

ROBAM 老板



2025

Robam Appliances
Environmental, Social, and Governance Report

Contents

01

About This Report 03

02

About Robam Appliances

2.1 Company Profile	05
2.2 Development History	07
2.3 Product Solutions	09
2.4 Business Operation Layout	09
2.5 Core Qualifications & Awards	10

03

Good Governance, Abiding Integrity

3.1 Improve ESG management	13
3.2 Standardize Corporate Governance	21
3.3 Strengthen Risk Prevention and Control	27
3.4 Adherence to Business Ethics	29
3.5 Maintaining Information Security	32

04

Fine Craft, Smart Kitchen

4.1 Innovation-Driven Development	41
4.2 Total Quality Management	49
4.3 User Service	55
4.4 Responsible Supply Chain	63
4.5 Digital-Intelligent Manufacturing Upgrade	79

05

Green Cooking, Clean Home

5.1 Environmental Compliance Management	87
5.2 Climate Change Response	90
5.3 Refined Energy Management	94
5.4 Stringent Pollution Emission Control	97
5.5 Focus on Resource Utilization	100
5.6 Protect Ecological Balance	101

06

People First, Shared Good

6.1 Employee Rights, Interests and Welfare	105
6.2 Employee Training and Development	112
6.3 Work Safety and Occupational Health	118
6.4 Employee Care and Solidarity	123
6.5 Industry Collaboration and Development	126
6.6 Social Welfare and Charity	128

07

Appendix

ESG Data Tables and Notes	131
Benchmarking Index	140
Independent Assurance Declaration	145

01 About This Report

Reporting Scope

The Report covers Hangzhou Robam Appliances Co., Ltd. (hereinafter referred to as Robam, Robam Appliances, or we) and our subsidiaries. The reporting scope of the Report is in line with that of the consolidated financial statements of the Robam (stock code: 002508) annual report.

Reporting Period

The report is an annual report spanning a period from January 1, 2025 to December 31, 2025. Some of the information is beyond this scope and is described where relevant.

Preparation Basis

This report has been prepared in accordance with the *Shenzhen Stock Exchange Self-Regulatory Guidelines for Listed Companies No. 17 — Sustainability Report (Trial)* and *Shenzhen Stock Exchange Self-Regulatory Guidelines for Listed Companies No. 1 — Guidelines for Standardized Operation of Companies Listed on the Main Board* (SZSE [2023] No. 1145) and refers to international authoritative disclosure standards including the *Sustainable Development Report Standards (GRI Standards)* (2021) issued by the Global Reporting Initiative (GRI) and the *United Nations Sustainable Development Goals (SDGs)*.

Data Explanation

Data and cases in the Report are from original records and financial reports of Robam prepared during actual operations. All financial data in the report is stated in RMB. Where financial data herein is inconsistent with that in the annual financial reports of Robam, the latter shall prevail.

Contact Information

Office of the Board of Directors, Hangzhou Robam Appliances Co.,Ltd. Tel.: 0571-86187810. More ESG information of Robam is available on: www.robam.com and www.cninfo.com.cn.

Preparation Principles

Materiality

Robam has identified material ESG topics as the key focus of this report, based on a dual-materiality perspective and in consideration of industry characteristics and operational business characteristics. The reporting of material topics in this report focuses on the characteristics of the industries in which Robam operates and the regions in which it is located. The process of analyzing material topics and the results is detailed in the "Management of Material Topics" chapter of this report.

Accuracy

The information in this report is as accurate as possible. The quantitative information has been measured using standardized terminology, units, and measurement methodologies recognized both domestically and internationally. All cited data sources are explicitly referenced. Results are accompanied by clear explanations of data scope, the basis of calculation and assumptions to ensure that the error of the calculation is not misleading to the users of the information. Robam asserts that the content in the Report is devoid of any false record, misleading statement, or material omission.

The Board of Directors assumes full responsibility for the authenticity, accuracy, and completeness of all information presented.

Equity

The content of this report reflects objective facts and disclose both positive and negative information about Robam in an unbiased manner. During the reporting period, Robam identified no significant negative events requiring disclosure that were not properly reported.

Clarity

This report is published in simplified Chinese and English. In case of any discrepancies between the two versions, the Chinese text shall prevail. Tables and model diagrams are included as a supplement to the text in the Report to enable stakeholders to better understand the text. The contents and a benchmarking index table for ESG standards are provided to facilitate faster access to the information by stakeholders.

Quantification and Consistency

This report discloses ESG quantitative performance indicators during the reporting period and, where possible, the corresponding historical data. The collection, measurement and calculation methodologies of the same indicator in this report are consistent across different reporting periods. Should any changes occur in data collection, measurement, or calculation methodologies, the report will retrospectively adjust relevant data with full disclosure, enabling stakeholders to conduct meaningful analysis and evaluation.

Time-Efficiency

The report is an annual report published concurrently with Robam's 2025 Annual Report to provide stakeholders with timely information for decision-making purposes.

02 About Robam Appliances

2.1 Company Profile

Hangzhou Robam Appliances Co., Ltd. (stock code: 002508) was founded in 1979, recognized as one of the pioneers in China's kitchen appliance industry. For over four decades, we have steadfastly upheld our corporate mission of "creating all the beautiful visions for kitchen life", regarding cuisine as our guiding star, and continuously leading industry transformation through technological innovation.

Today, Robam has become a well-recognized leading brand in China's kitchen appliance industry, ranking among the top in terms of development history, market share, production scale, product categories and sales coverage. Our core categories—range hoods and gas stoves—have led global sales for 11 consecutive years, earning the trust and favor of 50 million households worldwide. Robam pioneered the world's first suite of digital kitchen appliances and was the first to bring cutting-edge technologies into real cooking scenarios, transforming the products from basic, passively adaptive responders into proactive, personalized cooking companions, and creating a companion-like cooking experience.

In response to the national call to cultivate new quality productive forces in the new era, we adhere to the main theme of "Technology + Humanity", positioning ourselves as a "provider of overall solutions for the entire cooking chain", actively exploring new paths for our own upgrading and industry development. Looking ahead, we will continue to uphold our steadfast belief in cooking. We aim to provide users with personalized cooking solutions tailored to individual needs, enabling more people to enjoy the joy of culinary creation, strengthening family bonds, promoting social harmony, and ensuring the enduring significance of cooking.



Corporate Value



Corporate Purpose

To become a respectable enterprise in the society



Corporate Mission

Fulfilling people's diverse desires for an exceptional kitchen experience



Corporate Vision

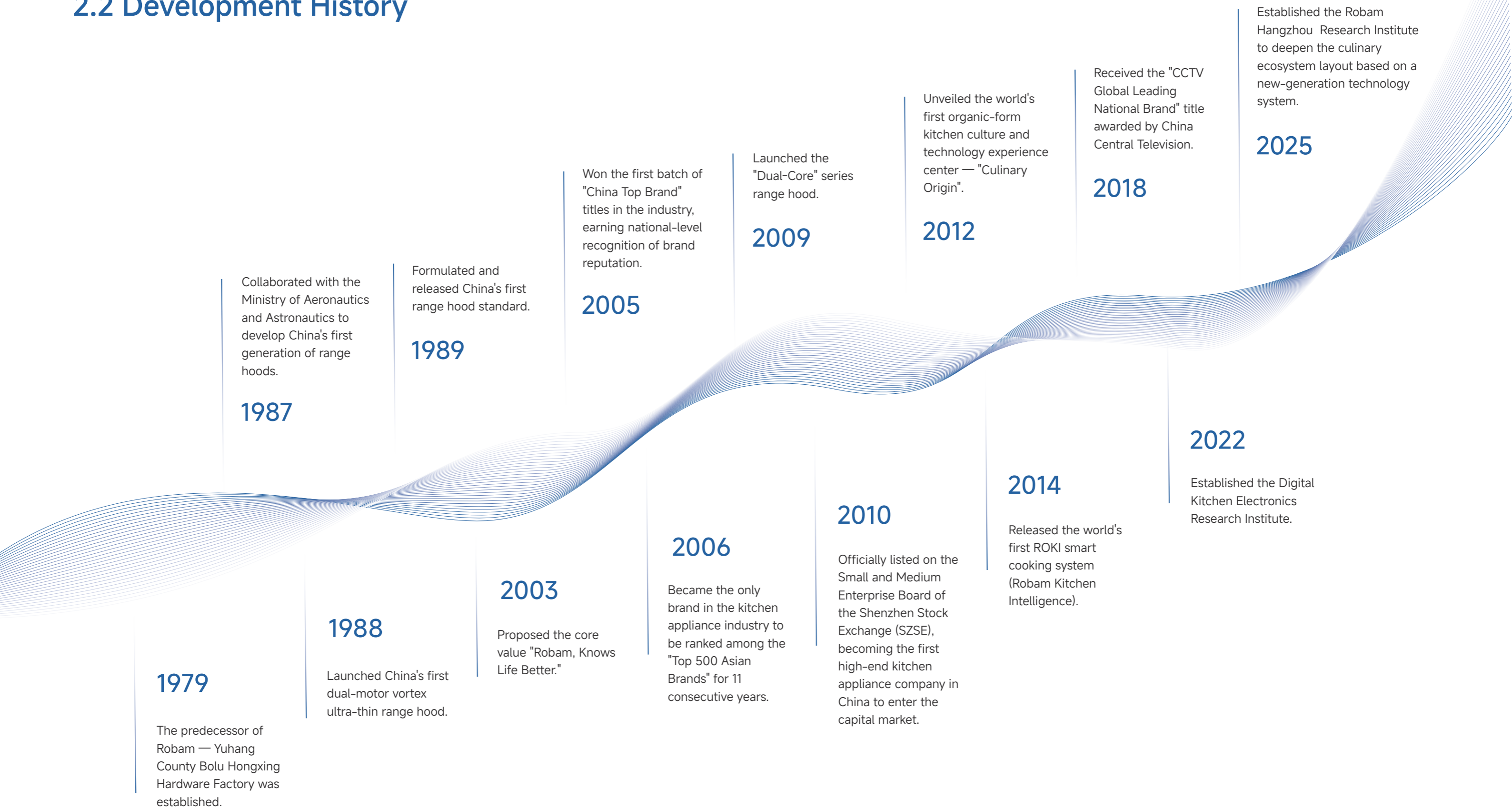
To grow into a world-renowned, time-honored enterprise leading the cooking revolution



Corporate Values

Entrepreneurship of hard work

2.2 Development History



2.3 Product Solutions

Based on the strategic objectives, Robam has deepened organizational restructuring, dividing core products into three major business segments around the full-scenario cooking needs: the Kitchen Air Environment Product Line, the Cooking Product Line, and the Washing, Purification & Storage Product Line. The Kitchen Air Environment Product Line is centered on range hoods, focusing on kitchen air environment optimization and providing efficient smoke extraction and ventilation solutions. The Cooking Product Line encompasses a diverse range of equipment, including gas cooktops, induction cooktops, integrated cookers, steam ovens, etc., covering all cooking scenarios from open-flame cooking to electric cooking, continuously driving the intelligence and convenience of cooking methods. The Washing, Purification & Storage Product Line includes dishwashers, water purifiers, gas water heaters, disinfection cabinets, refrigerators, integrated sinks, and other products. Focusing on water treatment, cleaning, and storage, this product line creates a closed-loop kitchen health management system. Through the synergy of our product lines, we achieve end-to-end integration of R&D, manufacturing, and sales. With our core competitiveness rooted in digital smart kitchen technology and suite-based solution, we continue to provide consumers with efficient, intelligent, and green full-link kitchen services.

