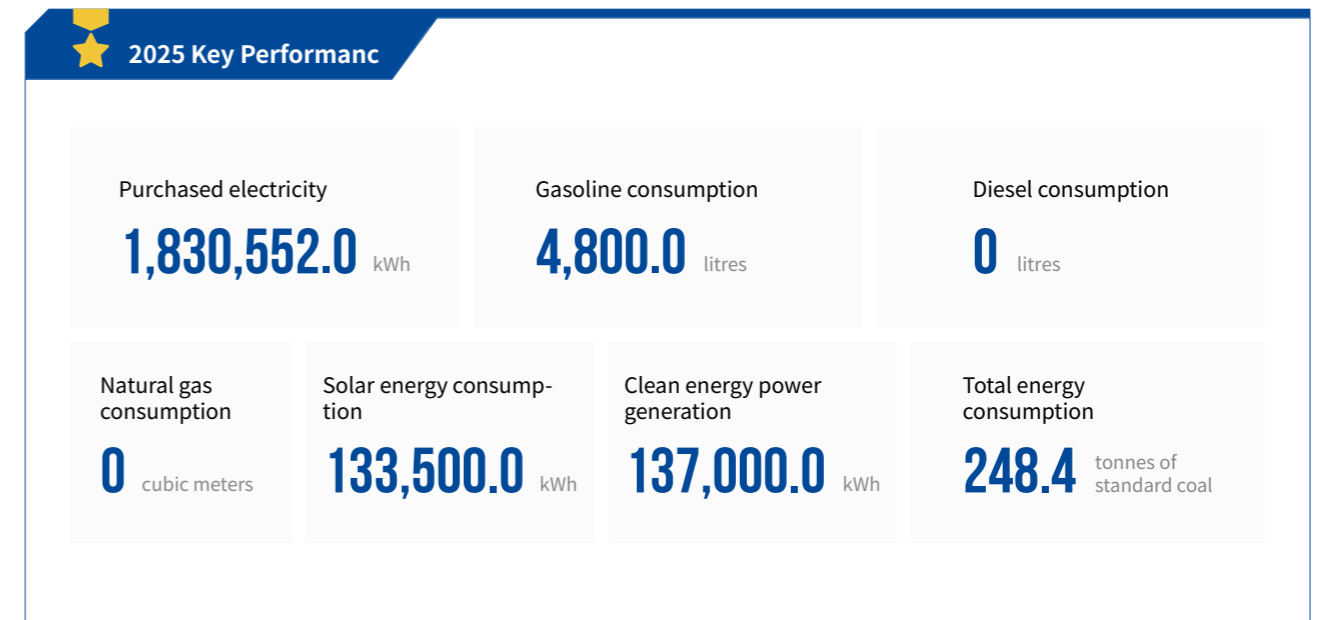
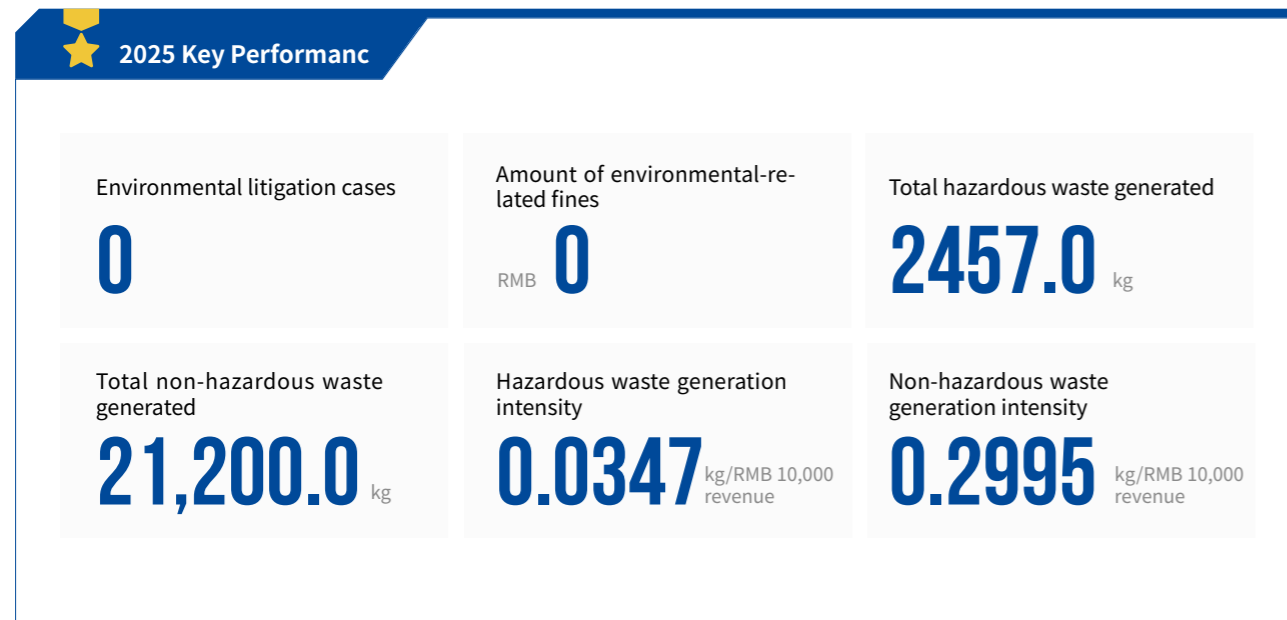
Relying on the Company's core SmartME building energy and equipment IoT management and control platform, we have implemented comprehensive digital twin modeling for office buildings. The platform utilizes AI algorithms to perform environment-adaptive regulation and fault diagnosis for subsystems such as air conditioning, lighting, and power. In 2025, the system was further upgraded with refined logic for "turning off air conditioners and lights when people leave" and achieved the function of automatically adjusting lighting systems based on indoor illumination.

Virtual Power Plant (VPP) Response Practice

Pilot actively participates in the power ancillary services market. During peak grid periods, through the self-developed platform, power curtailment instructions are issued in real-time. Under the premise of ensuring power supply for core production lines, flexible regulation is implemented for non-core loads, assisting in grid peak-valley balance while significantly enhancing employees' awareness of energy conservation.

Energy Structure Decarbonization

The Company actively promotes distributed photovoltaic construction in parks. Currently, a total of 221 kWp distributed photovoltaic capacity has been installed on the roofs of Pilot Technology Park and Industrial Park. Through the "self-generation and self-use, surplus electricity to grid" model, the Company has effectively reduced Scope 2 indirect greenhouse gas emissions while improving energy self-sufficiency rates.



Water Resource Management

The water used by the Company primarily comes from municipal water supply, mainly for daily office and living purposes. We have established stringent annual water conservation targets, ensuring sustainable water resource utilization through equipment improvement and awareness guidance.

Rainwater Harvesting and Non-traditional Water Source Utilization

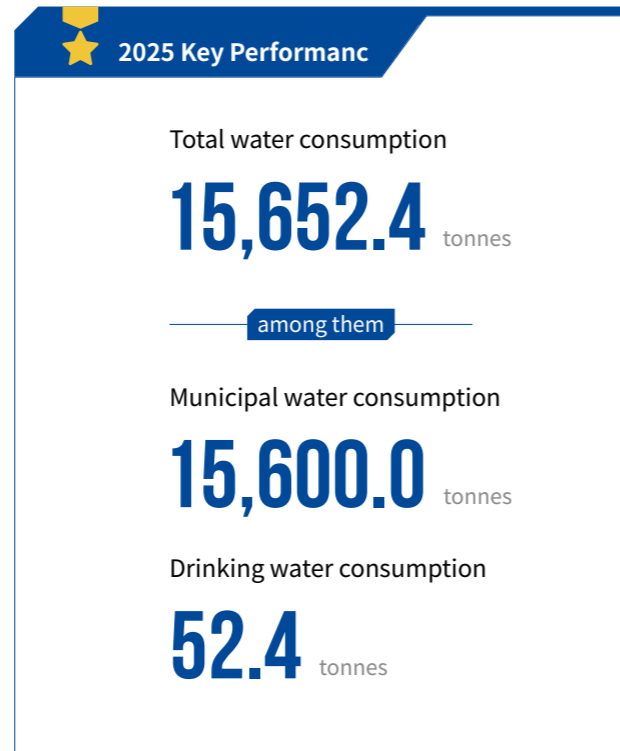
The Company has established dedicated rainwater collection systems within the parks. Through sedimentation and filtration processes, collected rainwater is recycled for landscape greening irrigation, park ground spraying, and vehicle washing, significantly reducing consumption of municipal fresh water.

Equipment Operation and Maintenance and Technical Water Conservation

The Company regularly conducts "comprehensive" inspections of park water supply pipelines, focusing on detecting underground pipeline leakage. In 2025, the Company promoted infrared induction water-saving valves and low-flow sanitary facilities, achieving source water conservation through physical flow reduction.

Awareness Cultivation and Behavioral Change

By posting prominent water-saving signs in public areas such as restrooms and canteens, and advocating employees to bring their own water cups to reduce bottled water consumption.



Circular Economy

The Company adheres to the dual-wheel drive of "digital transformation and resource recycling," achieving dual improvements in operational efficiency and environmental benefits by changing resource circulation methods.

Digital Paperless Hub

Leveraging the OA system and mobile collaboration tools, the Company has established a comprehensive digital approval hub, significantly reducing paper document circulation.

Resource Closed-Loop Utilization Solutions

Paper Recycling

Implement intelligent printing control systems, set up dedicated waste paper recycling bins, and recycle non-sensitive single-sided waste paper for drafts or internal sharing materials.

Green Packaging

In logistics processes, the Company insists on recycling product packaging cartons. By establishing engineering material recycling teams, retired or turnover packaging materials are sorted and repaired, reducing the input of new packaging materials.

Waste Classification and Recycling

Set up plastic bottle and recyclable collection points on each floor of the parks, and establish fixed-point recycling ledgers.

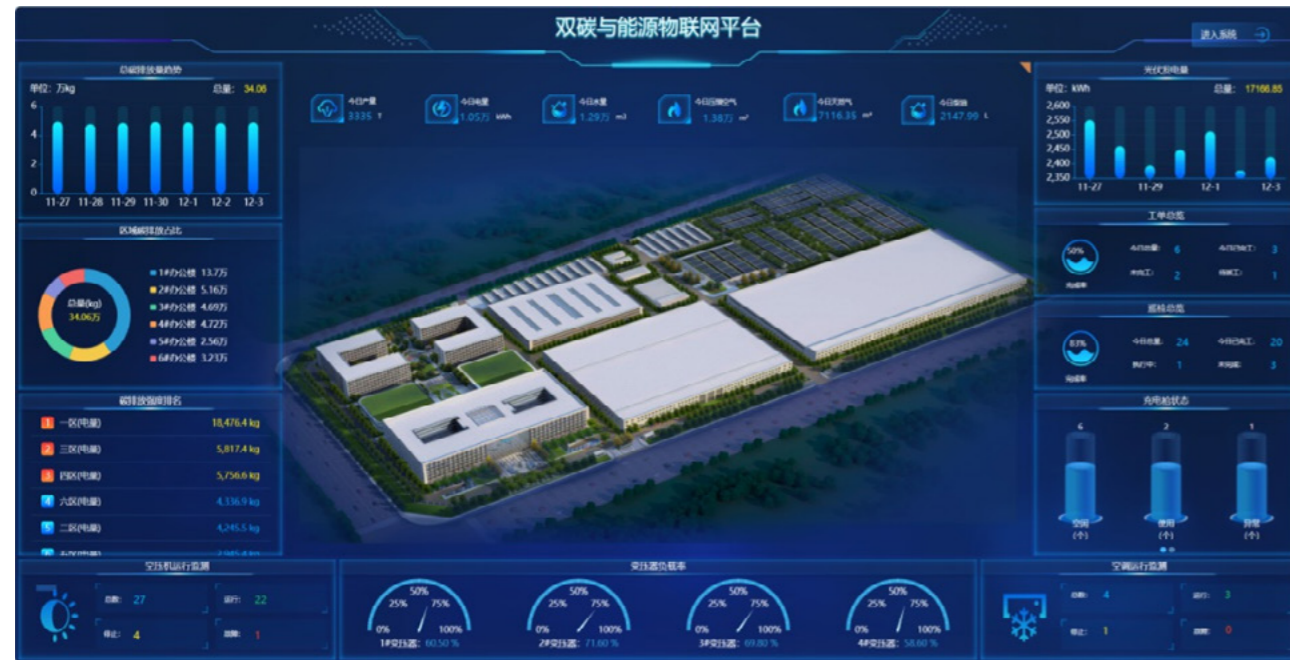


Green Production: Building Demonstrative Green Parks

Pilot firmly believes that green industrial parks are the main battlefield for achieving the national "dual carbon" goals. In 2025, with the issuance of the *Notice on Carrying Out Zero-Carbon Park Construction* (Fa Gai Huan Zi [2025] No. 910) by the national government, the Company actively responded to policy orientations. Not only is the Company committed to providing "zero-carbon" solutions for external customers, but it also uses its own parks as test fields for "new-generation energy-carbon digital infrastructure," building demonstrative green parks that are credible, controllable, and verifiable.

Green Park Governance

In the construction of zero-carbon parks, Pilot regards intelligent, digital, and integrated energy-carbon management platforms as the "digital foundation" of the parks. With the SmartME integrated energy-carbon management platform at its core, the Company has achieved comprehensive governance of the entire park.



Zero-Carbon Park Integrated Energy-Carbon Management Platform

Comprehensive Coverage and Dynamic Accounting

The platform precisely defines the four boundaries of the park, achieving automatic collection of energy consumption and carbon emission data at the equipment level for office areas, production lines, and public auxiliary facilities. By interfacing with multi-source data such as electricity, gas, and heat, direct and indirect emissions are automatically calculated according to the latest accounting methods, ensuring complete consistency between accounting boundaries and reporting scopes.

Intelligent Benchmarking and Early Warning

The platform has built-in industry energy efficiency limit standards and clean energy proportion guidance indicators, with automatic benchmarking analysis through AI algorithms. When energy consumption intensity or carbon emission values deviate from expectations, the system automatically triggers warnings and recommends optimization strategies, ensuring that the core indicator of "carbon emissions per unit of energy consumption" remains within compliant ranges.



Intelligent Electricity-Carbon Meters Empowering Transformation

Addressing the pain points of traditional carbon accounting characterized by "data lag and coarse accounting," the Company has deployed self-developed new-generation intelligent electricity-carbon meters on a large scale within the parks, serving as precise sensing "nerve endings."



CarbonX Smart Energy Dual-Carbon Platform

Real-Time Carbon Footprint

Electricity-carbon meters can collect power consumption data in real-time and automatically calculate instantaneous carbon emissions by combining dynamic carbon emission factors from upper-level nodes. This completely changes the lagging mode of traditional "manual statistics," achieving "measurable, reportable, and verifiable" user-side power carbon emissions, making the "carbon footprint" of every kilowatt-hour and every production line clearly visible.

Carbon Asset Value Mining

Through the linkage between electricity-carbon meters and the CarbonX Smart Energy "dual-carbon" platform, the Company can not only clarify the park's "carbon inventory" but also transform precise emission reduction data into credible carbon assets, solidifying the data foundation for future participation in carbon market trading and green finance financing.

Case Building Green Resilient Parks: Pilot's "PV-Storage-Charging-Inspection" Smart Microgrid Climate Practice

Pilot actively explores pathways for building carbon reduction and energy structure transformation, successfully deploying and operating the "PV-Storage-Charging-Inspection" smart microgrid climate practice project in Pilot Industrial Park. The project deeply integrates with the geographical climate and site conditions of the park's location. By applying various passive energy-saving technologies at the building level to optimize light, heat, and wind environments, it has achieved a 23.19% building envelope energy-saving rate. By integrating rooftop distributed photovoltaics, energy storage systems, and intelligent charging facilities, the project relies on the self-developed intelligent microgrid management platform to achieve efficient coordination and flexible control of source-grid-load-storage. When addressing energy fluctuation risks brought by climate change, the system can prioritize renewable energy consumption and achieve precise dispatching by combining demand-side response with electricity price signals, ultimately achieving a comprehensive building energy-saving rate exceeding 50%.

The application of this microgrid control technology not only significantly reduces greenhouse gas emissions during the Company's operations but also enhances the park's resilience to grid fluctuations caused by extreme climates by improving energy self-sufficiency rates. By building a "low-carbon, economical, and resilient" balanced model in its own parks, the Company provides the industry with substantive technical support for addressing climate risks and driving the "transition from dual energy consumption control to dual carbon emission control," earnestly fulfilling its social responsibility for climate change mitigation.

Building Envelope Energy-Saving Rate

23.19 %

Comprehensive Building Energy-Saving Rate Exceeding

50 %

Carbon Emission Intensity Management

Carbon emissions per unit of energy consumption: Controlled within 0.2 tonnes CO₂/tonne of standard coal (exceeding national zero-carbon park access standards)

Building and Energy Efficiency Levels

Comprehensive building energy-saving rate: Achieved comprehensive energy-saving effects exceeding 50%

Building envelope energy-saving rate: Achieved 23.19% energy-saving rate through passive building technologies

Clean Energy Construction and Utilization

Distributed photovoltaic installed capacity: Cumulative total of 221 kWp

Clean energy consumption proportion: 4.9%

Digital Energy-Carbon Management and Control Capability

Intelligent electricity-carbon meter deployment coverage: Achieved 100% coverage of core energy consumption nodes

Energy-carbon management platform monitoring coverage: Achieved 100% online dynamic monitoring and management of park enterprises

Professional Honors and Industry Recognition

Awards and Certifications: Won the "Smart Microgrid Application Practice Award"





03 Society

Building Trust through Quality, Co-creating a Responsible Ecosystem

- Quality Assurance: Lifecycle Quality Management
- Innovation-driven: AI Algorithms Leading Power Revolution
- Security Protection: Information Security and Privacy Protection
- Collaborative Win-Win: Responsible Supply Chain Management
- Talent Empowerment: Employee Rights and Career Development
- Acting with Integrity: Industry-Education Integration and Social Welfare

Quality Assurance: Lifecycle Quality Management

Pilot recognizes that in the tide of new power systems and energy digital transformation, high-quality products are the core foundation for establishing a foothold in the market. Adhering to the principle of "quality leadership, technology-driven, continuous improvement," the Company implements Total Quality Management (TQM) and has established a closed-loop lifecycle management system spanning from R&D design, material supply, manufacturing to after-sales service, committed to becoming an industry benchmark for quality.

Top-level Governance: Management System and Certification

Pilot upholds the quality philosophy of "quality as the foundation, pursuit of excellence," and is committed to deeply integrating internationally leading standardized management into the corporate governance DNA, ensuring the independence and authority of the quality management system throughout the business lifecycle. Benchmarking against industry best practices, the Company has built a quality management system spanning all business dimensions, with clear quality strategic goals for each project type communicated to all employees. By establishing a policy matrix centered on the *Quality Management Control Procedures*, *Incoming Material Inspection Standards*, and *Process Quality Standards*, the Company has achieved a closed-loop quality control system from R&D source to delivery terminal. The Quality Management Center, supported by a team of senior testing and technical experts, fortifies the quality safety defense line through rigorous monitoring and review mechanisms.

System Foundation and Continuous Advancement

The Company stably operates the ISO 9001 Quality Management System, ISO 14001 Environmental Management System, and ISO 45001 Occupational Health and Safety Management System, and deeply implements the IATF 16949 Automotive Industry Quality Management System standard in the automotive electronics business. Based on the Company's long-accumulated R&D process optimization experience, Pilot has achieved CMMI Level 5 (the highest level of global software capability maturity) software R&D and process improvement capabilities, continuously providing highly reliable and high-quality digital and intelligent solutions to global customers.

Technical Strength and Green Certification

In 2025, the Company's testing center officially passed the rigorous assessment of the China National Accreditation Service for Conformity Assessment (CNAS) and was awarded the CNAS Laboratory Accreditation Certificate, marking that Pilot's testing capabilities, management level, and technical precision have fully aligned with world-class standards. Meanwhile, the Company actively responds to global climate change initiatives and has systematically completed the product carbon footprint management system certification. By quantifying carbon emission data throughout the product lifecycle, Pilot empowers the green and low-carbon transformation of the industrial chain.

Global Market Access and Compliance

To support global business deployment, the Company's product series has established a solid compliance barrier. Currently, the Company has obtained multiple authoritative domestic and international certifications, including the key qualification for entering the European market—the EU MID Certification, as well as CE Certification, Measuring Instrument Type Approval Certification, CCC Mandatory Product Certification, and Ministry of Public Security Fire Product Certification, continuously exporting Pilot's wisdom that meets stringent global standards to the international market.



ISO 9001:2015 Quality Management System Certification



IATF 16949 Automotive Industry Quality Management System Certification



CMMI Level 5 Assessment Certification



CNAS Laboratory Accreditation Certificate



CE Certification



EU MID Certification

Process Control: From R&D to Production

The Company emphasizes "taking facts and data as the criterion," refining various process control requirements to ensure product indicators meet or exceed national standards.

R&D Process Testing System

The Company implants high-standard quality genes at the new product design stage and has established a professional four-level testing matrix:

- **Unit Testing:** Verifying the correctness of minimum functional modules.
- **Integration Testing:** Ensuring collaborative functionality and interface stability after module integration.
- **System Testing:** Testing product reliability in real and extreme environments.
- **Acceptance Testing:** Simulating real user requirements for final comprehensive performance verification.

Full-process Quality Control in Production

Relying on the Quality Management Center, the Company achieves precise control of production processes through comprehensive quantitative data monitoring:

- **Incoming Quality Control (IQC):** Conducting strict sampling inspections on raw materials to ensure supply chain source compliance.
- **In-process Quality Control (IPQC):** Implementing dynamic monitoring on production lines, focusing on process consistency.
- **Outgoing Quality Control (OQC):** Every batch of products must pass comprehensive functional verification before leaving the factory.

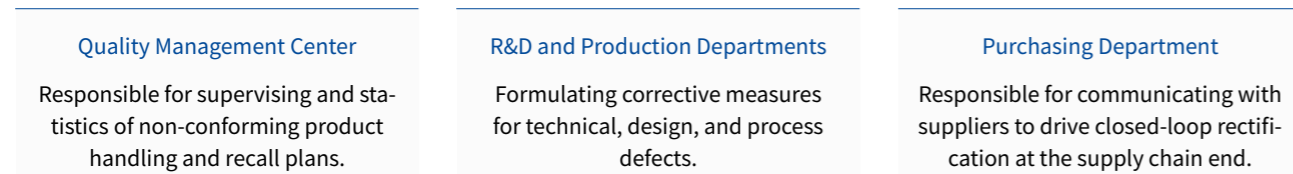
Precision Equipment Maintenance

The Company implements dynamic spot checks on all measuring instruments and testing equipment, regularly sending them to provincial and municipal metrology institutes for external calibration annually to ensure the absolute authenticity and accuracy of inspection results.

Quality Improvement: Quality Control and Incentives

The Company has established a scientific recall and quality improvement system. Based on the *Non-conforming Product Control Procedures* and *Non-conformance Control Procedures*, non-conforming items in quality, environment, safety, and other aspects are accurately identified.

Multi-department Collaboration Mechanism



Workflow



Incentives and Culture Building

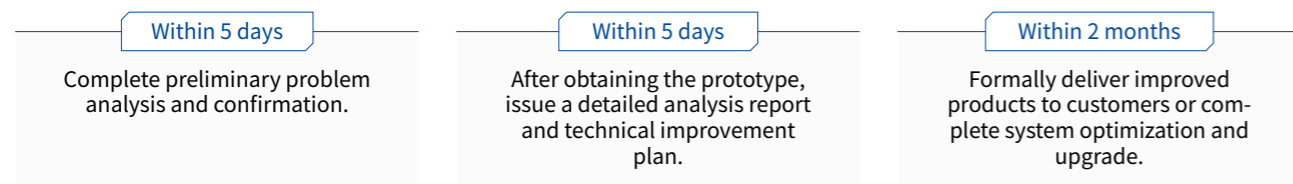
The Company's senior management attaches great importance to quality innovation, allocating special funds annually to reward teams that solve quality problems and achieve technical breakthroughs in QC circle (Quality Control Circle) projects.

Customer Service: Rights Protection

The Company has standardized customer service processes by formulating documents such as the *After-Sales Service Management System*, *Incident Management Procedure*, and *Problem Management Procedure*, ensuring efficient and professional service. Additionally, the *Customer Satisfaction Control Procedure* and *Customer Return Visit Management System* have been issued to continuously track customer feedback and optimize service quality. The Company has built an all-weather service matrix to drive continuous improvement and enhancement of customer service.