2.4 Business Operation Layout

Robam has built a comprehensive omni-channel network covering offline retail, online e-commerce, premium renovation & project channels, and overseas markets. The offline retail channel is centered around Robam's national marketing centers, covering brand stores (Robam national marketing center brand stores, Red Star Macalline, Easyhome, etc.), KA outlets (Suning, Five Star, and regional chain channels), home furnishing partners (home furnishing companies and gas utility companies), custom service providers (whole-home custom furnishing companies), and the lower-tier market (JD-branded stores, Tmall Premium, Suning Retail Cloud, etc.). The online e-commerce channel is primarily operated directly by Robam's e-commerce department, reaching consumers efficiently through platforms such as JD.com, Tmall, Douyin, etc. The premium renovation & project channel focuses on central and state-owned enterprise clients (national real estate enterprises with state-owned capital backgrounds), strategic clients (well-performing national private real estate enterprises), and regional urban investment and development units. The overseas channel has been expanded to 40 countries and regions across five continents, driving the globalization of the Robam brand.



The overseas channel has been expanded to **40** countries and regions across **five** continents

2.5 Core Qualifications & Awards

Key External Awards

Hangzhou Robam Appliances Co., Ltd.

National Pioneering and Pilot Unit for High-Quality Dataset Development National Data Bureau	China's Top 100 Light Industry Enterprises in Science and Technology China National Light Industry Council
Zhejiang Province's First Batch of Typical Cases of High-Quality Dataset Development Zhejiang Provincial Data Bureau	China's Top 200 Light Industry Enterprises China National Light Industry Council
2025 Zhejiang Province Advanced Technological Innovation Achievement Department of Economy and Information Technology of Zhejiang Province	Tiger Roar Award Annual Brand Digital Grand Prize (3C & Home Appliance Category) Tiger Roar Award Organizing Committee
Data Elements Competition (Hangzhou) – Industry Potential Award Hangzhou Data Resources Bureau	Selected into the First Batch of China's Renowned Consumer Brands Ministry of Industry and Information Technology (MIIT)
The 25th China National Intellectual Property Administration Gold Award for Design China National Intellectual Property Administration (CNIPA)	The 8th "Zhejiang Charity Award" – Institutional Donation Award People's Government of Zhejiang Province
Third Prize of the Science and Technology Progress Award of China National Light Industry Council China National Light Industry Council	2025 Hangzhou ESG Strategic Charity Influence Top 20 Enterprises Among Listed Companies Hangzhou Charity Federation (Hangzhou Charity Alliance), Hangzhou Enterprise Listing and Mergers & Acquisitions Promotion Association and else.

Main Qualifications and Certification

Hangzhou Robam Appliances Co., Ltd.

Zhejiang Made Premium Products Zhejiang Provincial Department of Economy and Information Technology	Data Property Rights Registration Certificate Hangzhou Data Exchange Co., Ltd.
---	--

03

Good Governance, Abiding Integrity

In the process of Robam's sustainable development practice, outstanding corporate governance serves as the core cornerstone that connects the fulfillment of corporate social responsibility with the creation of long-term value. Robam has always maintained that ESG governance is not merely a matter of compliance and information disclosure obligations, but rather a systemic governance commitment and practice system deeply integrated into the entire process of business operations and rooted in development core, thereby laying a solid governance foundation for our high-quality and sustainable development.

Contribution to SDGs

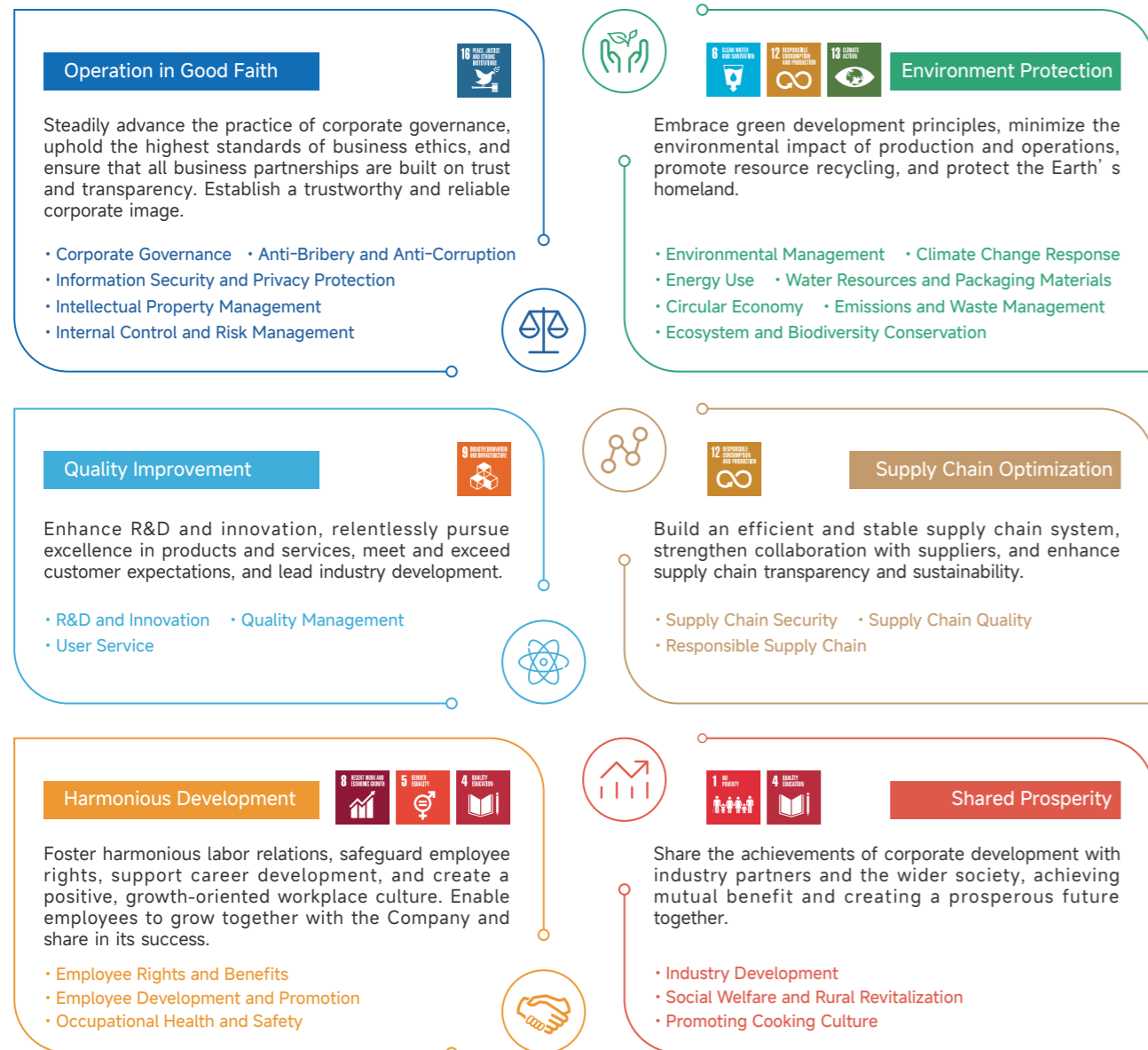


3.1 Improve ESG management

We at Robam attach great importance to the development of our ESG governance system, fully integrating ESG management into strategic decision-making and full-process operations. By continuously building and refining an ESG governance structure and management mechanism that aligns with our development characteristics, we consistently strengthen our foundation for sound operations, actively fulfills social responsibilities, and steadily enhances governance efficiency. Through systematic ESG management practices, Robam drives high-quality, sustainable long-term development.

ESG Management Strategies

We prudently plan our ESG management strategy around six major directions: "Operation in Good Faith, Quality Innovation, Harmonious Development, Environmental Protection, Supply Chain Optimization, and Shared Prosperity." We deeply embed the relevant principles and requirements into our overall strategy and the entire process of business operations and management.



ESG Management Structure

We at Robam have established a multi-tiered ESG management architecture to ensure the thorough integration of ESG principles into every aspect of our operations. At the decision-making level, the Board of Directors assumes responsibility for overseeing and making key decisions related to ESG matters, providing strong governance support. At the management level, the Office of the Board of Directors coordinates the implementation of ESG initiatives across Robam. At the executive level, all departments and subsidiaries actively respond based on their respective business characteristics and resource advantages, transforming ESG concepts into concrete actions embedded in day-to-day operations.





ESG Management Structure of Robam



Stakeholder Communication

Robam defines stakeholders as individuals or groups who affect or are affected by Robam's operational activities. According to the industry and business characteristics, the primary stakeholders are identified, including: shareholders and investors, employees, users, government and regulatory authorities, suppliers, communities, and the general public.

Robam is committed to establishing a communication mechanism with all stakeholders. We actively communicate with them through our website, media, meetings, reports, events and other channels and methods to understand and respond to their expectations and demands, and incorporate the topics of concern to stakeholders into Robam's operations and decision-making process, so as to enhance our operation and management capabilities and sustainable development capabilities.

Types of Stakeholders	Representatives of Stakeholders	Main Concerns	Ways of Communication and Response
 Shareholders and Investors	Shareholders and potential investors	<ul style="list-style-type: none"> · Corporate Governance · Internal Control and Risk Management · Anti-Bribery and Anti-Corruption · R&D and Innovation 	Shareholders' General Meeting, financial reports, performance reports, business ethics management, etc.
 Senior Management Employees	General Manager, Deputy General Managers, Department Heads	<ul style="list-style-type: none"> · Corporate governance · R&D and innovation · Quality management · User service 	Internal management meetings and reports, corporate governance-related training, internal information communication platforms, etc.
 Other Employees	Representatives of labor union members and employees and representatives of other workers serving Robam	<ul style="list-style-type: none"> · Information Security and Privacy Protection · Employee Rights and Benefits · Employee Development and Promotion · Occupational Health and Safety 	Internal information communication platforms, employee activities, staff council activities, employee handbook, employee training, employee appraisal and promotion, etc.
 End Users	Consumers who buy and use kitchen appliances	<ul style="list-style-type: none"> · Corporate Governance · Anti-Bribery and Anti-Corruption · Information Security and Privacy Protection · R&D and Innovation · Quality Management · User Service 	Scientific research and innovation, product exhibition, user research, user service hotline, user satisfaction survey, user privacy protection measures, etc.