Core Customer Complaint "552" Timeliness Requirements

The Company strictly implements the *After-Sales Service and Quality Complaint Handling System*, enforcing hard timeliness constraints on customer feedback:



Digital Service and Communication Channels

Relying on the 400 service hotline, enterprise WeChat, and BPM business process management system, the Company has achieved digital recording of the entire after-sales service process. From ticket creation to closure, progress is queryable, quality is assessable, and processes are traceable, ensuring efficient and transparent service.

Customer Communication and Complaint Channels


24-hour Service Hotline: 4008786678 | Complaint Email: service@pmac.com.cn

Continuous Satisfaction Monitoring

The Company insists on conducting customer satisfaction surveys quarterly, with evaluation content covering product quality, appearance design, installation convenience, selection flexibility, and technical proficiency of engineering personnel. 2025 survey data shows that customers' overall satisfaction with Pilot remains at a high level. For potential needs identified in feedback, the Company proactively contacts customers for forward-looking equipment optimization and upgrades.

Case **Winning Trust through Professional Service: Pilot Awarded "Excellent Supplier" by Souhou Property**

In April, Pilot received a commendation letter from Beijing Souhou Property Management Co., Ltd. and was officially awarded the honorary title of "2024 Excellent Supplier." This recognition fully demonstrates Pilot's professional technical strength and lifecycle service guarantee capabilities in the field of smart energy management for large commercial buildings. Throughout the cooperation, Pilot has consistently adhered to high-quality delivery and agile response as the core. Through the establishment of this long-term partnership, Pilot has not only verified the market competitiveness of its products but also, through excellent O&M service levels, jointly established a new benchmark for energy management in the commercial property management field with the customer.



2025 Key Performance

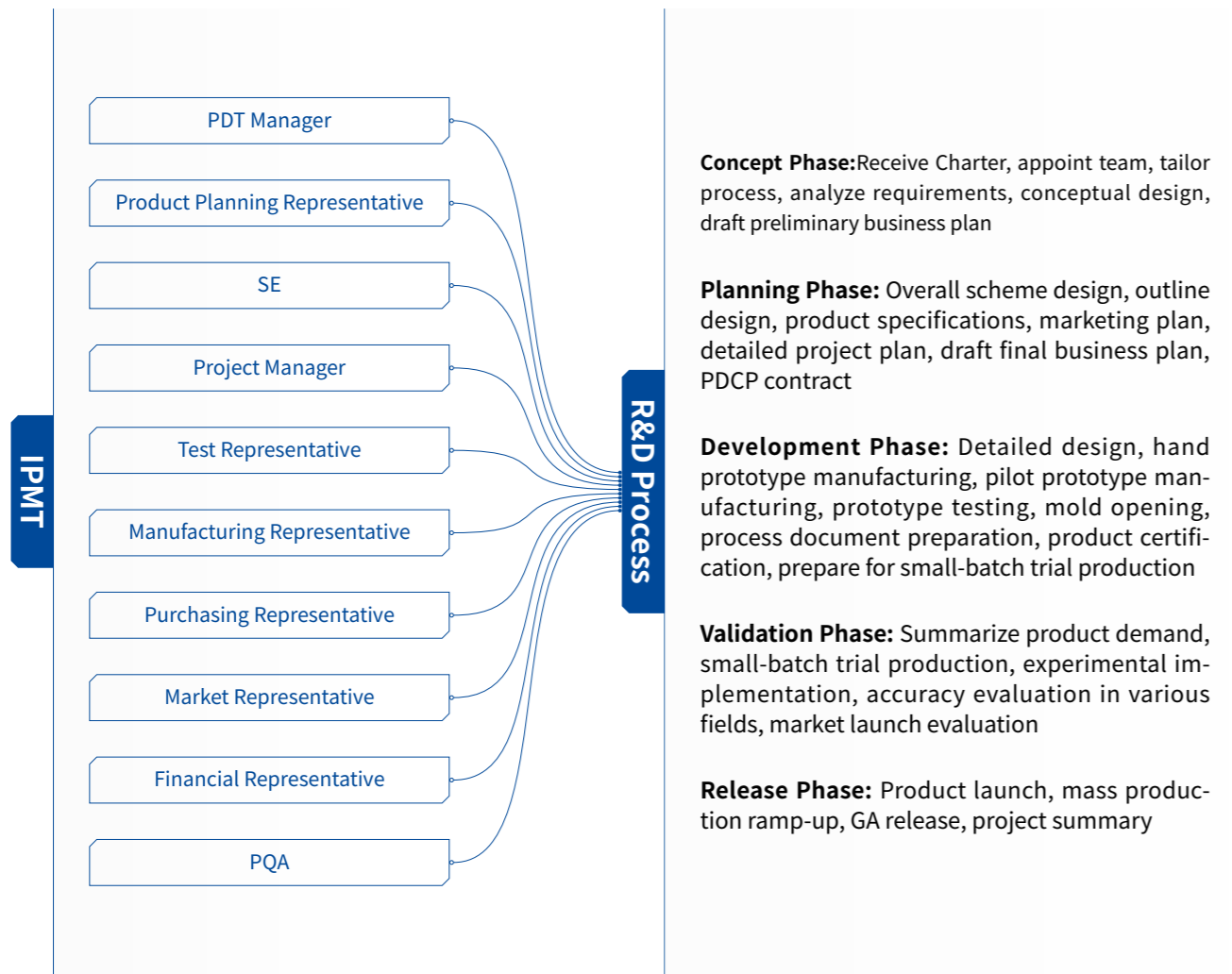
<p>Customer Complaint Handling Rate</p> <p>100 %</p>	<p>Major Safety and Quality Liability Accidents Related to Products and Services</p> <p>0</p>	<p>Quality Training Sessions Conducted</p> <p>10</p>
<p>Customer Service Training Sessions Conducted</p> <p>40</p>	<p>Annual Customer Service Training Person-times</p> <p>268</p>	

Innovation-Driven: AI Algorithms Leading Power Revolution

Pilot has been deeply engaged in the fields of Energy IoT and digital energy services, consistently taking independent R&D and technological innovation as the core driving force. In 2025, closely following the national "AI+" energy strategy and relying on the complete full-stack self-developed capabilities of "cloud-channel-edge-end," the Company accelerated its transformation from a "system solution integrator" to an "EaaS (Energy as a Service) provider." Through deep empowerment of new power system construction by AI algorithms, while achieving its own high-quality development, Pilot actively assists global customers in achieving green, low-carbon, safe, and efficient energy management, injecting momentum into the continuous growth of new quality productive forces.

Governance

The Company has established a complete R&D organizational structure and formulated a series of procedural management documents such as the *Integrated Project Design and Development Process Control Procedure*, *New Product Development Flowchart*, and *R&D Project Management Overview* to ensure multi-department collaboration in complex R&D cycles.



R&D Decision-making Mechanism	The Company continuously implements the IPD (Integrated Product Development) system, with IPMT (Integrated Product Management Committee) responsible for the highest decision-making on technology and product R&D. The IPMT Committee is composed of heads from various departments, ensuring precise decision-making at key stages such as concept, planning, development, validation, and release through reviewing annual R&D plans and making dynamic adjustments. During project execution, the Company implements agile management methods and establishes strict project review and progress tracking mechanisms to ensure efficient execution of R&D projects.
Department Collaboration and Incentives	The R&D Center is responsible for formulating development plans; the Purchasing Department conducts supplier reviews and issues sample approval documents; the Production Department and Quality Management Center provide real-time feedback on trial production processes and quality data to ensure high-quality transformation of R&D achievements. The Company establishes clear innovation performance indicators through the <i>Employee Reward System</i> and <i>Intellectual Property Management Measures</i> to motivate employees to actively participate in technical breakthroughs.
Talent Hub Building	In 2025, the Company achieved significant progress in the integration of artificial intelligence and energy digitalization. The Company has formulated a long-term talent development strategy and established an interdisciplinary, high-quality R&D team through internal training, external cooperation, and talent introduction. With the deep introduction of the DeepSeek-R1 large model, the Company systematically helps traditional engineers transform into "AI+Energy" composite talents.
Laboratory Platform	The Company is equipped with multiple advanced laboratories including EMC (Electromagnetic Compatibility) laboratory, environmental laboratory, failure analysis laboratory, high-voltage laboratory, electronic and electrical laboratory, and functional laboratory, providing first-class hardware support for the R&D team.

Indicator	2025	2024
Number of Doctors	3	4
Number of Masters	26	19
Total R&D Personnel	212	214
Proportion of R&D Personnel to Total Employees	26.73	26.99%

Strategy

The Company adopts a model combining independent R&D and collaborative R&D, focusing on product development, technology pre-research, and platform development, and has built a safe, economical, and low-carbon digital energy service system based on data and algorithms.



New-Generation Source-Grid-Load-Storage Microgrid Monitoring Subsystem

AI-empowered Energy Digitalization

During the reporting period, Pilot's Source-Grid-Load-Storage Integrated Management and Control Cloud Platform fully integrated the domestic DeepSeek-R1 large model, creating the "New Energy AI Operation Assistant." The AI algorithm team focuses on in-depth exploration of new power systems, forming a "three-body collaboration" R&D strategy covering generation side, consumption side, and energy storage systems. Self-developed algorithms have been widely applied in energy consumption prediction, edge intelligent perception, microgrid stability control, and Virtual Power Plant dispatching.

Enhancing System Flexibility and Efficiency

Through self-developed sensing equipment and the "Source-Grid-Load-Storage Integrated Management Platform," the Company has achieved refined management of energy usage. Especially after obtaining the Guangdong Virtual Power Plant operator qualification, the Company can aggregate distributed energy, energy storage, and adjustable loads, effectively enhancing grid peak-shaving capabilities and solving new energy accommodation challenges through precise load forecasting and flexible control.

Optimizing Production and Business Models

The Company's digital energy service system provides data-driven optimization solutions for enterprise customers through IoT management and control of key equipment. The Virtual Power Plant operation platform transforms the originally one-way electricity consumption into productive assets capable of two-way interaction and value generation, significantly optimizing enterprises' energy costs.

Strengthening Industry Chain Synergy and Ecosystem Building

The Company fosters deep integration across the upstream and downstream supply chain through strategic equity investments and industrial funds.

Innovation-driven Risk and Opportunity Identification

Type	Name	Description	Impact Period	Financial Impact	Pilot's Response
Risk	Technology Update Risk	Rapid industry technology changes and fast AI model iterations pose risks of algorithm obsolescence.	Short to Medium Term	Increased Operating Costs	<ul style="list-style-type: none"> Increase R&D investment Cooperate with universities on industry-academia-research mechanisms Pioneer access to DeepSeek large model to enhance competitiveness
	Intellectual Property Risk	Inadequate IP protection may lead to infringement or loss of core technical achievements.	Long Term	Increased Operating Costs	<ul style="list-style-type: none"> Improve <i>Intellectual Property Management Measures</i> Actively apply for patents Pass GB/T 29490 management system certification
	Data Compliance Risk	AI training and cloud platform operations involve large amounts of power station data, facing data security challenges.	Short Term	Potential Revenue Reduction	<ul style="list-style-type: none"> Establish rapid response mechanism Strengthen data security audits Ensure security of self-developed achievements
Opportunity	Market Opportunity	Surging demand for energy digitalization and Virtual Power Plants, deepening electricity market trading.	Long Term	Increased Operating Income	<ul style="list-style-type: none"> Accelerate expansion in industrial parks, transportation hubs, and other segments Optimize VPP platform algorithms to create energy-saving gains
	Policy Opportunity	"Dual carbon" strategy and green intelligent computing catalog guidance promote industry quality standard improvement.	Medium Term	Reduced Operating Costs	<ul style="list-style-type: none"> Actively participate in national and industry standard formulation R&D advanced applicable technologies meeting green low-carbon catalog requirements
	Innovation Ecosystem Opportunity	Applications of new technologies such as federated learning provide leapfrog opportunities for technology upgrading.	Medium Term	Increased Operating Income	<ul style="list-style-type: none"> Continuously increase AI R&D investment Explore "technology + local partner" dual-wheel drive model

Impact, Risk and Opportunity Management

The Company has established a technology innovation management system covering the entire R&D lifecycle. Through systematic identification, assessment, and dynamic management, it ensures deep alignment between the technology innovation path and the Company's long-term strategy, laying a solid foundation for high-quality R&D delivery.

Multi-dimensional Risk Identification Mechanism

The Company has established an "internal-external linkage penetrating identification" model. Through regular market research, industry competitor analysis, and internal management reviews, the Company conducts full-process scanning of R&D business. The identification scope covers every key node from project initiation, key technology breakthroughs, pilot validation to achievement implementation and case closure acceptance. Through systematic review of R&D material supply chain, IP compliance, technology substitutability, and other dimensions, the Company ensures "early discovery and early prediction" of potential risks.