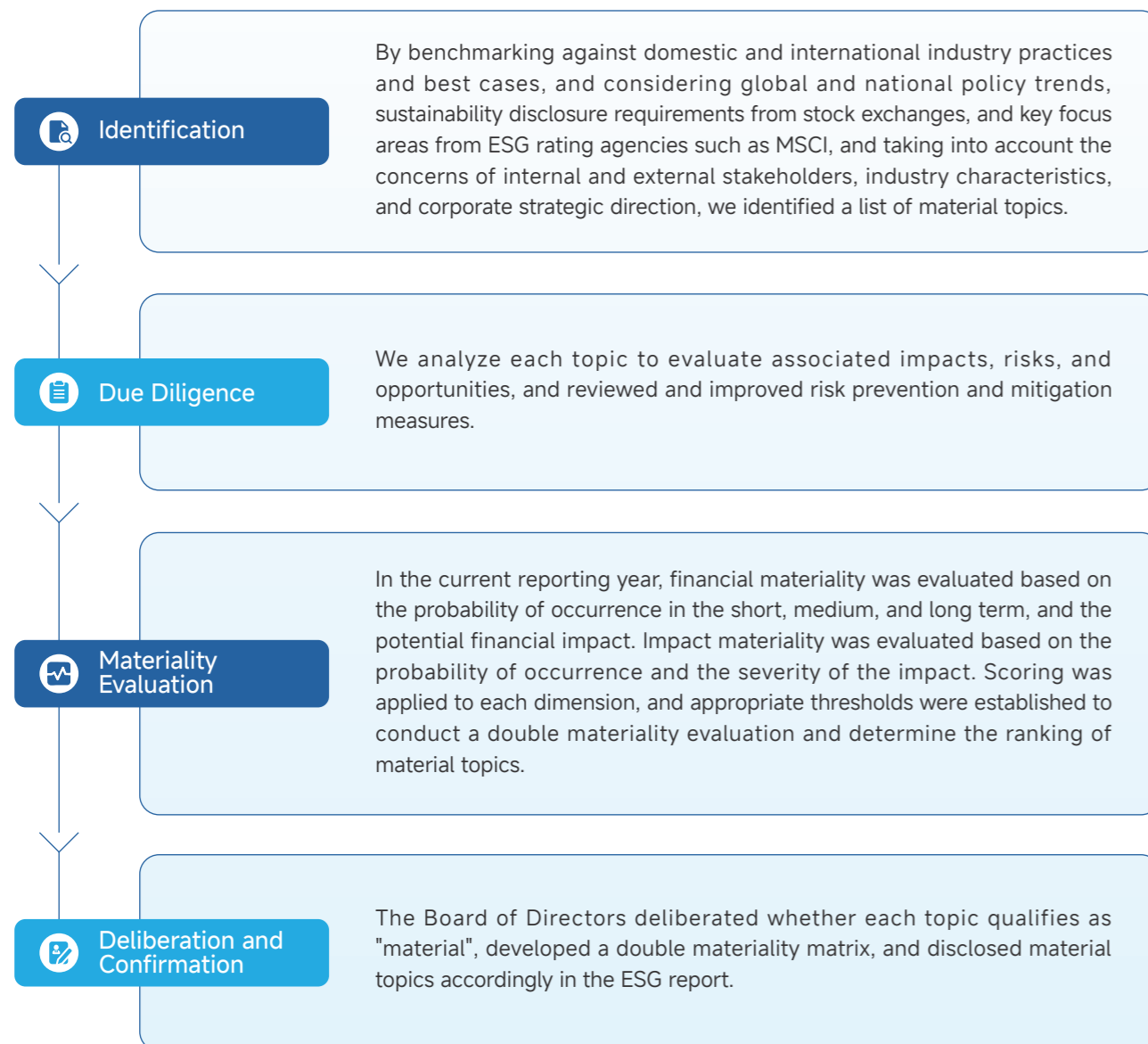
Types of Stakeholders	Representatives of Stakeholders	Main Concerns	Ways of Communication and Response
 Channel Customers	Channel partners	<ul style="list-style-type: none"> · R&D and Innovation · Quality Management · User Service 	Distributor meetings, sales meetings, marketing activities, marketing training and technical support, channel customer satisfaction surveys, etc.
 Government and Regulatory Authorities	National/local government and regulatory authorities in Robam's operating regions, Shenzhen Stock Exchange, and China Securities Regulatory Commission Zhejiang Bureau	<ul style="list-style-type: none"> · Internal Control and Risk Management · Anti-Bribery and Anti-Corruption · Quality Management · Climate Change Response · Energy Use · Emissions and Waste Management 	Field visits to relevant institutions, communication via official documents, policy implementation, information disclosure, etc.
 Suppliers	Final product assembly suppliers, component suppliers, and other raw material suppliers	<ul style="list-style-type: none"> · Anti-Bribery and Anti-Corruption · Quality Management · Supply Chain Safety · Supply Chain Quality · Responsible Supply Chain 	Supplier management systems, transparent and fair procurement, strategic cooperation, exchange visits, etc.
 Partners	National/local industry associations, standards working groups, and partner universities in Robam's operating regions	<ul style="list-style-type: none"> · R&D and Innovation · Quality Management · Industry Development 	Visits, industry-university-research cooperation programs, standards policy related associations and working groups meetings, etc.
 Communities and the Public	Non-governmental organizations, charities, social organizations, mainstream media	<ul style="list-style-type: none"> · Emissions and Waste Management · Ecosystem and Biodiversity Conservation · Public Welfare and Rural Revitalization · Promotion of Culinary Culture 	Enhancement of environmental management, social welfare programs, community volunteer activities, etc.

Management of Material Topics

Robam has conducted a double materiality analysis in accordance with the requirements outlined in *Shenzhen Stock Exchange Self-Regulatory Guidelines for Listed Companies No. 17—Sustainable Development Reports (Trial)* issued by the Shenzhen Stock Exchange regarding "topic materiality analysis". This process was carried out by integrating the Global Reporting Initiative (GRI) Standards on material topic management and considering both financial materiality and impact materiality perspectives.

Following a process of identification, evaluation, and deliberation, Robam has identified ESG topics that have significant impact on our operations and stakeholders. This materiality analysis provides a scientific basis for formulating sustainable development strategies, optimizing resource allocation, and enhancing the quality of ESG disclosures.

Robam Material Topic Analysis Process



During the reporting period, Robam identified and screened 21 ESG topics through standard benchmarking, policy analysis, and peer comparisons. After analysis, a total of 10 topics were found of double materiality, 1 topic was of financial materiality only, 9 topics were of impact materiality only, and 1 topic was of neither financial nor impact materiality. The specific distribution is shown in the matrix.

Robam Material Topic Matrix



Impact Analysis of Financial Materiality Topics

Materiality Topics	Impact Materiality Analysis		Financial Materiality Analysis		
	Scope of Impact	Affected Stakeholders	Risk Analysis	Opportunity Analysis	Impact Period
Standardize Corporate Governance	· Upstream · Own Operations · Downstream	· Shareholders and Investors · Employees · End Users · Channel Customers · Government and Regulatory Authorities · Suppliers · Partners · Communities and the Public	With the continuous expansion of Robam's business scale and the continuous upgrading of the governance structure, Robam's management needs to continuously improve its management capabilities. If there is a lack of fresh external perspectives, it may reduce the sensitivity to emerging technologies and changes in market demand, leading Robam to miss opportunities for industry transformation.	The high dividend policy and stable return plan significantly enhance Robam's attractiveness to long-term value-oriented funds, and form a market trust premium combined with investor relations management.	Short term Mid term Long term
Adherence to Business Ethics	· Upstream · Own Operations · Downstream	· Shareholders and Investors · Employees · End Users · Channel Customers · Government and Regulatory Authorities · Suppliers · Partners · Communities and the Public	The kitchen appliance industry is highly dependent on end-user trust. Once a supplier bribery incident occurs, the public is likely to associate "supply chain corruption" with "product quality black box", weakening the brand's high-end image and increasing compliance costs.	Strict compliance records (such as zero lawsuits during the reporting period) help form an industry-leading compliance system, helping Robam pass the supply chain due diligence of European and American enterprises and accelerate its entry into the international high-end kitchen appliance market.	Short term Mid term Long term
Maintaining Information Security	· Upstream · Own Operations · Downstream	· Shareholders and Investors · Employees · End Users · Channel Customers · Government and Regulatory Authorities · Suppliers · Partners	With the increase in core data assets under digital transformation, if there are loopholes in security control, it is easy to trigger data leakage, affecting business implementation and brand trust.	Robam's sound information security system ensures the safe operation of data, providing security support for core businesses such as the "Shen" model and digital kitchen appliances.	Short term Mid term Long term
Innovation-Driven Development	· Upstream · Own Operations · Downstream	· Shareholders and Investors · Employees · End Users · Channel Customers · Government and Regulatory Authorities · Suppliers · Partners · Communities and the Public	Robam focuses on cutting-edge fields such as digital kitchen appliances. If the technology conversion efficiency is not as expected or the market demand growth slows down, it may continue to squeeze the short-term profit margin.	Through digital R&D, Robam creates a full-link cooking solution. The "shen" model has obtained national filing and realized the "four-in-one" of data assets, forming a differentiated technical barrier and brand premium.	Short term Mid term Long term
Total Quality Management	· Upstream · Own Operations · Downstream	· Shareholders and Investors · Employees · End Users · Channel Customers · Government and Regulatory Authorities · Suppliers · Partners · Communities and the Public	If quality problems or product recalls occur, it will not only directly increase after-sales costs, but also may lose market share due to damaged reputation.	Through quality loss rate management and preventive improvement, the proportion of quality costs in revenue is reduced, releasing profit space, and continuously improving user satisfaction and brand trust.	Short term Mid term Long term