Scientific Impact Assessment System

For identified risk factors and strategic opportunities, the Company adopts a qualitative and quantitative combined assessment model to deeply analyze their potential impact on the Company's core competitiveness, financial stability, and business sustainability. Based on assessment results, the Company prioritizes risks to ensure precise resource allocation to the control of major R&D impact factors, balancing innovation input and output risks.

Closed-loop Management Response Plan

The Company adheres to the management principle of "proactive prevention, real-time correction, continuous evolution." For risks and opportunities of different levels, differentiated response measures are formulated and implemented:

Preventive Measures

Through feasibility demonstration and patent retrieval at the project initiation stage, proactively avoid technical and compliance risks.

Corrective Measures

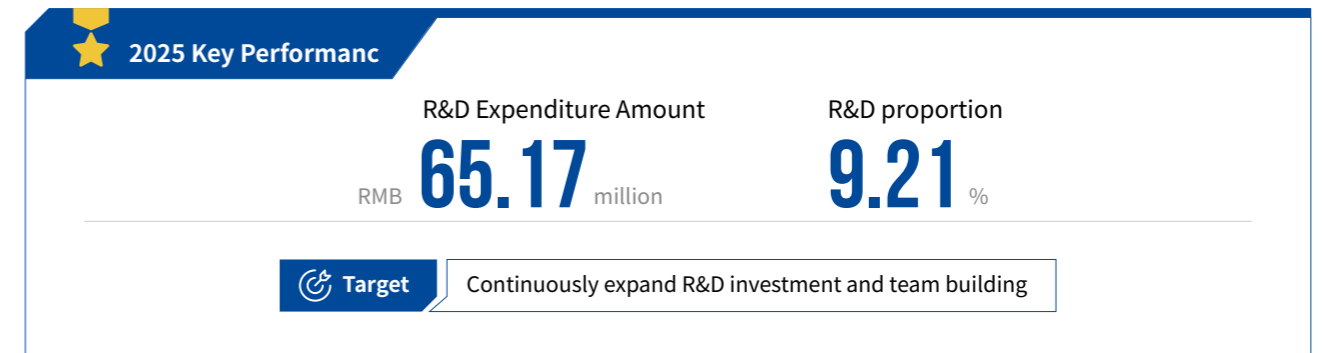
Establish phased reviews (Check-points) during project advancement, timely correcting technical paths for aspects deviating from expectations.

Continuous Improvement

Conduct "post-project audits" after project completion, precipitating successful experiences and lessons learned into standard management templates to drive iterative upgrading of R&D management effectiveness.

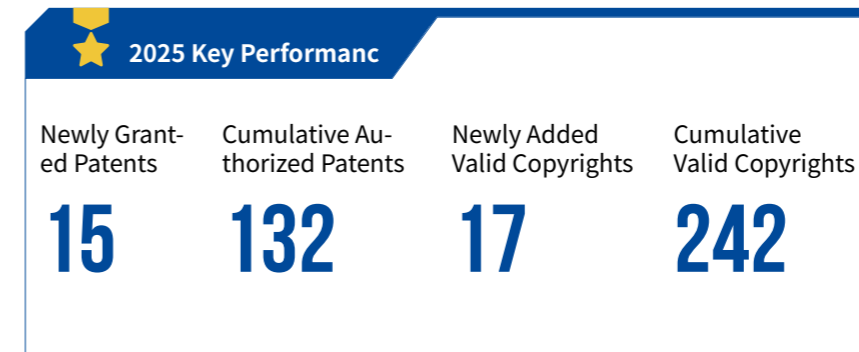
Indicators and Targets

In terms of scientific research and innovation, Pilot has clear goals and plans for the Company's future development. The short-term goal is to achieve continuous R&D of new products, and in long-term planning, it is committed to promoting coordinated development of upstream and downstream industrial chains and enhancing the Company's market position and industry influence.

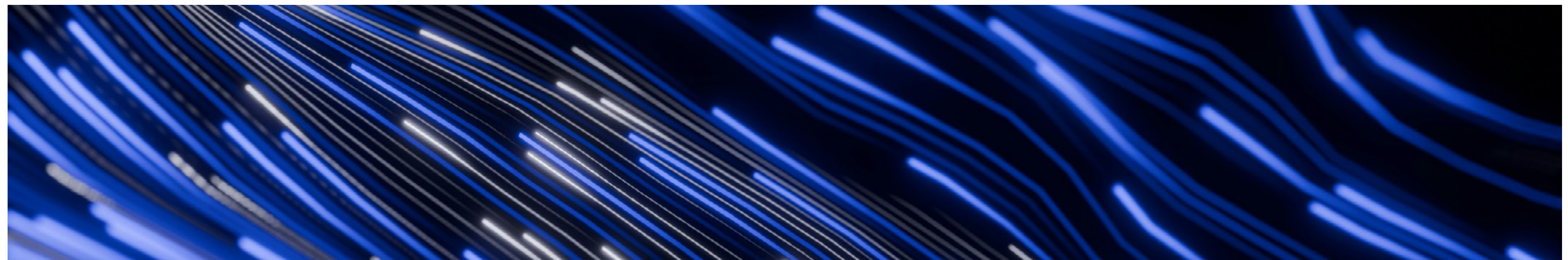


Intellectual Property Protection and Environmental Impact

The Company strictly follows relevant laws and regulations such as the *Patent Law of the People's Republic of China* and the *Trademark Law of the People's Republic of China*, continuously improves the *Intellectual Property Management Measures* in combination with actual Company conditions, and forms a complete intellectual property protection system to ensure the implementation of technological innovation achievements.



GB/T 29490-2013 Intellectual Property Management Certification System Certificate



Security Protection: Information Security and Privacy Protection

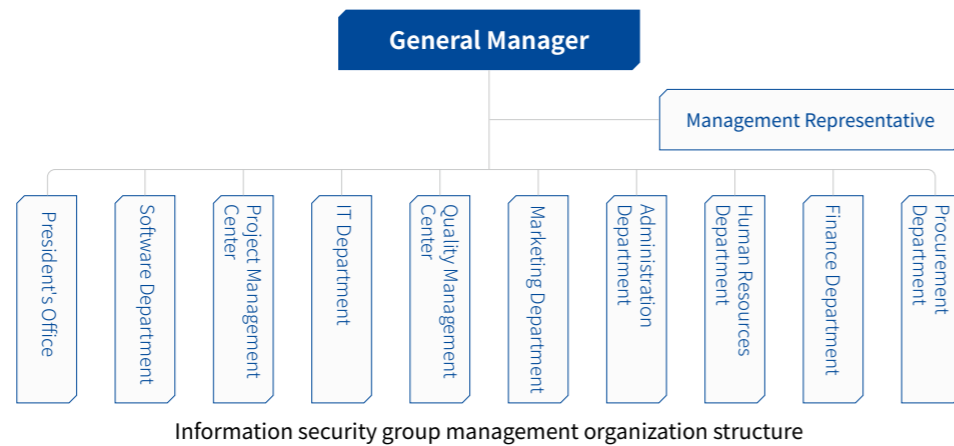
Pilot always regards information security and privacy protection as the core lifeline of sound operation. The Company deeply understands that in the process of deepening the "AI+Energy" strategy, data confidentiality, integrity, and availability are the foundation for winning customer trust. Through continuously optimizing the security governance architecture, upgrading international certification systems, and strengthening employee awareness, the Company is committed to building a comprehensive, multi-level information security defense matrix.

Governance

The Company has established a rigorous information security governance organizational structure, adhering to the security goal of "prevention first, jointly building information security; improving management, winning customer trust," and implementing security responsibilities at all levels.

Information Security Team Organizational Framework

The Company has built a closed-loop management system covering three major functions: management decision-making, supervision and inspection, and implementation and execution.



Management Decision-making Level	Supervision and Inspection Level	Implementation Level
Led by the Information Security Leading Group, with the Group Leader served by the Company's General Manager and members including the Company's Deputy General Managers and management representatives. The Leading Group is responsible for reviewing annual security strategies, resource investment scale, and handling decisions for major security incidents.	Undertaken by the Information Security Working Group, responsible for daily security audits, vulnerability scanning, continuous inspection, and periodic review of key compliance nodes.	All employees must strictly follow information security management requirements. The Company sets up full-time or part-time information security officers in each department, responsible for security coordination and compliance implementation in specific business scenarios, ensuring comprehensive coverage of security strategies.

System Standard Upgrade

The Company conducted comprehensive revisions of the *Information Security Management Manual*, *Information Security Laws and Regulations Control Procedures*, and related supporting policy documents, simultaneously updating department names and function definitions in the organizational structure to ensure precise alignment of the management system with the most advanced international security standards. In July, the Company passed the ISO 27001:2022 new version information security management system certification annual audit. As of the end of the reporting period, the Company has maintained this international authoritative certification for 10 consecutive years.

ISO27001 information security management system certification



Complete Policies and Emergency Plans

The Company has established comprehensive management systems covering infrastructure, networks, servers, software systems, and various terminal devices, including the *Information Security Management System Organization and Responsibility Management Strategy*, *Mobile Media Destruction Management Regulations*, *Office Communication Facilities Management Regulations*, *Instant Messaging Tools Use Management Regulations*, and others. Meanwhile, addressing potential business interruption risks, the Company has formulated a detailed plan system covering the *Information Security Incident Control Procedure*, *Business Continuity Management Strategy*, *Information System Emergency Recovery Plan and Operation Steps Compilation*, *Network Continuity Emergency Plan*, and *Data Server Failure On-site Handling Plan*, ensuring resilience and recovery capabilities in emergency situations.

Strategy

The Company implements comprehensive risk and opportunity identification for the information security and privacy protection system, continuously enhancing the information system's attack resistance through differentiated response measures.

Information Security Risk and Opportunity Identification

Type	Name	Description	Impact Period	Financial Impact	Pilot's Response
Risk	AI Data Exposure Risk	With the deep application of AI technologies such as DeepSeek, energy big data faces more complex tampering or hacking threats in collection, transmission, and storage.	Short to Medium Term	Increased Operating Costs	<ul style="list-style-type: none"> Upgrade IP-Guard data encryption system Establish a complete data full-lifecycle management system Implement multiple desensitization and dynamic authorization mechanisms for sensitive APIs
	Internal Management Risk	Internal risks may exist due to employee misoperation, weak security awareness, or departing personnel behavior leading to data leakage.	Long Term	Increased Operating Costs	<ul style="list-style-type: none"> Strictly implement the <i>User Access Control Procedure</i> Strengthen confidentiality agreement signing for employee onboarding and departure Increase special awareness training based on real cases
	New-Old Standard Transition Risk	ISO 27001:2022 version has undergone large-scale reorganization of security controls, facing compliance risks of inadequate policy implementation or understanding deviation.	Short Term	Increased Operating Costs	<ul style="list-style-type: none"> Conduct comprehensive policy revision training Re-inventory and classify all company assets Ensure 100% control measure coverage
Opportunity	Security Technology Innovation Opportunity	Introducing AI security audit tools and automated defense technologies can significantly improve identification accuracy of unknown threats and reduce O&M labor costs.	Medium Term	Reduced Operating Costs	<ul style="list-style-type: none"> Continuously increase R&D investment in AI security field Explore AI-driven automated security analysis platform to enhance system resilience
	Customer Trust Opportunity	Through pioneering transition to the new version standard and 10-year certification record, brand trust from high-end industry (such as nuclear power, airports) customers can be enhanced.	Long Term	Increased Operating Income	<ul style="list-style-type: none"> Actively demonstrate security compliance achievements to stakeholders, transforming information security capabilities into market competitive barriers

Impact, Risk and Opportunity Management

Based on the new version of the *Information Security Management Manual*, the Company systematically conducts information security risk assessment and handling work to ensure continuous system optimization.

Information Security Risk Assessment (Identification - Analysis - Evaluation)

The Information Security Working Group conducts comprehensive risk assessments annually or when significant organizational changes occur.

- **Establish Criteria:** Assign values to asset value, threats, and vulnerabilities to establish unified risk metrics.
- **Multi-dimensional Identification:** Cover full assets including hardware, software, data, and personnel, evaluating full-path risks from three dimensions of confidentiality, integrity, and availability.
- **In-depth Analysis:** Combine qualitative and quantitative methods to assess risk consequences and occurrence frequency, analyze the effectiveness of existing control measures, and determine risk levels.
- **Systematic Evaluation:** Prioritize according to risk criteria, include high-risk items in the annual handling plan to ensure precise allocation of core resources.