Materiality Topics	Impact Materiality Analysis		Financial Materiality Analysis		
	Scope of Impact	Affected Stakeholders	Risk Analysis	Opportunity Analysis	Impact Period
User Service	· Own Operations · Downstream	· Shareholders and Investors · Employees · End Users · Channel Customers · Government and Regulatory Authorities · Partners	High-end users have significantly higher requirements for service experience. If the service response is not timely, the service remediation cost will increase significantly, and the loss of high-end users will affect the brand's high-end construction and long-term performance growth.	Users have a high dependence on "Service as Promised". Relying on the commitment of "Service as Promised, One Time is Enough" and differentiated service capabilities, Robam supports service premium and improves user loyalty.	Short term Mid term Long term
Responsible Supply Chain	· Upstream · Own Operations · Downstream	· Shareholders and Investors · Employees · End Users · Channel Customers · Government and Regulatory Authorities · Suppliers	The demand for smart kitchen appliances iterates rapidly. If the supply of core components is interrupted, the new product launch cycle may be prolonged, affecting the market window period.	Robam can deepen collaborative innovation through data sharing with suppliers. The construction of a digital supply chain improves agility and transparency, enhances customer trust, and consolidates the competitive advantage of the industrial chain.	Short term Mid term Long term
Environmental Compliance Management	· Upstream · Own Operations · Downstream	· Shareholders and Investors · Employees · End Users · Government and Regulatory Authorities · Suppliers · Communities and the Public	If Robam's environmental protection investment layout is unreasonable and the facility operation is inefficient, it may increase operational costs; if suppliers improperly handle hazardous waste, Robam, as the responsible subject, may face fines or production suspension for rectification.	By continuously increasing environmental protection investment, promoting the upgrading and transformation of facilities and the construction of environmental risk prevention and control system, Robam can effectively reduce operational risks and consolidate the foundation of green manufacturing.	Short term Mid term Long term
Responding to Climate Change	· Upstream · Own Operations · Downstream	· Shareholders and Investors · Employees · End Users · Government and Regulatory Authorities · Suppliers · Communities and the Public	Global warming is prone to extreme weather, which may interrupt operations, intensify the pressure of low-carbon consumption market, and increase compliance costs with the tightening of climate policies.	Robam can reduce operational costs, enhance product competitiveness and shape a green brand image by improving resource efficiency, developing low-carbon products and switching to clean energy.	Short term Mid term Long term
Refined Energy Management	· Upstream · Own Operations · Downstream	· Shareholders and Investors · Employees · End Users · Government and Regulatory Authorities · Suppliers · Communities and the Public	If there is an interruption in energy supply or price fluctuation, it may lead to production line shutdown, directly increase energy costs and affect profitability.	Through roof photovoltaic power generation, energy storage, digital energy monitoring platform and energy-saving technology transformation, Robam builds a low-carbon production system with clean energy and intelligent regulation, promotes the reduction of unit energy consumption and seizes the opportunity of green manufacturing.	Short term Mid term Long term
Employee Training and Development	· Own Operations · Downstream	· Shareholders and Investors · Employees · Channel Customers · End Users	If the training system is disconnected from the needs of business transformation, leading to the lag of key position talents' skills, it will affect product innovation or service quality, thereby weakening market competitiveness; if the career development channel is not smooth or the promotion mechanism is rigid, the risk of core talent loss will increase, increasing recruitment costs and team stability risks.	The application of digital training platforms and learning tools improves the accuracy and efficiency of training; the deepening of the dual-channel mechanism and internal talent mobility plan enables human resources to flexibly adapt to strategic adjustments, avoiding the lag of external recruitment; the systematic talent echelon construction strengthens the employer brand and attracts high-end talents to join actively.	Short term Mid term Long term

3.2 Standardize Corporate Governance

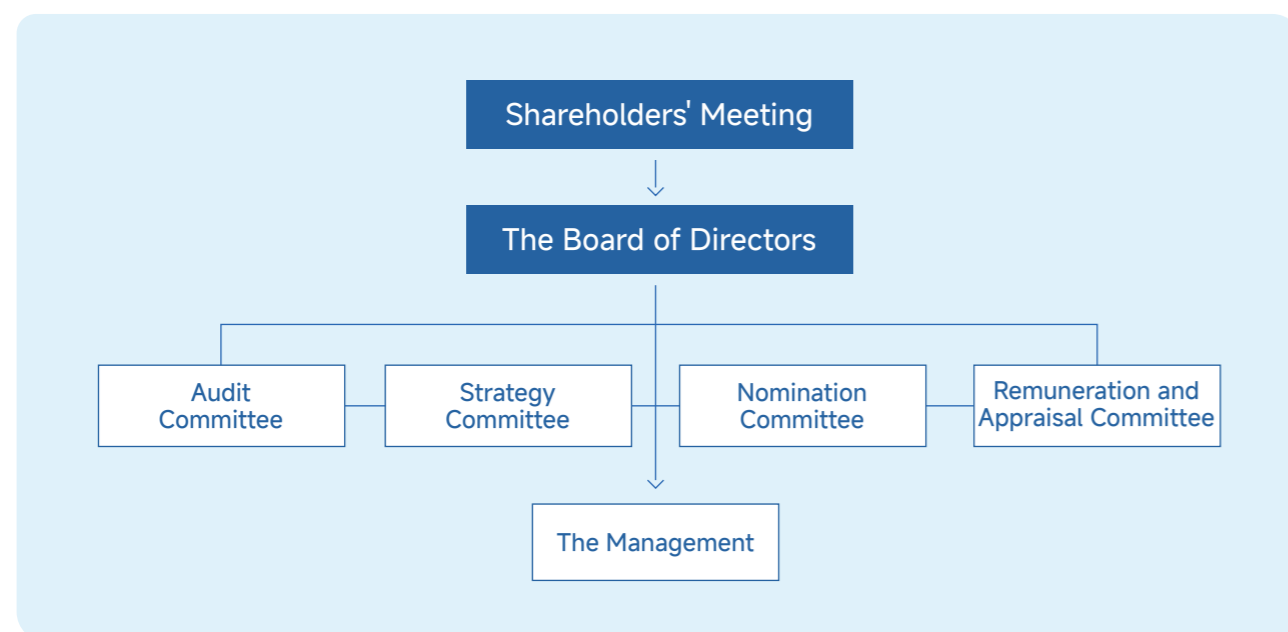
Robam strictly abides by laws, regulations and regulatory requirements. We continuously improve our governance system, clarify the division of powers and responsibilities, and enhance compliance efficiency to ensure the steady and sustainable development of the enterprise. Meanwhile, through measures such as optimizing salary incentives, regulating related-party transactions, and protecting investors' rights and interests, we keep elevating our governance standards, adhere to openness, transparency, fairness and impartiality, and create long-term value for shareholders.

Improve the Governance Structure

Robam strictly complies with the requirements of laws, regulations and regulatory documents including the *Company Law of the People's Republic of China*, the *Securities Law of the People's Republic of China* and the *Listing Rules of the Shenzhen Stock Exchange*. Robam has continuously improved internal systems such as the *Articles of Association of Hangzhou Robam Appliances Co., Ltd.*, the *Rules of Procedure for the Board of Directors* and the *Rules of Procedure for the Shareholders' Meeting*, clarified the responsibility boundaries and decision-making procedures of various governance bodies, and implemented a governance mechanism with separated decision-making, execution and supervision functions that form effective checks and balances.

During the reporting period, focusing on regulatory requirements and our own development needs, we further optimized our organizational structure, abolished the setup of the supervisory board, and specified that the Audit Committee under the Board of Directors shall undertake the functions and powers of the original supervisory board, so as to promote the continuous upgrading of Robam's governance system and effectively enhance the level of standardized operation and scientific decision-making. The Board of Directors of Robam has established special committees including the Audit Committee, Strategy Committee, Nomination Committee, Remuneration and Appraisal Committee. Each special committee performs its duties in strict accordance with the division of responsibilities, promoting the efficient, scientific and standardized operation of Robam.

Management Structure of Robam



Shareholders' Meeting

Robam strictly complies with relevant laws, regulations, and normative documents, and organizes and convenes the Shareholders' Meeting in accordance with internal systems such as the *Articles of Association of Hangzhou Robam Electrical Appliances Co., Ltd.* and the *Rules for Shareholders' Meeting*, strictly implementing the deliberation and voting procedures. As the highest decision-making body of Robam, the Shareholders' Meeting is primarily responsible for reviewing and approving Robam's business plans and investment proposals, electing and replacing directors who are not representatives of employees, determining remuneration matters related to directors, and reviewing and approving the work reports of the Board of Directors.

During the reporting period, Robam convened the Shareholders' Meeting 3 times, reviewing 15 proposals in total. Robam has consistently treated all shareholders equally, effectively safeguarding the legitimate rights and interests of all shareholders, including minority shareholders, with no incidents of infringement on shareholder rights occurring during the reporting period.



convened
the Shareholders'
Meeting
3 times



reviewing
15 proposals

The Board of Directors

Robam strictly adheres to the *Articles of Association of Hangzhou Robam Electrical Appliances Co., Ltd.* and the *Rules for Board of Directors' Meetings*, convening board meetings in accordance with prescribed procedural rules, which require that more than half of the directors be present for a meeting to be valid. Directors are nominated and appointed in compliance with the *Company's Articles of Association*, elected or replaced by the Shareholders' Meeting, serve a term of three years, and may be re-elected upon expiration of their term; during their term, directors cannot be removed without cause by the Shareholders' Meeting.

The Board of Directors exercises its core powers in accordance with the law, including convening the Shareholders' Meeting, executing resolutions passed by the Shareholders' Meeting, and overseeing corporate information disclosure. Strictly complying with *Robam Appliances Law*, the Board of Directors is committed to safeguarding the overall interests of Robam and protecting the legitimate rights and interests of minority shareholders, ensuring that the Board of Directors and its specialized committees fully perform their roles in strategic decision-making and supervision of major corporate matters. During the reporting period, Robam convened 8 meetings of the Board of Directors, reviewing 36 proposals in total.

The Board of Directors has established four specialized committees: the Audit Committee, Strategy Committee, Nomination Committee, and Compensation and Evaluation Committee. These committees effectively assist the Board of Directors in fulfilling its decision-making and supervisory functions. During the reporting period, all committees operated in compliance with relevant regulations, with meetings and resolutions fully conforming to procedural requirements.



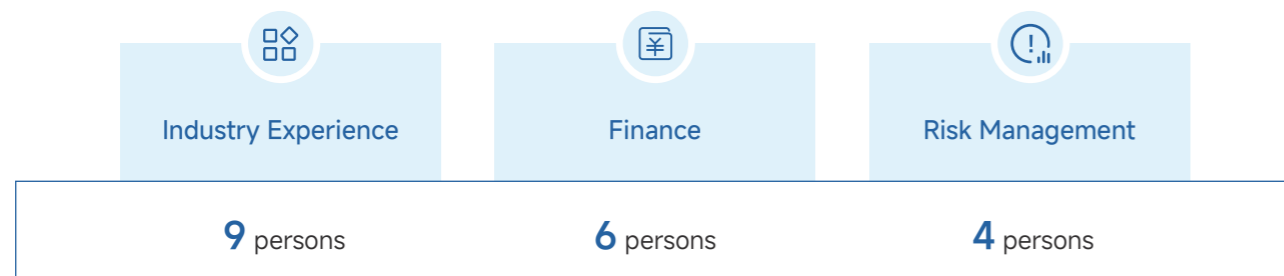
convened
8 meetings of
the Board of Directors



reviewing
36 proposals

Professionalization and Diversification of the Board of Directors

Robam is committed to promoting a professional and diverse the Board of Directors, fully considering factors such as industry experience, educational background and overall competence of our members to ensure a diversified and professional board composition. The current directors possess professional expertise in industry, finance, economics, human resource management and other fields, all with extensive industry experience.



The Board of Directors has a diverse composition, consisting of 9 directors, including 3 independent directors. Independent directors account for more than half of the Nomination Committee, Audit Committee, and Remuneration and Evaluation Committee, and serve as the conveners of all three committees.

In strict accordance with the *Work System for Independent Directors*, independent directors perform their duties with loyalty and diligence. They participate deeply in Robam's major operational decisions, deliver independent, objective and professional opinions, and fully play their roles in decision-making participation, supervision and checks and balances, as well as professional consultation. This promotes the continuous improvement of Robam's governance structure and the standardization of operation and management.



Remuneration and Incentive Optimization

Robam continuously improves the *Working Rules of the Remuneration and Appraisal Committee*, clarifying the remuneration and appraisal standards for directors and senior management. The Remuneration and Appraisal Committee established under the Board of Directors is responsible for formulating and reviewing appraisal standards for directors and senior management, as well as drafting and examining their remuneration policies and plans. Among them, the director remuneration plan shall be implemented only after being approved by the Board of Directors and submitted to and adopted by the shareholders' meeting. The Committee consists of 3 members, including 2 independent directors, with one independent director serving as the chairman, so as to ensure the independence and objectiveness of remuneration decision-making.

Robam clearly stipulates in the *Articles of Association of Hangzhou Robam Appliances Co., Ltd.* that directors and senior management shall regularly report their shareholdings in Robam and any changes. During their term of office, the shares transferred each year shall not exceed 25% of the total shares they hold in Robam; they shall not transfer the shares held in Robam within half a year after resignation. In addition, if shareholders holding more than 5% of Robam's shares and relevant persons sell Robam's stocks or other equity securities within six months after purchase, or purchase them again within six months after sale, the proceeds arising therefrom shall belong to Robam, and the Board of Directors of Robam has the right to recover such proceeds.

To establish and improve a long-term incentive mechanism, attract and retain outstanding talents, Robam has formulated the *2025 Stock Option Incentive Plan* in accordance with laws and regulations such as the *Company Law*, the *Securities Law* and the *Administrative Measures*, as well as the *Articles of Association of Hangzhou Robam Appliances Co., Ltd.*, following the principle of matching returns with contributions. The plan aims to fully mobilize the enthusiasm of middle management personnel and core technical (business) backbones, closely integrate the interests of shareholders, Robam and individual core team members, and jointly promote the long-term development of Robam. Meanwhile, to ensure the smooth implementation of the incentive plan, Robam has formulated the *Measures for the Implementation, Assessment and Management of the 2025 Stock Option Incentive Plan*, guaranteeing the orderly implementation of the equity incentive plan and maximizing the effect.

Detailed rules have been published on platforms including CNINFO (<http://www.cninfo.com.cn>) for the reference of relevant parties.

Regulation of Related-Party Transactions

Robam strictly complies with laws and regulations including the *Company Law of the People's Republic of China*, the *Securities Law of the People's Republic of China*, the *Stock Listing Rules of the Shenzhen Stock Exchange*, the *Shenzhen Stock Exchange Self-Regulatory Guidelines for Listed Companies No. 7—for Transactions and Related-Party Transactions*, as well as the relevant provisions of the *Articles of Association of Hangzhou Robam Appliances Co., Ltd.* Robam has established supporting management systems such as the *Regulations on Related-Party Transactions*, which comprehensively regulate the identification of connected persons and connected relationships, the definition of connected transaction types, decision-making procedures, information disclosure and daily management and control, so as to ensure the fairness and impartiality of connected transactions and effectively safeguard the legitimate rights and interests of Robam and non-connected shareholders.

Robam explicitly requires that connected transactions shall follow the principles of good faith, equal value and compensation, and effective measures shall be taken to prevent connected persons from interfering with Robam's operations by monopolizing procurement or sales channels. The pricing or charging standards for connected transactions shall, in principle, not deviate from those of independent third parties in the market, and Robam shall fully disclose the pricing basis. Connected transactions shall be concluded in written contracts or agreements with clear specific contents. Meanwhile, we strictly prohibit shareholders and their connected parties from occupying or transferring Robam's funds, assets and other resources in any form.

Robam has formulated a sound decision-making process for connected transactions. For material connected transactions between Robam and connected legal persons that require approval by the shareholders' meeting, intermediaries qualified for securities and futures-related businesses are engaged to evaluate or audit the transaction subjects. In April 2025, Robam issued a special audit report on occupation of funds by connected parties for the year, ensuring the authenticity, accuracy and completeness of information disclosure. During the reporting period, all connected transactions undertaken by Robam were based on the needs of normal production, operation and business development, with fair and reasonable pricing, and all necessary decision-making procedures and information disclosure obligations had been fulfilled.

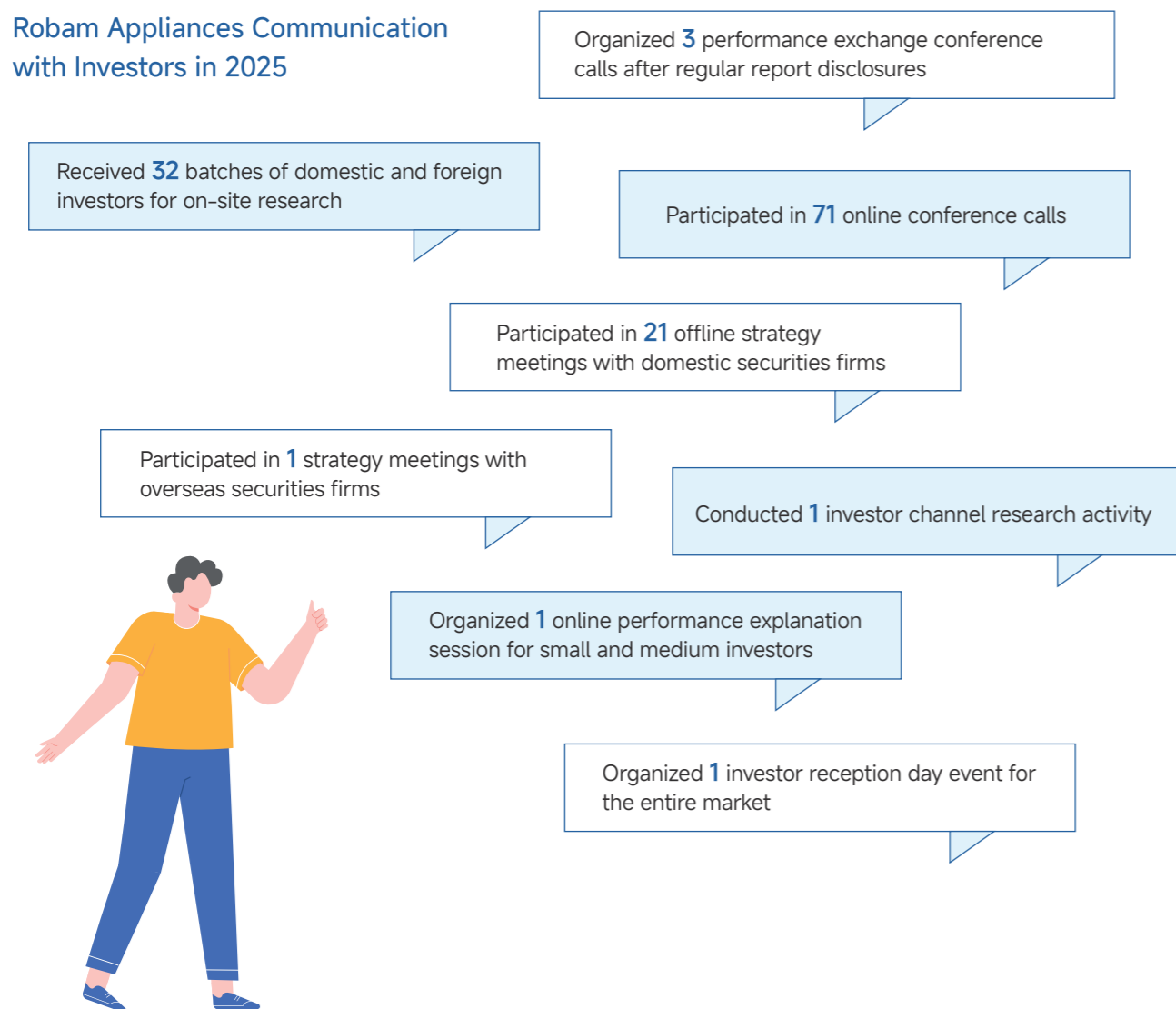
Investor Relations Management

Robam strictly complies with laws and regulations including the *Company Law of the People's Republic of China*, the *Securities Law of the People's Republic of China*, the *Guidelines for Investor Relations Management of Listed Companies*, the *Listing Rules of the Shenzhen Stock Exchange*, as well as the *provisions of the Articles of Association of Hangzhou Robam Appliances Co., Ltd.* We have continuously revised and improved internal systems such as the Investor Relations Management Measures and the Information Disclosure Management Measures, carried out investor relations management in a systematic manner, and effectively protected the legitimate rights and interests of investors.

The Board of Directors attaches great importance to the maintenance and management of investor relations, and extends the scope of investor relations work to various market participants including institutional investors, strategic investors and small and medium-sized investors. Through multiple channels such as the investor hotline, the Shenzhen Stock Exchange Interactive Easy platform, online performance briefings, investor reception days, strategy conferences and reverse roadshows, Robam maintains regular and diversified communication with the capital market.

In terms of information disclosure, Robam adheres to the principles of authenticity, accuracy, completeness and timeliness, and fairly discloses information to all investors through annual reports, semi-annual reports, quarterly reports, ad hoc announcements and other forms. Relevant information is published in designated media including *China Securities Journal*, *Securities Times*, *Shanghai Securities News*, *Securities Daily* and CNINFO (www.cninfo.com.cn), ensuring that investors can obtain Robam's developments in a timely and convenient manner. In 2025, Robam disclosed a total of 62 announcements, including 4 regular reports and 58 interim announcements.

Robam Appliances Communication with Investors in 2025



Robam has always focused on investor returns. In accordance with the *Shareholder Return Plan for the Next Three Years (2024-2026)*, it clarifies that cash dividends will be distributed twice a year, once in the first half and once in the second half, with a cash dividend payout ratio of no less than 50%. We also commit to steadily increasing the dividend level in line with business development, and continuously improve the communication mechanism with investors in dividend decision-making.

Indicator	(Annual) Target	Achievement Status
Cash Dividend Frequency	2	2

A Thanks to consistent excellence in information disclosure and investor relations, Robam was rated **A (Excellent)** in the information disclosure assessment conducted by the Shenzhen Stock Exchange, an honor we have received for **12** consecutive years.