Information Security Risk Handling (Control - Planning - Execution)

- **Select Measures:** Choose solutions most suitable for business scenarios from 93 control measures across four domains of organization, personnel, physical, and technical to ensure protection advancement.
- **Formulate Plans:** Clarify technical requirements, responsible departments, and timelines for each measure, transforming security requirements into executable daily operation instructions.
- **Compile Statement:** Compile the Statement of Applicability (SoA), clearly defining the selection basis or exclusion reasons for control measures.
- **Execute Handling:** Monitor progress through regular Checkpoint reviews and technical verification to ensure high-risk items are reduced to controlled levels within specified periods, driving continuous system optimization.

Indicators and Targets

The Company measures security management effectiveness through quantitative indicators to ensure the achievement of long-term goals, continuously promotes information security management system optimization, and enhances the Company's industry standards and customer trust in the data security field.

Indicator	Unit	Target	2025 Status
Customer Data Leakage Incidents	Cases	0	0
Major Security Liability Accidents	Cases	0	0
Customer Privacy Security Complaints	Cases	0	0
Proactive Security Incident Handling Rate	%	100%	100%

Information Security Assurance and Practices

Pilot has built a rigorous privacy protection barrier through "technology empowerment + policy control" dual protection:

Strict Access Control	Implement policies such as the <i>User Access Control Procedure</i> , <i>Physical Access Control Procedure</i> , and <i>Security Area Control Procedure</i> to ensure core machine rooms and sensitive data are only accessible to authorized personnel.
Full-lifecycle Protection	From confidentiality agreement signing for new employee onboarding, to IP-Guard data encryption system in daily office work, to equipment audit and media destruction upon departure, ensuring every node of data flow meets standards.
Network Communication Strategy	Through implementing the <i>Network Communication Security Policy</i> and <i>Instant Messaging Tools Use Management Regulations</i> , strictly control internal information leakage paths to ensure a clean and secure office environment.

Case

All Employees Building Defense Together: 2025 ISO 27001 New Version Standard All-Staff Empowerment Training

On July 25, Pilot simultaneously conducted the annual all-staff information security awareness special training at Pilot Training Academy and Tencent Meeting platform. This training was of great strategic significance in the context of the ISO 27001:2022 standard transition, focusing on new version policy revision content, data protection norms in the AI era, and phishing prevention. Through on-site demonstrations and in-depth analysis of the *Information Security Training Courseware*, all Pilot employees were covered (cumulative 154 person-times). During the reporting period, the Company also successfully completed 4 information system disaster recovery drills, significantly enhancing the Company's business continuity capabilities and risk defense foundation under extreme circumstances.



★ 2025 Key Performance

Number of complaints received from customers regarding data and privacy security

0

Number of customer data leakage incidents

0

Total annual information security training sessions

1

Annual information security training person-times

154

Collaborative Win-Win: Responsible Supply Chain Management

Pilot firmly believes that supply chain stability and sustainability are the core competitiveness of enterprise development. The Company is committed to building a transparent, open, and green supply system, achieving mutual benefit and win-win with global partners through value co-creation and ecological collaboration, jointly promoting the leapfrog development of new quality productive forces in the industrial chain.

Governance

The Company continuously optimizes the supplier management governance architecture, ensuring fairness and impartiality in procurement activities through policy guarantees.

Policy and Process Optimization

The Company has formulated and improved internal core policies such as the *Supplier Management Procedures*, *Procurement Management Procedures*, and *Supplier Review Management Measures*. The Company has clarified full-process standards from new supplier development, on-site audit, multi-dimensional review to qualified admission. For suppliers identified as manufacturers, the Company requires them to provide process management documents for special production processes to ensure source quality control.

Multi-department Collaborative Supervision

The Company has built a linkage mechanism composed of the Purchasing Department, Quality Management Center, R&D Department, and Planning Department. At the supplier introduction stage, joint approval by multiple departments ensures the scientific nature of procurement decisions; in contract management, the Company further prevents commercial compliance risks by adding large-value contract approval workflows.

Fair Treatment and Business Reputation

Pilot insists on treating all suppliers equally, especially for SMEs. The Company strictly abides by national laws, regulations, and commercial contracts to ensure cooperation fairness. In 2025, the Company maintained a zero record of "overdue payments to SMEs," preserving excellent business reputation.

Strategy

The Company has established a dynamic supply chain risk identification mechanism, ensuring business continuity through classified and graded management of ethical, market, financial, and quality risks.

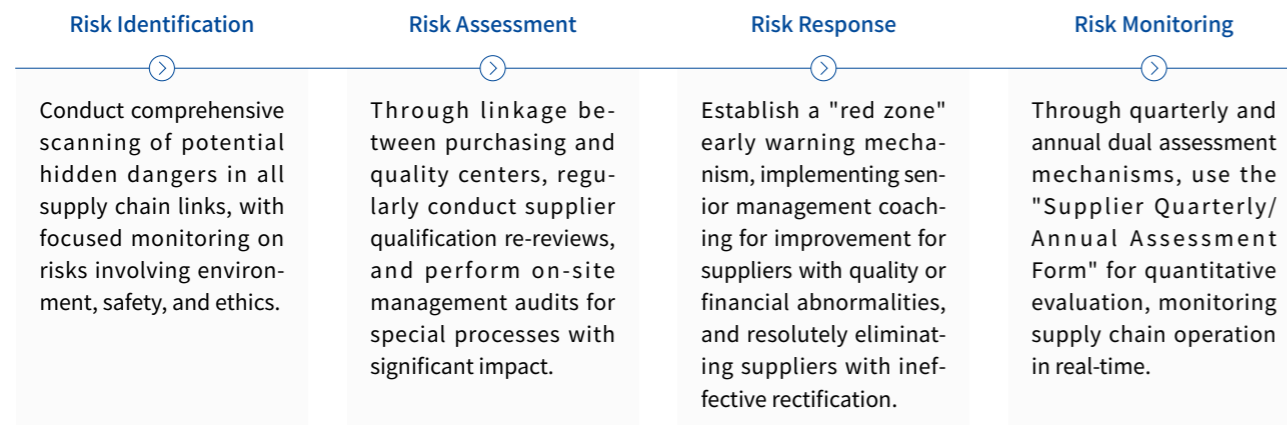
Supply Chain Risk and Opportunity Identification

Type	Name	Description	Impact Period	Financial Impact	Pilot's Response
Risk	Ethical Risk	Integrity compliance issues and interest transfer that may occur in procurement.	Long Term	Increased Operating Costs	<ul style="list-style-type: none"> Sign the <i>Supplier Integrity and Ethics Agreement</i> Open audit complaint email Target zero major corruption incidents
	Market Risk	Inventory backlog or supply disruption risks caused by market demand fluctuations and instability.	Short to Medium Term	Increased Operating Costs	<ul style="list-style-type: none"> Strictly implement planned procurement, prohibit orders exceeding plans Successfully achieved further reduction in total inventory compared to last year in 2025
	Financial Risk	Production interruption risks caused by deterioration of supplier financial conditions.	Long Term	Increased Operating Costs	<ul style="list-style-type: none"> Regularly collect supplier financial statements Conduct unannounced on-site inspections Reserve strategic alternatives for bottleneck materials
	Quality Risk	Batch quality accidents caused by unqualified supplier raw materials.	Medium Term	Increased Operating Costs	<ul style="list-style-type: none"> Implement quarterly quality senior management interview system New suppliers must sign the <i>Quality Assurance Agreement</i> and <i>Relevant Party Environmental/Safety Agreement</i>
Opportunity	Supply Chain Optimization	Cost advantages through bulk procurement, component standardization, and long-term strategic cooperation.	Medium to Long Term	Reduced Operating Costs	<ul style="list-style-type: none"> Form engineering material expert team Establish component standardization team Achieve R&D and procurement linkage cost reduction through scaled procurement



Impact, Risk and Opportunity Management

The Company has established a full-lifecycle risk management system covering raw materials, transportation, and production, ensuring supply chain resilience through a "four-in-one" process.



Indicators and Targets

The Company sets clear and quantifiable indicators as measurement standards for supply chain management effectiveness.

Indicator	Unit	Target	2025 Status
Supplier Integrity Agreement Signing Coverage	%	100%	100%
Number of Major Corruption Incidents	Cases	0	0

Strengthening Supply Chain Practices: Green and Collaboration

The Company deeply integrates ESG concepts into the full lifecycle of supplier management, committed to building a green, low-carbon, and efficiently responsive supply ecosystem.

Strict Green Admission Mechanism

The Company has formulated standardized new supplier development processes. In addition to qualification review, all production suppliers must comply with mandatory environmental laws and regulations such as RoHS and REACH. New suppliers must sign the *RoHS Compliance Declaration* and *REACH Declaration* before introduction, and suppliers not meeting requirements will be managed differently according to risk classification.

Supplier Grading Management System

Level 1 Suppliers (Excellent)	Level 2 Suppliers (Qualified)	Level 3 Suppliers (Alternative)
Priority resource allocation, establishing long-term strategic partnerships.	Maintain close contact, invest resources under risk control.	Procurement actions can only be initiated after strict approval.

Collaborative Cost Reduction and Professional Empowerment

In 2025, the Company continued to deepen the industry-research linkage mechanism. The component standardization team achieved effective control of procurement costs through integrating material brands. Meanwhile, the Company actively conducted energy storage industry special training and supplier exchange meetings to enhance collaboration accuracy between the procurement team and suppliers in complex selection scenarios.

During the reporting period, Pilot continued to strengthen supply chain resilience through multi-dimensional management innovation. The Company formed a professional engineering material expert team to conduct in-depth analysis and judgment on market conditions and price trends, and regularly maintains third-party material product selection libraries to ensure the scientific and forward-looking nature of material selection. Meanwhile, relying on monthly R&D cost reduction meetings, the Company actively promotes material integration, upgrading, and replacement, effectively ensuring efficient supply chain operation and continuous optimization while achieving cost reduction and efficiency improvement.

Talent Attraction & Enablement: Employee Rights and Career Development

Pilot consistently adheres to the core value of "people-oriented," regarding talent as the primary resource for the development of the enterprise's new quality productive forces. The Company strictly complies with relevant laws and regulations such as the *Labor Law of the People's Republic of China*, *Labor Contract Law of the People's Republic of China*, and *Work Injury Insurance Regulations*, and has established a comprehensive, standardized management system centered on the *Employee Handbook*, covering the *Human Resources Management System*, *Pilot Recruitment Management System*, *Pilot Technology Compensation Management System*, *Pilot Technology Employee Reward System*, and *Echelon Talent Management System*. We are committed to creating an equal, respectful, and inclusive career growth platform for employees through fair governance mechanisms, comprehensive training paths, and profound humanistic care.

Fair Employment and Diversity & Inclusion

The Company adheres to the fair principle of "promotion based solely on talent and appointment based on ability" in talent selection, achieving digitalization and transparency of the recruitment process through the Huayue HR system.

Fair Recruitment Principle

According to the Pilot Recruitment Management System, the Company strictly prohibits setting discriminatory thresholds such as ethnicity, gender, age, and religious belief in recruitment, resolutely eliminating the employment of child labor and minors under 18. The recruitment process adopts a two-way evaluation mechanism between the employing department and the HR department to ensure every candidate can compete under fair rules.

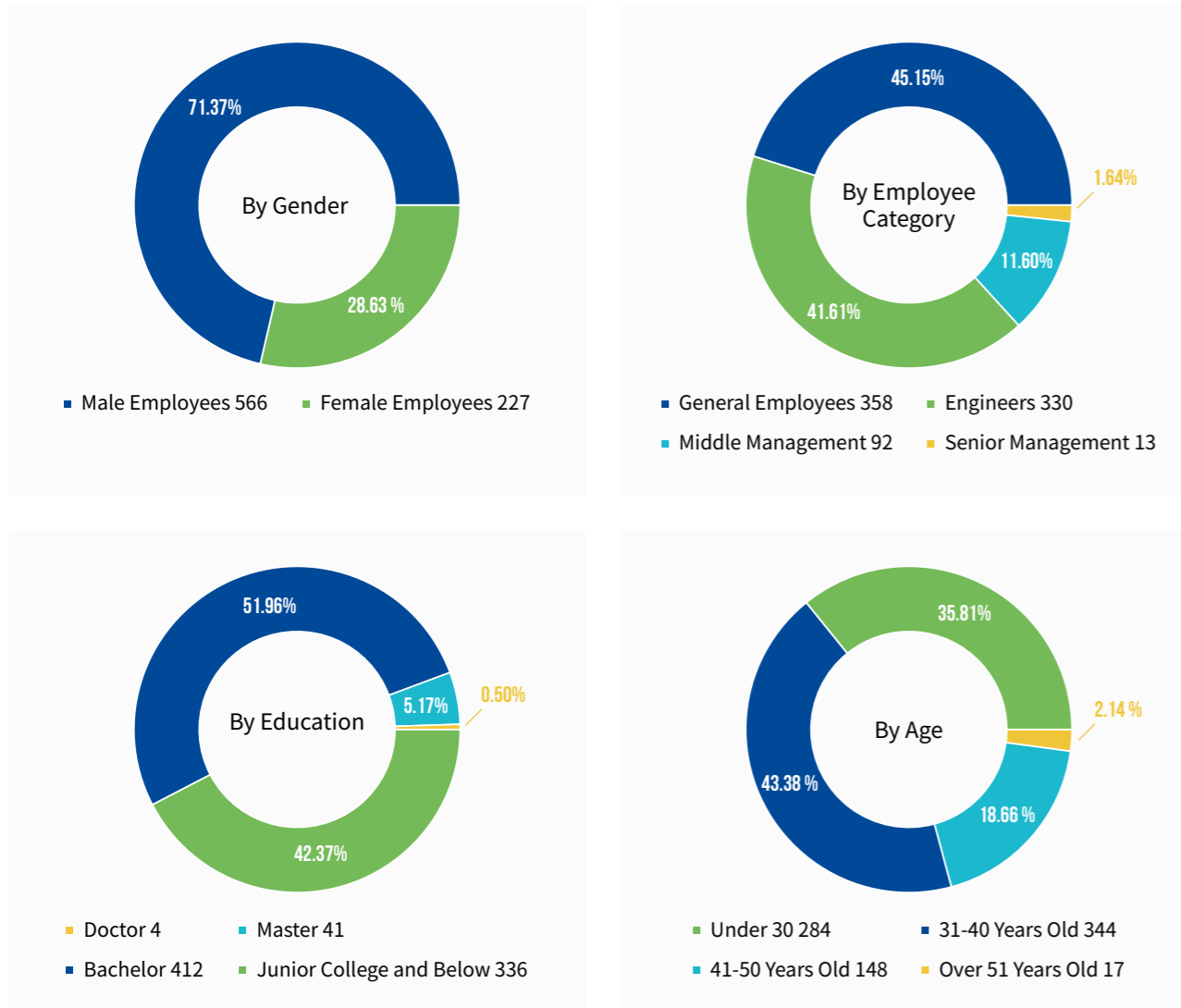
Diversified Talent Composition

Pilot brings together cross-disciplinary talents from diverse backgrounds including software engineering, hardware development, artificial intelligence, power electronics, marketing, and financial management. In 2025, the Company had 793 full-time employees, including 61 ethnic minority colleagues. This collision of multi-cultures and multi-disciplines has formed a profound knowledge-sharing base for the Company's business innovation.

Support for Vulnerable Groups

The Company not only provides equal employment opportunities for 8 disabled persons but also, through coordination between the Administration Department and HR Department, provides them with one-on-one pre-job coaching and career planning support, guiding them to explore their potential advantages to ensure that special groups also have room for growth at Pilot.

2025 Employee Structure



Employee Rights Protection and Care

Based on the *Pilot Technology Compensation Management System*, the Company has built a compensation system balancing internal fairness and market competitiveness, ensuring timely and accurate salary distribution through electronic management.

Diversified Compensation Incentive Mechanism

The Company has established a composite model of "fixed salary + performance bonus + project reward + equity incentive." Meanwhile, through the employee stock ownership plan, the Company implements the *Zhuhai Pilot Technology Co., Ltd. Employee Stock Ownership Plan (Draft)*, allowing core talents to share in the Company's growth returns.

Comprehensive Welfare Guarantee

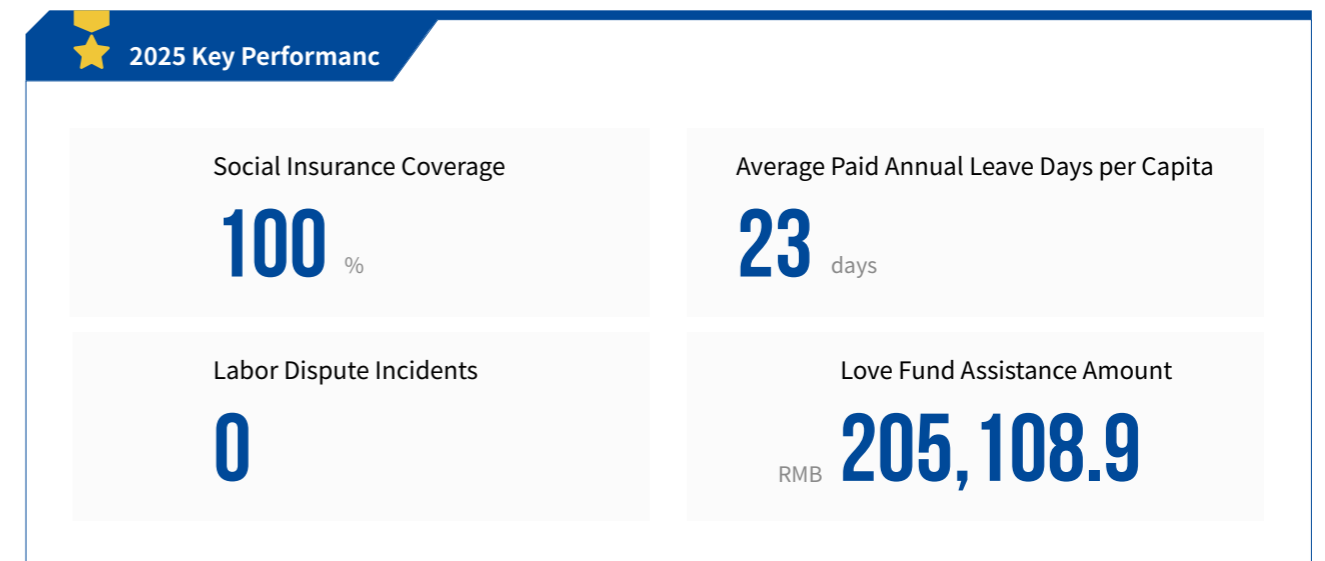
In addition to the statutory five insurances and one fund, the Company provides paid leave benefits exceeding statutory standards. In 2025, the average paid annual leave per capita was 23 days (including statutory holidays). Addressing employees' basic living needs, the Company is equipped with talent apartments, brand canteens, free commuter shuttles, and provides wedding and childbirth gratuities, high-temperature subsidies, and holiday-specific condolences.

"Love Fund" Assistance System

Based on the *Love Fund Management System*, the Company establishes special relief for employees and their families suffering from serious illnesses or accidental injuries. In 2025, the Company's Love Fund Council provided special condolences and assistance to 60 employees in difficulty. This dynamic assistance mechanism based on the BPM system and collective voting by the Council provides the most timely warmth to Pilot families.

Workplace Care

The Administration Department has set up a standard mother and baby room on the 6th floor of Phase II of Pilot Technology Park, equipped with independent pumping areas, refrigerators, and benches, and has established lockers and rest rooms next to the gym, comprehensively safeguarding employees' workplace happiness.



Career Path and Talent Empowerment System

Pilot Training Academy, with the educational mission of "sharing, improving, and practicing," has built a training matrix covering everyone from fresh graduates to senior managers, aiming to enable talents to achieve their career goals at Pilot.

"Professional + Management" Dual-Channel Path

The Company advocates employees to actively plan their careers. In the technical track, employees can be promoted step by step from T1 (Junior Engineer) to T6 (Chief Expert). In the management track, a clear ladder has been formed from R&D Supervisor to R&D Manager to Chief R&D Engineer.

Talent Echelon Training Model

Based on the *Echelon Talent Management System*, adhering to "internal cultivation as the main approach," potential talents are identified through Beisen assessments, and management reserves are enhanced through internal trainer coaching (currently over 40 internal trainers). In 2025, the employee training coverage rate reached 33.8%, with average training hours showing the characteristic of "the higher the level, the deeper the investment."



Case Pilot Engineer Day: Honoring Technical Craftsmanship, Driving Industrial Transformation

At Pilot, engineers are not only builders of code and circuits but also drivers of energy digital transformation. In 2025, the Company successfully held the special "R&D Engineer Day" event. In this grand gathering of technical professionals, engineers who passed the annual rank certification stepped onto the glory stage to receive the Company's honors and recognition.

During the event, several senior engineers were invited to share their insights in key technology breakthroughs, product R&D, and industrial transformation processes. Through their personal experiences, they elaborated that navigating the ocean of technology requires not only solid professional knowledge but also the spirit of courageous exploration and innovation. This "mentor-apprentice coaching, experience co-creation" model not only inspires every engineer to delve deeper into their respective fields but also promotes the inheritance of the Company's knowledge assets, laying a solid talent foundation for Pilot's continued leadership in the new power system field.



Occupational Health and Safety Management

The Company strictly abides by the *Work Safety Law of the People's Republic of China*, has passed the ISO 45001:2018 Occupational Health and Safety Management System certification, and adheres to the policy of "safety first, prevention foremost."

Hidden Danger Closed-loop Investigation Process

The Company's Administration Department and Production Department conduct regular inspections. For identified issues, rectification notices are issued in real-time, with safety officers responsible for closed-loop re-inspection to ensure all hidden dangers are eliminated at the first opportunity.

Three-level Safety Training System

Includes company-level, department-level, and team-level training, covering safety policies and regulations, accident emergency handling, and health protection. In 2025, the Company provided front-line employees with professional equipment such as anti-static shoes and work uniforms, and provided special occupational disease medical examinations for key position employees upon onboarding.

Physical and Mental Health Promotion

In 2025, the Company organized the 30km Lovers' Road "Most Beautiful Coast · Zhuhai-Macao Together" hiking activity, badminton competitions, and basketball leagues. During the reporting period, the Company achieved zero accidents in work safety, with work injury insurance coverage reaching 100%.



"Most Beautiful Coastline · Zhuhai-Macao Together" Hiking Activity



Pilot 2025 Badminton Championship



Pilot Technology 2025 "Innovation Cup" Basketball Championship

Democratic Management and Innovation Reward Mechanism

Pilot is committed to building an efficient and sincere communication system, creating an open and inclusive culture to ensure employees' voices can reach management directly.

Multi-dimensional Employee Communication Mechanism

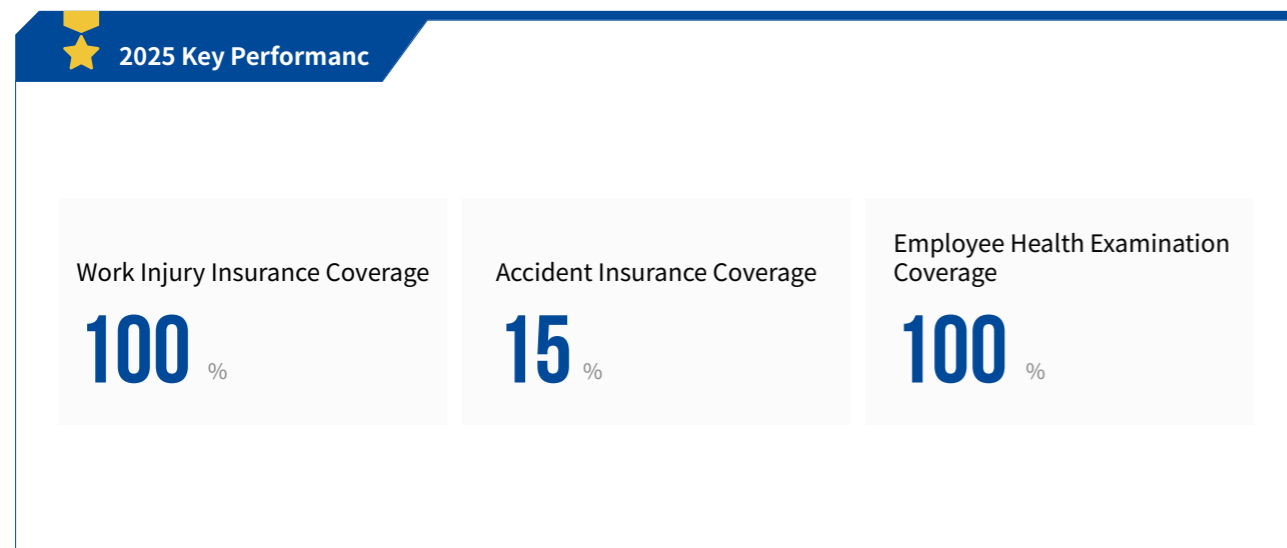
The Company innovatively built the "Voice of Pilot" communication platform integrated into the OA system, combined with anonymous email and enterprise WeChat "Colleague Bar" anonymous forum, providing employees with a safe and private feedback space. Additionally, the Company ensures transparent internal information flow through regularly organizing employee communication meetings, manager work meetings, and other face-to-face communication formats.