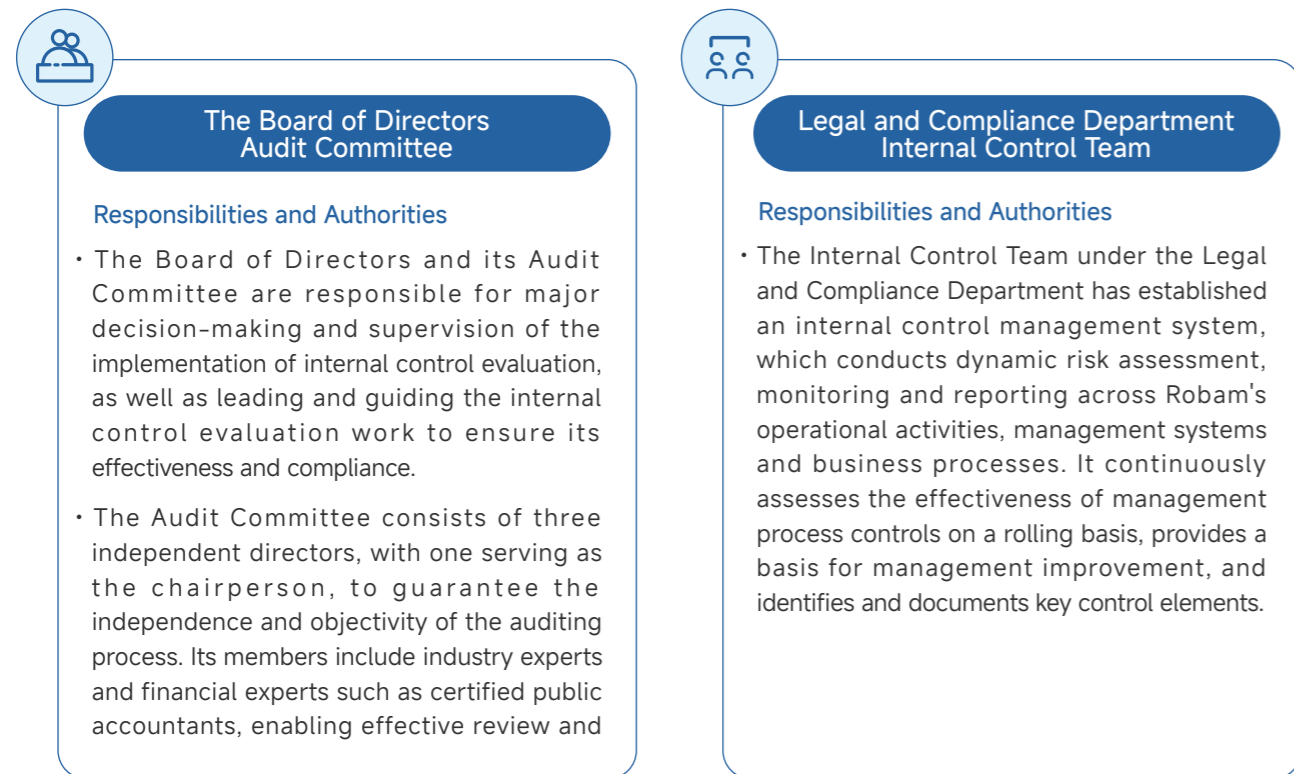
3.3 Strengthen Risk Prevention and Control

Robam continuously identifies internal and external compliance risks, evaluates their causes, sources, likelihood and potential consequences based on uniform standards, and implements corresponding response measures, thereby achieving closed-loop management of overall risk identification, assessment, response and dynamic monitoring, ensuring stable operation and sustainable development in a complex environment.

Strengthening Internal Control Construction

In accordance with the *Audit Law of the People's Republic of China*, the *Self-Regulatory Guidelines for Listed Companies on the Shenzhen Stock Exchange No. 1 – Standardized Operation of Listed Companies on the Main Board*, the *Articles of Association of Hangzhou Robam Appliances Co., Ltd.* and other relevant regulations, Robam has formulated and implemented the Internal Control Audit Management System, established an internal control management framework consisting of the Audit Committee of the Board of Directors and the Internal Control Team of the Legal and Compliance Department, standardized internal control review activities, and continuously improved our operational management level and risk prevention capabilities.

Robam Internal Control Governance Structure

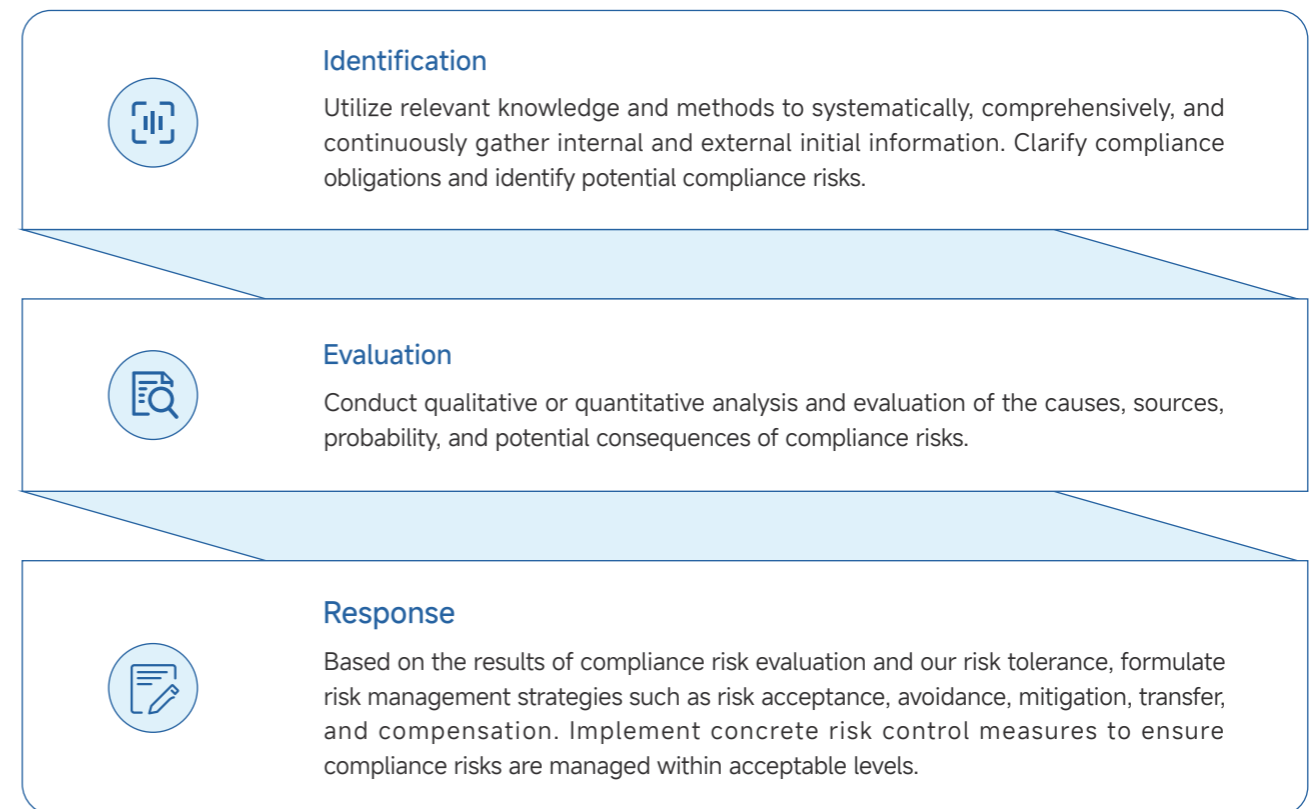


During the reporting period, the Internal Control Team of the Legal and Compliance Department strictly implemented the *2025 Internal Control Review Work Plan*, focusing on the core objectives of "strengthening internal control compliance, enhancing internal control effectiveness, and preventing operational risks." A total of 11 internal control review projects were carried out and completed. The scope of the reviews covered key business functions, including administration, sales, production, logistics, and other areas, involving canteen management, procurement management, asset management, e-commerce sales business processes, logistics return management, e-commerce bidding and tender management processes, among others. During the reporting period, Robam had no material internal control weaknesses. For any internal control deficiencies identified in the reviews, corrective actions have been promoted and implemented.

Strengthening Risk Control

Robam has improved risk management mechanism and established a risk management system with decision-making by the Board of Directors and direct leadership by the President as the core, under which business and functional departments, the Legal and Compliance Department and the Audit Department assume the first, second and third lines of risk management responsibilities respectively, performing their duties at all levels and cooperating in a coordinated manner. Taking compliance risks, which are prominent as pure risks (i.e., risks that usually cause losses and other negative effects once occurred), as the entry point, Robam prioritizes the identification and assessment of compliance risks in various departments, units and businesses, strives to foster a compliance and risk control culture, and firmly establishes "bottom-line thinking" and "red-line thinking". We focus on controlling and giving priority to addressing prominent risks affecting the healthy development and sustainable operation of Robam, so as to ensure the sustained and steady operation of Robam in a complex business environment.

Robam Compliance Risk Management Process



Robam places great emphasis on building a risk-aware culture. By promoting practical risk management tools and methods, we help various business departments and employees enhance their ability to identify and mitigate risks, jointly strengthening our defense line. During the reporting period, the Internal Control Team conducted regular monitoring to ensure standardized operations across departments. In audit practices, risk management tools such as the *Risk Summary Table* and *Risk Level Coordinate Chart* were actively promoted, and professional frameworks like the COSO Internal Control Framework were introduced to assist business departments in developing a systematic "objective-risk-control" mindset. This has driven a shift in risk management from reactive response to proactive prevention, continuously improving our operational management and risk resilience.

3.4 Adherence to Business Ethics

Robam is committed to building a business environment rooted in integrity, fairness, and transparency, fully integrating business ethics requirements into institutional framework and daily operations. We remain highly vigilant against any signs of corruption, bribery, or unfair competition. Once such indications are detected, an investigation is promptly initiated, and the matter is dealt with rigorously in accordance with applicable laws and regulations, resolutely safeguarding a clean and healthy operating environment.

Governance and Strategy

Robam has formulated and strictly implements a *Standard for Development of a Clean and Honest Enterprise, Audit Standard, Norms for Procurement and Supplier Behaviors - Anti-Corruption Pledge, Employee Daily Behavior Code of Conduct*, etc. We require employees working in important positions to sign the *Integrity and Self-discipline Commitment* and urge all employees to observe business ethics.

In order to protect a fair and just environment for suppliers to carry out cooperation with Robam, we have signed *Contract Anti-Corruption Clauses and an Anti-Corruption Pledge* with our suppliers, and have set up clear clauses on anti-bribery and anti-corruption policies in contracts with all suppliers. We have established a supplier admission screening mechanism to select suppliers that meet our standards and requirements.

Robam places great importance on anti-commercial bribery and anti-corruption topics. We have established dedicated oversight mechanisms for anti-commercial bribery and anti-corruption to prevent and promptly detect potential violations, thereby safeguarding our reputation for integrity.

Robam Anti-Bribery and Anti-Corruption Governance Structure



Impact, Risk and Opportunity Management

Robam conducts regular reviews of business ethics risks. Focusing on key business links and external stakeholders such as suppliers and partners, we identify potential risk points including fraud, conflicts of interest, corruption and bribery. Combined with supervision mechanisms, culture development and reporting and complaint mechanisms, we continuously improve our business ethics risk management.

Supervision Mechanism

Robam ensures full coverage of supervision over fraud, corruption, bribery and other violations through audits, achieving "full horizontal and vertical oversight." We carry out routine business ethics audits of suppliers on an annual basis, and conduct business ethics-related audits covering all businesses at least once every three years. Based on audit findings, we continuously improve and optimize our policies, procedures and overall compliance management.

Integrity Culture Development

Every year, Robam carries out business ethics training for the board of directors, party members, cadres and all employees through regular summary by the board of directors, holding "Warning Education Meetings for Party Members and Cadres," case studies and warnings, so as to strengthen the awareness of business ethics, integrity and self-discipline among all staff.

Whistleblowing and Complaints

Robam encourages employees and relevant stakeholders to report suspected violations. We have formulated the *Whistleblower Reward System* and established a special audit and supervision reporting platform, providing anonymous reporting channels including WeChat official account, reporting QR code, reporting email and telephone. These anonymous channels are publicly displayed on the internal office system and business systems for easy access by employees, suppliers and other relevant parties.

Robam Appliances Whistleblowing Channels

- Tel: 0571-86282818
- WeChat ID: ROBAM-InternalAudit
- Email: sjb@robam.com

With regard to the protection of whistleblowers and auditors, Robam implements strict confidentiality measures such as minimizing the number of informed individuals and appointing specific personnel to protect the identities of whistleblowers. We are responsible for the fairness and impartiality of the reporting process and results in accordance with the standardized procedures of auditing standards, and strictly protect the personal privacy of whistleblowers and audit supervisors. In case of retaliation against whistleblowers, Robam will deal with it strictly and transfer the case to judicial authorities if necessary.



Indicators and Targets



Indicator	(Annual) Target	Achievement Status
Number of Anti-Corruption and Anti-Bribery Litigation Cases	0	Achieved: During the reporting period, Robam was not involved in any litigation related to bribery, corruption, fraud, extortion, or money laundering.

Anti-Unfair Competition

Robam strictly complies with the *Anti-Unfair Competition Law of the People's Republic of China* and other relevant laws and regulations to ensure that all business activities are carried out legitimately and in compliance. We resolutely prevent and eliminate unfair competition practices, including the infringement of trade secrets, infringement of intellectual property rights, as well as counterfeiting and misleading acts, thereby actively safeguarding a fair and orderly market competition environment. We commit to upholding the principle of fair competition in our business activities, refrain from engaging in any form of monopoly or unfair competition, and actively encourage and support all organizations and individuals to supervise any relevant violations. During the reporting period, Robam had no incidents of unfair competition, such as trade secret infringement or intellectual property rights infringement.

3.5 Maintaining Information Security

Robam has established a sound information security management system and set up a cross-departmental information security team. The team regularly undertakes the formulation, implementation and effect evaluation of information security management measures, realizes the linkage of security management capabilities among departments, promptly identifies potential risks and hazards, and plans information security construction in advance. In addition, we have appointed information security officers in various departments to be responsible for the implementation and feedback of information security work, continuously improving the secure operation capability of our businesses.

Governance

Robam strictly complies with laws and regulations including the *Cybersecurity Law of the People's Republic of China* and the *Data Security Law of the People's Republic of China*, and has established a management system covering institutional documents such as the *Confidentiality Management System*, *Information Security Early Warning Plan* and *Interim Measures for the Administration of Personal Information Security*. In 2025, Robam newly issued documents including the *Measures for the Administration of Basic Resource Changes of Business Systems* and *IT Construction and Operation Management System*, and completed the revision of the *Measures for the Administration of IT System Projects*, further standardizing information security management processes.

During the reporting period, Robam promoted a 10% improvement in information security management maturity through a series of rectification measures. By the end of the reporting period, Robam had passed the annual recertification of the ISO 27001 Information Security Management System certification and obtained the Data Management Capability Maturity Model (DCMM) Robust Level (Level 3) certification.



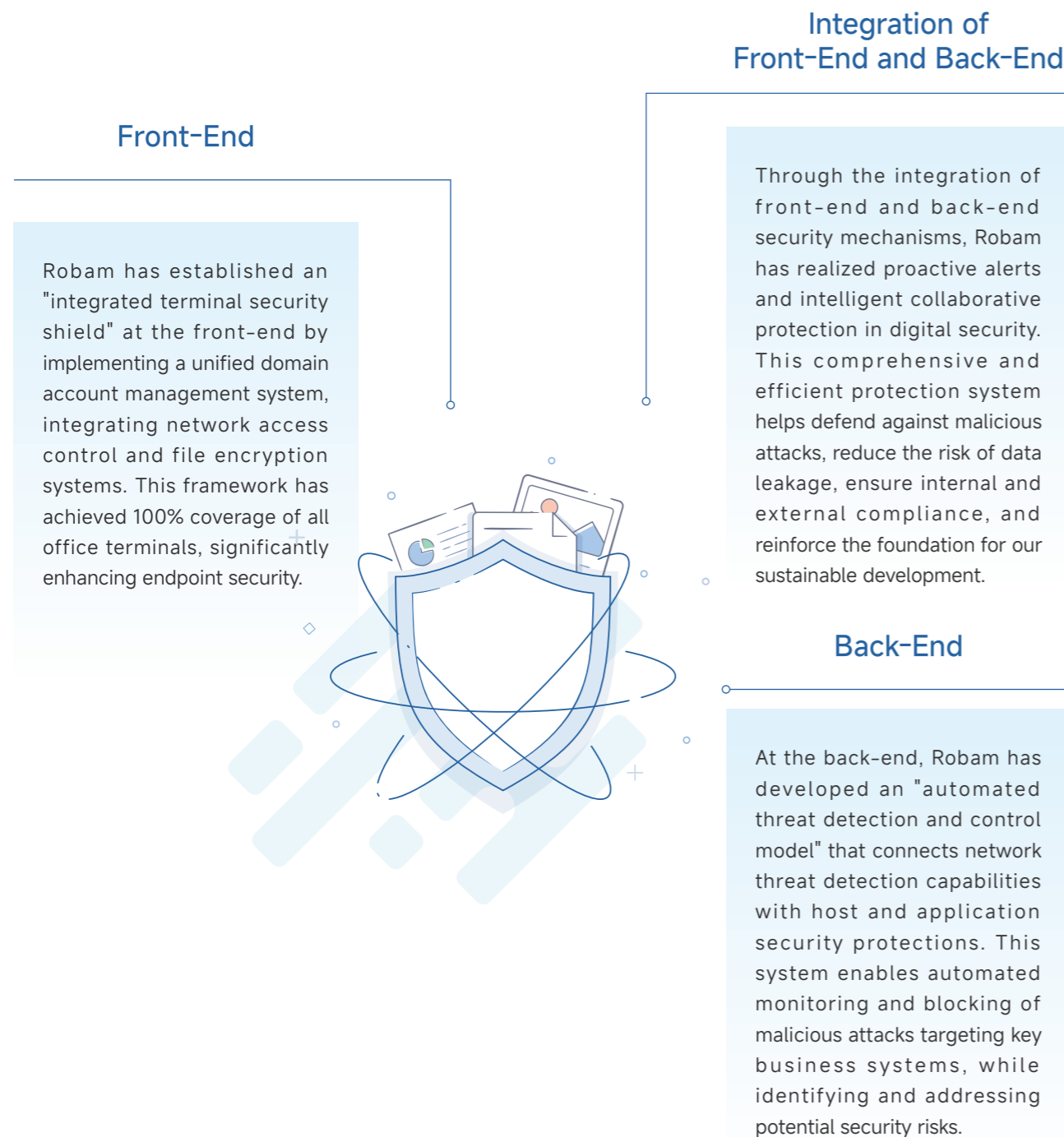
ISO 27001 Information Security Management System Certification Certificate



Data Management Capability Maturity (DCMM) Level Certificate

Strategy

Focusing on digital security, we carry out comprehensive security construction from four dimensions: endpoints, applications, networks, and cloud platforms, so as to enhance our overall security protection capability, ensure the stable operation of our core business systems and the security of sensitive information.



Robam Information Security and Privacy Protection Strategy

Impact, Risk and Opportunity Management

Annually, Robam conducts systematic risk assessments in accordance with the *Information Security Risk Assessment Management System*. By identifying critical information assets, analyzing threats and vulnerabilities, evaluating risk levels, and formulating disposal plans and corrective measures for unacceptable risks, we continuously improve our information security risk management.



Information Security Assurance Measures

Robam has established security management standards for the full lifecycle of IT projects, set up an emergency response mechanism for data breach risks, and taken a series of action measures to safeguard information security, thereby comprehensively controlling information security risks. During the reporting period, Robam conducted internal and external audits, including one internal audit and one external audit. The audit results contained no disallowed findings, and five recommended corrective items were identified. In response to these recommendations, we have implemented multiple corrective measures.



Safety Awareness Cultivation

Robam attaches great importance to the cultivation of information security awareness among all employees and continuously promotes information security promotion work. Through diversified training and publicity methods, we improve employees' information security literacy, guide employees to standardize secure office work in an encrypted environment, and enhance their ability to identify and prevent information security risks.

During the reporting period, Robam released 5 information security tips covering key areas such as telecom fraud prevention, risks of new technology applications, and file decryption security, with a total reading volume of more than 1,600 person-times. We carried out 1 universal information security training session, covering more than 150 employees, focusing on basic content such as commercial secret protection, computer use safety specifications, and office environment safety. For core positions such as operation and maintenance and development, we conducted 2 specialized information security training sessions, covering more than 60 employees, focusing on professional fields such as system security configuration and secure code development to improve the practical information security skills of employees in core positions. Through multi-channel and multi-level promotion and training, we have comprehensively improved the information security awareness and professional skills of all employees, and built a solid information security line of defense.

Emergency Incident Management

Robam has established and improved an emergency response mechanism based on the principles of "prevention first, rapid response, and coordinated handling." In strict compliance with internal and external requirements such as the *National Cybersecurity Incident Emergency Response Plan and the Emergency Response Management System*, Robam Appliances systematically advances all aspects of emergency management. A leading group for information security emergency response, directly headed by senior management, has been established, supported by specialized working teams, with clearly defined responsibilities for each role throughout the entire emergency management process, ensuring clear authority, well-defined division of labor, and efficient coordination.

Through regularly conducted, realistic comprehensive emergency drills, Robam continuously tests the feasibility and effectiveness of emergency plans, optimizes inter-process coordination, strengthens cross-departmental response capabilities, and enhances the risk awareness and hands-on emergency skills of key personnel, ensuring that in the event of an actual information security incident, a swift and efficient response can be mounted to minimize potential losses. During the reporting period, we organized one data security emergency drill, further improving our ability to manage and respond to network and information security incidents.