In-depth Employee Satisfaction Research

The Company conducts online all-staff satisfaction surveys annually through the "Wenjuanxing" platform, and conducts anonymous assessments of leadership competency for management. Survey content covers key areas such as HR management convenience, administrative service efficiency, financial process operation, and corporate culture identification. The Company attaches great importance to survey results, with the HR Department conducting detailed closed-loop analysis of collected suggestions and integrating them into annual work plans to drive internal management toward refinement and humanization.

Innovation Incentives and Intangible Asset Rewards

Aligned with Zhuhai's high-level talent policies, the *Pilot Technology Employee Reward System* recognizes individuals for outstanding contributions to R&D and production optimization. By incentivizing intangible asset creation, the Company effectively transforms collective ingenuity into a strategic innovative force that drives sustained business growth.



Acting with Integrity: Industry-Education Integration and Social Welfare

Pilot deeply understands that the long-term value of an enterprise stems not only from economic growth but also from active practice of social responsibility. In 2025, the Company deeply integrated "supporting national strategies, practicing social responsibility" into the enterprise development bloodline, relying on leading technology in the energy digitalization field to deeply participate in rural revitalization, infrastructure assistance, and international energy exchanges, committed to enhancing social welfare through technological power.

Technology Foundation: Driving Rural Revitalization and Infrastructure Modernization

Pilot actively responds to the national "High-Quality Development Project for Hundred Counties, Thousand Towns, and Ten Thousand Villages," using green energy technology to solve energy challenges in remote areas and special environments.

New Model of Green and Low-Carbon Power Supply for Islands

The Company deeply participated in the Haishou Island Multi-energy Microgrid Project in Guangdong Province. As one of the first batch of core area key projects in the "Hundred-Thousand-Ten Thousand Project," it builds a clean energy matrix coordinated by wind, PV, and storage to create a green and low-carbon power supply model for islands. Pilot provided overall energy storage equipment for the project, successfully achieving microgrid "black start"; through the energy storage system, it smoothed over 60% of peak-valley differences, alleviating the problem of new energy reverse power flow overload. Through digital panoramic management and control, the project achieved precise dispatch of island energy, becoming a benchmark for green energy application in rural revitalization.

High-Plateau Airport Energy Guarantee

At the Tingri Airport in Shigatse, Tibet, Pilot deployed advanced power distribution monitoring systems and energy management systems. The system operates stably under harsh conditions of extremely high altitude and extreme climate, ensuring flight safety through intelligent power monitoring. This not only reflects the key role of modern technology in high-plateau airport operations but also effectively optimizes energy utilization efficiency, assisting in the green upgrading of infrastructure in border areas.



Haishou Island Multi-Microgrid Project, Guangdong Province



Shigatse Tingri Airport PDMS & EMS Construction

Public Welfare: Care for Special Groups and Volunteer Spirit

Pilot encourages employees to engage in public welfare, extending the reach of love to education, disabled children assistance, poverty alleviation, and other fields, transforming "corporate warmth" into practical actions.

"Dream-Starting New Voice" Music Public Welfare Action

On October 31, Pilot donated a batch of African drums and rehabilitation teaching aids to the Songyang County Rehabilitation Center for Children with Disabilities. The Company is committed to using the "key of music" to open a window of confidence for special-needs children, alleviating their psychological pressure during rehabilitation and enhancing their social integration.

Regular Social Donations and Volunteer Teaching

Company employees actively participate in the "Han Hong Love Monthly Donor Program" and spontaneously organize targeted assistance for poverty-stricken areas such as Kaili, Guizhou. For example, Pilot employees have been responsible for the online operation of "China Teaching Support Network" for many years and were awarded "Outstanding Volunteer" in 2025. Watching over rural education through digital means reflects Pilot people's long-term commitment to youth education.

Party Building Leadership: Government-Enterprise Collaboration Empowering Industrial Compliance

The Company adheres to Party building leadership, building a harmonious and compliant industrial ecosystem through paired co-construction with government departments and upstream and downstream enterprises in the industrial chain.

Government-Enterprise Paired Co-construction

The Company carries out Party building co-construction activities with the Intellectual Property Prosecution Office of Zhuhai Municipal People's Procuratorate High-tech Zone Branch and the High-tech Zone Market Supervision Bureau, further promoting the deep integration of Party building and business, and enhancing the collaboration level of all parties in intellectual property protection.

Industrial Chain Coordinated Development

The Company Party Committee explores new paths for "Party building + business" integration through paired co-construction with partners such as Shuifa Xingye, achieving resource sharing and complementary advantages in new energy development and major project construction.



Party Building Collaboration Activity between Intellectual Property Prosecution Office of Zhuhai Municipal People's Procuratorate High-tech Zone Branch and High-tech Zone Market Supervision Bureau



Party Building Partnership between ShuiFa Xingye Party Committee and Pilot Technology Party Committee

2025 Key Performance

Total Person-times of Employees Participating in Public Welfare/Charity Projects/Volunteer Services	Number of Public Welfare/Charity Projects/Volunteer Service Projects Conducted	Total Annual Investment in Public Welfare/Charity Projects/Volunteer Service Projects
3	3	RMB 365,230.0

Case "Belt and Road" New Energy Research Delegation Visits Pilot: Exploring Green Future Together

On July 11, 2025, the expert research delegation from "Belt and Road" countries in the new energy field, hosted by the Ministry of Commerce, visited Pilot. Foreign guests conducted in-depth research on Nova Energy Storage in Phase IV of Pilot's park, immersively understanding the Company's complete innovation journey and global business footprint.

The delegation highly praised Pilot's achievements in energy storage technology, efficient energy utilization, and digital panoramic management and control. As the core of the new energy system, energy storage solutions demonstrated by Pilot can effectively solve the instability problem of power generation. This research not only showcased the advantages of Zhuhai enterprises in the new energy field but also, through the display of "technology + cooperation," strengthened international partners' confidence in Pilot's green energy solutions, contributing more Chinese wisdom to global sustainable development.



Performance and Appendices

Appendix: ESG Key Performance Indicators

Environmental KPIs

Indicator	Unit	2025
Scope 1:GHG emissions from direct sources	t of CO2e	10.9
Scope 2: GHG emissions from indirect sources	t of CO2e	971.3
Total GHG emissions	t of CO2e	982.1
GHG emission intensity	t of CO2e/RMB 1 million operating income	0.0139
Purchased electricity	kWh	1,830,552.0
Proportion of clean energy use	%	6.8
Gasoline consumption	L	4800.0
Total energy consumption	t of standard coal	248.4
Municipal water consumption	t	15,600.0
Drinking water consumption	t	52.4
Total water consumption	t	15,652.4
Total hazardous waste generated	kg	2,457.0
Total non-hazardous waste generated	kg	21,200.0
Recycling volume of waste paper	kg	2,900.0
Recycling volume of plastic bottles	kg	40.0
Total recycling volume of waste	kg	2940.0
Number of environmental litigation cases	/	0
Number of environmental administrative penalties	/	0
Amount of environmental administrative penalties	RMB 10,000	0

Social KPIs

Indicator	Unit	2025
Person-times of employees participating in charity projects/volunteer services	Person-time	3
Total hours of employees' participation in charity projects/volunteer service	Hour	86
Number of public welfare and charity projects/volunteer service projects	/	3
Number of newly granted patents in 2025	/	15
Number of valid patents in 2025	/	132
Number of new valid copyrights added in 2025	/	17
Number of valid copyrights in 2025	/	242
R&D fund investment in 2025	million RMB	65.17
Proportion of R&D fund investment in operating income in 2025	%	9.21
Number of R&D personnel in 2025	/	212
Proportion of R&D personnel in total employees in 2025	%	26.73
Number of new employees recruited	/	197
Number of total employees	/	793
Number of male employees	/	566
Number of female employees	/	227
Number of technical personnel	/	401
Number of sales personnel	/	188
Number of production personnel	/	151
Number of administrative personnel	/	41
Number of financial personnel	/	12
Number of employees with doctor degree	/	4
Number of employees with master degree	/	41
Number of employees with bachelor degree	/	412
Number of employees with junior college degree and below	/	336
Number of general employees	/	358
Number of engineers	/	330
Number of middle management	/	92

Indicator	Unit	2025
Number of senior management	/	13
Number of employees under 30 years of age	/	284
Number of employees aged 31-40	/	344
Number of employees aged 41-50	/	148
Number of employees aged 51 and over	/	17
Total turnover of employees	/	200
Employee turnover rate	%	25.2
Labor contract signing rate	%	100
Social insurance coverage	%	100
Paid days per capita	Day	23
Labor dispute cases	/	1
Number of male employees trained	/	165
Number of female employees trained	/	103
Number of general employees trained	/	110
Number of engineers trained	/	90
Number of middle management trainees	/	38
Number of senior management trainees	/	30
Average training hours of general employees	Hours/person	5
Average training hours of engineers	Hours/person	6.2
Average training hours of middle management	Hours/person	14.7
Average training hours of senior management	Hours/person	18.6
Number of training courses conducted through the year	/	30
Employee satisfaction with training	%	100
Number of work-related injury accidents in 2025	/	2
Number of work-related fatalities in 2025	/	0
Number of work-related fatalities in 2024	/	0
Number of work-related fatalities in 2023	/	0

Indicator	Unit	2025
Work-related death rate in 2025	%	0
Work-related death rate in 2024	%	0
Work-related death rate in 2023	%	0
Number of days lost due to work-related injury accidents in 2025	Day	31.5
Employee work-related injury insurance coverage	%	100
Employee accident insurance coverage	%	15
Employee health examination coverage	%	100

Governance KPIs

Indicator	Unit	2025
Number of corruption lawsuits filed against the Company and employees	/	0
Number of training sessions for directors, supervisors and senior management	/	10
Number of anti-corruption training sessions for directors	/	1
Total number of anti-corruption training sessions	/	1
Number of directors receiving anti-corruption training	/	7
Proportion of directors receiving anti-corruption training	%	100
Proportion of senior management receiving anti-corruption training	%	100
Proportion of employees receiving anti-corruption training	%	100
Number of female members in the board of directors	/	1
Number of female members in senior management	/	1
Proportion of female members in the board of directors	%	14.3
Proportion of female members in senior management	%	14.3

Appendix: Indicator Index Table

Index Table of GRI Standards

Instructions for use	Zhuhai Pilot Technology Co., Ltd. reported the information cited in this GRI Content Index with reference to GRI Standards from January 1, 2025 to December 31, 2025.
GRI 1 used	Basic 2021

Disclosure item	Corresponding chapter/section
GRI 2: General disclosures 2021	
Organization and its reporting practices	
2-1 Organization details	About this report
2-2 Entities included in the organization's sustainability reporting	About this report
2-3 Reporting period, reporting frequency and contact person	About this report
2-4 Restating of information	Not involved
2-5 External authentication	/
Activities and workers	
2-6 Activities, value chain and other business relationships	Exploring Pilot: Deeply Engaged in Energy IoT
2-7 Employees	Talent Empowerment: Employee Rights and Career Development
2-8 Workers other than employees	Talent Empowerment: Employee Rights and Career Development
Governance	
2-9 Governance structure and composition	Compliance Operations: Governance Structure and Transparency
2-10 Nomination and selection of the top governing body	Compliance Operations: Governance Structure and Transparency
2-11 Chairman of the top governing body	Compliance Operations: Governance Structure and Transparency
2-12 Supervisory role of the top governing body in terms of management impact	Compliance Operations: Governance Structure and Transparency
2-13 Delegation of responsibility for management impact	Compliance Operations: Governance Structure and Transparency
2-14 Role of the top governing body in sustainability reporting	ESG Governance: Building a Solid Foundation for Sustainable Development
2-15 Conflict of interest	/
2-16 Communication of important issues of concern	ESG Governance: Building a Solid Foundation for Sustainable Development
2-17 Common knowledge of the top governing body	Compliance Operations: Governance Structure and Transparency

Disclosure item	Corresponding chapter/section
2-18 Performance assessment of the top governing body	/
2-19 Remuneration policy	Talent Empowerment: Employee Rights and Career Development
2-20 Procedures for determining remuneration	Talent Empowerment: Employee Rights and Career Development
2-21 Total remuneration ratio for the year	/
Strategies, policies and practices	
2-22 Statement on sustainable development strategy	Chairman's statement
2-23 Policy commitments	Compliance Operations: Governance Structure and Transparency
2-24 Integrated policy commitments	Compliance Operations: Governance Structure and Transparency
2-25 Procedures for remedying negative effects	/
2-26 Mechanisms for seeking advice and raising concerns	ESG Governance: Building a Solid Foundation for Sustainable Development
2-27 Compliance with laws and regulations	Compliance Operations: Governance Structure and Transparency
2-28 Membership of the association	/
Stakeholder engagement	
2-29 Methods of stakeholder engagement	ESG Governance: Building a Solid Foundation for Sustainable Development
2-30 Collective bargaining agreements	/
GRI 3: Topic materials 2021	
3-1 Process of identifying substantive issues	ESG Governance: Building a Solid Foundation for Sustainable Development
3-2 List of substantive issues	ESG Governance: Building a Solid Foundation for Sustainable Development
3-3 Management of substantive issues	ESG Governance: Building a Solid Foundation for Sustainable Development
GRI 201: Economic performance 2016	
201-1 Economic value directly generated and distributed	Exploring Pilot: Deeply Engaged in Energy IoT
201-2 Financial impacts and other risks and opportunities due to climate change	Climate Resilience: Proactively Responding to Climate Change
201-3 Defined benefit plan obligations and other retirement plans	Talent Empowerment: Employee Rights and Career Development
201-4 Financial subsidies given by the government	/
GRI 202: Market performance 2016	
202-1 Ratio of standard starting wage by gender to local minimum wage	/
202-2 Proportion of executives hired from local communities	/
GRI 203: Indirect economic impacts 2016	

Disclosure item	Corresponding chapter/section
203-1 Infrastructure investment and supporting services	/
203-2 Significant indirect economic effects	/
GRI 204: Procurement practices 2016	
204-1 Proportion of expenditure on purchases from local suppliers	/
GRI 205: Anti-corruption 2016	
205-1 Operating premises where corruption risk assessment has been performed	/
205-2 Communication and training of anti-corruption policies and procedures	Business Ethics: Integrity Management and Clean Culture
205-3 Confirmed incidents of corruption and actions taken	Business Ethics: Integrity Management and Clean Culture
GRI 206: Anti-competitive behavior 2016	
206-1 Legal proceedings against anticompetitive conduct, antitrust, and anti-monopoly practices	Risk Management: Internal Control System and Anti-Unfair Competition
GRI 207: Tax 2019	
207-1 Tax policy	/
207-2 Tax governance, control and risk management	/
207-3 Stakeholder engagement and management related to tax concerns	/
207-4 Country reports	Not involved
GRI 301: Materials 2016	
301-1 Weight or volume of material used	/
301-2 Recycled feed used	/
301-3 Recycled products and packaging materials thereof	/
GRI 302: Energy 2016	
302-1 Energy consumption within the organization	Efficiency Enhancement: Resource Optimization and Circular Economy
302-2 Energy consumption outside the organization	/
302-3 Energy intensity	/
302-4 Reduction of energy consumption	Efficiency Enhancement: Resource Optimization and Circular Economy
302-5 Reduction of energy demand for products and services	/
GRI 303: Water and effluents 2018	
303-1 Interaction between organization and water as a shared resource	Efficiency Enhancement: Resource Optimization and Circular Economy
303-2 Managing drainage-related impacts	/

Disclosure item	Corresponding chapter/section
303-3 Water intake	Efficiency Enhancement: Resource Optimization and Circular Economy
303-4 Water drainage	Efficiency Enhancement: Resource Optimization and Circular Economy
303-5 Water consumption	Efficiency Enhancement: Resource Optimization and Circular Economy
GRI 304: Biodiversity 2016	
304-1 Operating premises owned, leased, managed by the organization in biodiversity-rich areas located in or adjacent to and outside protected areas	Not involved
304-2 Significant impacts of activities, products and services on biodiversity	Not involved
304-3 Protected or restored habitat	Not involved
304-4 Species in habitats affected by operations that have been listed on the IUCN Red List and national conservation catalogs	Not involved
GRI 305: Emissions 2016	
305-1 GHG emissions from direct sources (Scope 1)	Climate Resilience: Proactively Responding to Climate Change
305-2 GHG emissions from indirect sources (Scope 2)	Climate Resilience: Proactively Responding to Climate Change
305-3 GHG emissions from other direct sources (Scope 3)	/
305-4 GHG emission intensity	ESG Key Performance Table
305-5 GHG emission reduction	/
305-6 Emissions of ozone-depleting substances (ODS)	Not involved
305-7 Emissions of nitrogen oxides (NOX), sulfur oxides (SOX) and other significant gas	Not involved
GRI 306: Waste 2020	
306-1 Waste generation and material impacts related to waste	Environmental Management: Compliance System and Green Operation
306-2 Management of material impacts related to waste	/
306-3 Waste generated	Environmental Management: Compliance System and Green Operation
306-4 Waste diverted from disposal	Efficiency Enhancement: Resource Optimization and Circular Economy
306-5 Waste disposed	Environmental Management: Compliance System and Green Operation
GRI 308: Supplier environmental assessment 2016	
308-1 New suppliers screened using environmental assessment dimension	Collaborative Win-Win: Responsible Supply Chain Management
308-2 Negative environmental impact of supply chain and actions taken	/
GRI 401: Employment 2016	

Disclosure item	Corresponding chapter/section
401-1 New employee hiring rate and employee turnover rate	Talent Empowerment: Employee Rights and Career Development
401-2 Benefits provided to full-time employees (excluding temporary or part-time employees)	Talent Empowerment: Employee Rights and Career Development
401-3 Parental leave	/
GRI 402: Labor-management relations 2016	
402-1 Minimum notice period regarding operational changes	/
GRI 403: Occupational health and safety 2018	
403-1 Occupational health and safety management system	Talent Empowerment: Employee Rights and Career Development
403-2 Hazard identification, risk assessment, and incident investigation	Talent Empowerment: Employee Rights and Career Development
403-3 Occupational health services	Talent Empowerment: Employee Rights and Career Development
403-4 Occupational health and safety matters: Worker participation, consultation and communication	Talent Empowerment: Employee Rights and Career Development
403-5 Occupational health and safety training for workers	Talent Empowerment: Employee Rights and Career Development
403-6 Promoting worker health	Talent Empowerment: Employee Rights and Career Development
403-7 Preventing and mitigating occupational health and safety impacts directly related to business relationships	Talent Empowerment: Employee Rights and Career Development
403-8 Workers covered by the occupational health and safety management system	Talent Empowerment: Employee Rights and Career Development
403-9 Work-related injuries	Talent Empowerment: Employee Rights and Career Development
403-10 Work-related health issues	Talent Empowerment: Employee Rights and Career Development
GRI 404: Training and education 2016	
404-1 Average number of training hours per employee per year	Talent Empowerment: Employee Rights and Career Development
404-2 Employee skill improvement programs and transition assistance programs	Talent Empowerment: Employee Rights and Career Development
404-3 Percentage of employees receiving regular performance and professional development assessment	/
GRI 405: Diversity and equal opportunity 2016	
405-1 Diversity of governance and employees	Talent Empowerment: Employee Rights and Career Development
405-2 Proportion of basic salary and remuneration for male and female employees	/
GRI 406: Non-discrimination 2016	
406-1 Discrimination incidents and corrective actions taken	/
GRI 407: Freedom of association and collective bargaining 2016	
407-1 Operating premises and suppliers where freedom of association and collective bargaining rights may be at risk	/

Disclosure item	Corresponding chapter/section
GRI 408: Child labor 2016	
408-1 Operating premises and suppliers with significant risk of child labor incidents	/
GRI 409: Forced or compulsory labor 2016	
409-1 Operating premises and suppliers with significant risk of forced or compulsory labor incidents	/
GRI 410: Security practices 2016	
410-1 Security personnel trained in human rights policies or procedures	Not involved
GRI 411: Rights of indigenous peoples 2016	
411-1 Incidents involving violations of the rights of indigenous peoples	Not involved
GRI 413: Local communities 2016	
413-1 Operating premises with local community engagement, impact assessment, and development plans	/
413-2 Operating premises with actual or potentially significant negative impacts on local communities	Not involved
GRI 414: Supplier social assessment 2016	
414-1 New suppliers screened using social assessment dimension	Collaborative Win-Win: Responsible Supply Chain Management
414-2 Negative social impacts of supply chains and actions taken	/
GRI 415: Public Policy 2016	
415-1 Political donations	Not involved
GRI 416: Customer health and safety 2016	
416-1 Assessing the health and safety impacts of product and service categories	Quality Assurance: Lifecycle Quality Management
416-2 Violations involving health and safety impacts of products and services	Quality Assurance: Lifecycle Quality Management
GRI 417: Marketing and labeling 2016	
417-1 Requirements for product and service information and identification	Quality Assurance: Lifecycle Quality Management
417-2 Violations involving product and service information and identification	Not involved
417-3 Violations involving marketing communications	Not involved
GRI 418: Customer privacy 2016	
418-1 Verified complaints involving infringement of customer privacy and loss of customer information	Not involved

Index Table of Continuous Supervisory Guidelines No. 11 for Companies Listed on Beijing Stock Exchange – Sustainability Report (For Trial Implementation)

Issue	Clause	Corresponding chapter/section
Environment		
Response to climate change	Articles 21 to 28	Climate Resilience: Proactively Responding to Climate Change
Pollutant discharge	Article 30	Environmental Management: Compliance System and Green Operations
Waste disposal	Article 31	Environmental Management: Compliance System and Green Operations
Ecosystem and biodiversity conservation	Article 32	This issue does not possess impact materiality and financial materiality, and the Company's production and business activities have not had a significant impact on ecosystems and biodiversity
Environmental compliance management	Article 33	Environmental Management: Compliance System and Green Operations
Energy utilization	Article 35	Efficiency Enhancement: Resource Optimization and Circular Economy
Utilization of water resources	Article 36	Efficiency Enhancement: Resource Optimization and Circular Economy
Circular economy	Article 37	Efficiency Enhancement: Resource Optimization and Circular Economy
Society		
Rural revitalization	Article 39	Acting with Integrity: Industry-Education Integration and Social Welfare
Social contribution	Article 40	Acting with Integrity: Industry-Education Integration and Social Welfare
Innovation-driven	Article 42	Innovation-Driven: AI Algorithms Leading Power Revolution
Science and technology ethics	Article 43	This issue does not possess impact materiality and financial materiality, and the reporting entity has not engaged in scientific research, technology development and other activities in technology ethics-sensitive fields such as life sciences and artificial intelligence
Supply chain security	Article 45	Collaborative Win-Win: Responsible Supply Chain Management
Equal treatment to SMEs	Article 46	Collaborative Win-Win: Responsible Supply Chain Management
Product and service safety and quality	Article 47	Quality Assurance: Lifecycle Quality Management
Data security and customer privacy protection	Article 48	Security Protection: Information Security and Privacy Protection
Employees	Article 50	Talent Empowerment: Employee Rights and Career Development
Sustainability-related governance		
Due diligence	Article 52	ESG Governance: Building a Solid Foundation for Sustainable Development
Communication with stakeholders	Article 53	ESG Governance: Building a Solid Foundation for Sustainable Development
Anti-commercial bribery and anti-corruption	Article 55	Business Ethics: Integrity Management and Clean Culture
Anti-unfair competition	Article 56	Risk Management: Internal Control System and Anti-Unfair Competition

Reader Feedback Form

To readers:

Thank you for reading the *2025 Environment, Society and Governance Report of Zhuhai Pilot Technology Co., Ltd.* In order to better improve the content and form of our reports and enhance the quality of information disclosure, we sincerely invite you to fill out the following feedback form. Your valuable opinions and suggestions will help us continuously optimize and improve our sustainable development management level.

1. Your overall evaluation of this report is:

Very good Good General Poor Very poor

2. Do you think this report can reflect the Company's significant impact on the economy, society and environment?

Yes No

3. How clear, accurate and complete do you think the information, data and indicators disclosed in this report are?

Very good Good General Poor Very poor

4. What do you think of the content structure of this report?

Very reasonable Reasonable General Poor Very poor

5. What do you think of the layout and presentation design of this report?

Very good Good General Poor Very poor

6. What other opinions and suggestions do you have for the sustainable development related work of Zhuhai Pilot Technology Co., Ltd.?

Please fill out this form and send an email to pilot@pmac.com.cn. Thank you again for your trust and support!