Case Study: Robam Multi-Scenario Comprehensive Data Security Emergency Drill

To address emerging data security threats, Robam organized a comprehensive emergency drill on December 4, 2025, covering three major scenarios: ransomware attacks, data being sold on the dark web, and third-party leakage of R&D data. Directed by our Information Security Emergency Response Leadership Group, the drill involved 19 core personnel and fully validated the entire process—from monitoring and detection, analysis and assessment, emergency activation, technical response, to recovery and summary—through online simulation.

This drill not only effectively improved cross-departmental coordination efficiency and information transmission speed, but also exposed and optimized three process handover points. We further identified deficiencies in the original emergency plan regarding external data traceability and cleanup, providing precise directions for continuous improvement of the emergency response system.

- monitoring and detection
- analysis and assessment
- emergency activation
- technical response

Privacy Protection

Robam places great emphasis on customer privacy protection. In accordance with the Interim Measures for the Management of Personal Information Security, we have clearly defined the collaborative responsibilities and processes of various departments, achieving standardized management of the entire lifecycle of personal information. All business scenarios strictly adhere to the principles of legality, legitimacy, and necessity, as well as the requirement for explicit authorization. For the official mall registration, users' explicit consent to the privacy policy and user agreement is obtained through an independent check box. As of the end of the reporting period, our official mall had 8,981 registered users, while all other online sales scenarios comply with the respective platform privacy policies. Robam encrypts the storage and transmission of sensitive personal information, establishes access control mechanisms based on the "minimum necessary" principle, and conducts annual personal information security impact assessments and effectiveness audits of protective measures. These practices effectively regulate data processing activities, reduce the risk of information leakage, and safeguard customers' information security and legitimate rights and interests.

Indicators and Targets

During the reporting period, Robam did not receive any penalties from administrative authorities for violations of laws and regulations related to information security and privacy protection, nor did any other relevant lawsuits or controversial incidents occur.

Indicators	(Annual) Target	Achievement Status
Compliance Rate of Information Management Systems	100%	Achieved
Number of information leakage incidents	0	Achieved



数字厨电11

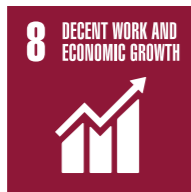
Robam kitchen intelligent

04

Fine Craft, Smart Kitchen

Robam takes innovation as the core, quality as the foundation, service as the guarantee, supply chain as the support and digital intelligence as the driving force to continuously improve the quality of products and services. Robam makes efforts in multiple dimensions including basic research, cultivation of new product categories, product form innovation and tackling key core technologies, comprehensively drives corporate innovation and transformation, continuously consolidates core technological barriers, promotes the high-quality and sustainable development of the kitchen appliance industry, and helps fulfill the corporate mission of "creating all the beautiful visions for kitchen life".

Contribution to SDGs



4.1 Innovation-Driven Development

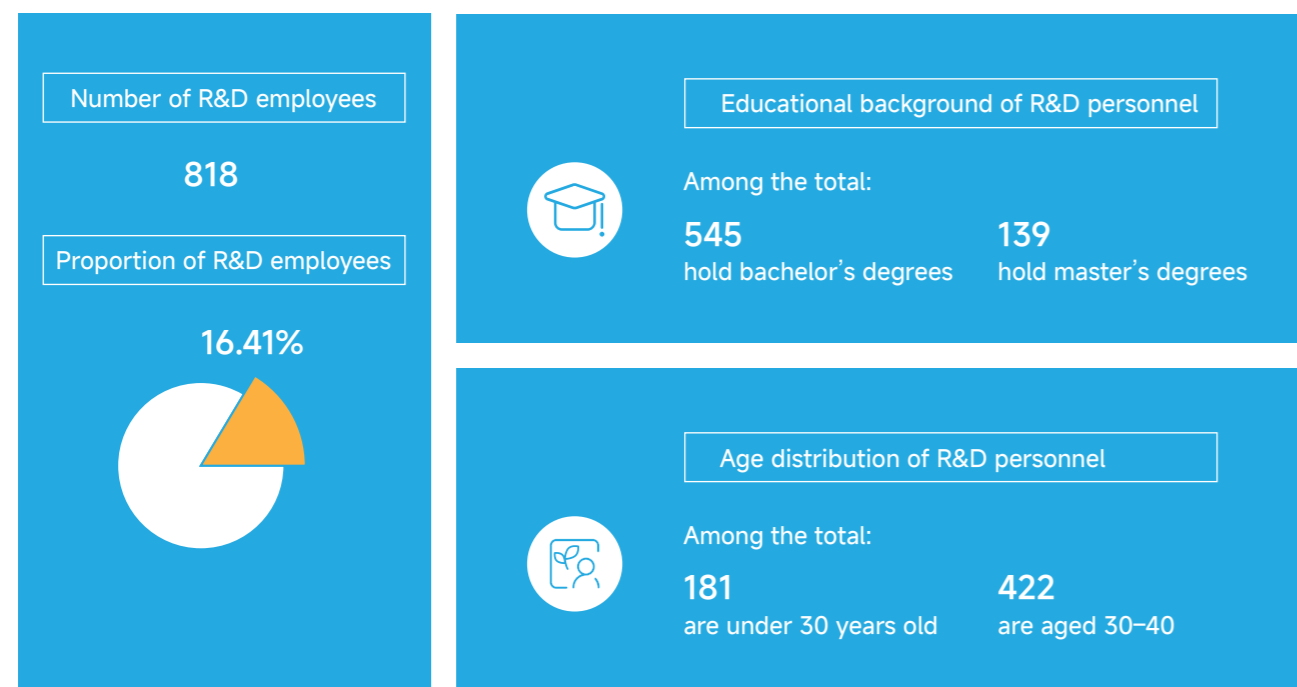
Robam has always regarded innovation as a core strategic pillar, deeply integrating it into the entire process of corporate operations. With "Technology + Humanity" as our core for development, we have built a systematic and multi-level innovation governance system. By improving our organizational structure, strengthening institutional safeguards and increasing resource input, we continuously stimulate innovation vitality and build a full-chain innovation capability ranging from basic research to technology transformation, and from product innovation to ecosystem co-construction, injecting strong impetus into the sustainable development of the enterprise.

Governance

Robam has established a sound governance structure for R&D and innovation. Under the overall coordination of the Business Management Committee, the Research Institute works closely with multiple departments to jointly promote the decision-making and implementation of various innovation projects. We drive our innovation and transformation in multiple dimensions, including basic research, new product categories, new product forms, application of new materials, and technological breakthroughs.

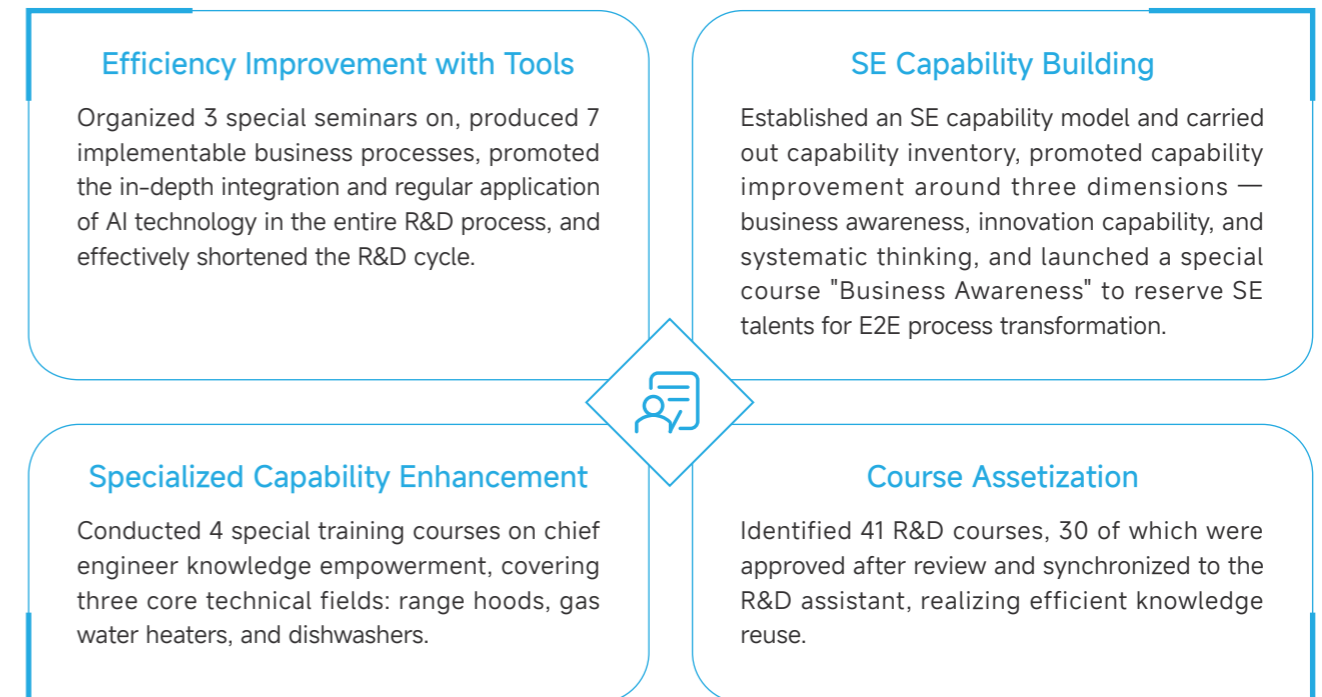
R&D Team Development

In terms of talent development, Robam is committed to cultivating internal talents and actively introducing high-end talents in the industry, building a dynamic R&D team to achieve the continuous evolution of the organizational system. Keeping pace with the development trend of technology, we promote the digital transformation of R&D. We foresightedly established the Digital Kitchen Appliance Research Institute before 2023, formed the algorithm team of Chengdu Research Institute in 2024, and founded the Hangzhou Research Institute in 2025, exploring innovative models for remote team management and cross-institute collaboration.



R&D Personnel Training

In 2025, focusing on three core directions — improving R&D efficiency, building an innovation atmosphere, and constructing a capability system — we launched a number of key training initiatives, achieving quality improvement and efficiency enhancement in R&D value.



R&D Incentives

Robam has established a comprehensive and multi-level R&D incentive and development guarantee system to fully stimulate the innovative vitality of R&D personnel. In 2025, Robam launched incentives for technological intellectual property rights, technical know-how, key project technical breakthroughs, and special incentives for the range hood integrated project. The total budget for relevant incentives was 5.88 million RMB, of which 5.4496 million RMB had been actually disbursed.

Industry-University-Research Cooperation

Robam deepens collaborative innovation through industry-university-research partnerships. By cooperating with leading domestic and foreign universities including Polytechnic University of Milan, Chongqing University, Jiangnan University and China Jiliang University, Robam has built in-depth cooperation platforms and established joint R&D teams, focusing on joint research in core technical fields such as intelligent product design, intelligent lampblack recognition and improvement of combustion efficiency for cooktops.

Relying on the cutting-edge scientific research advantages of universities and Robam's mature engineering transformation and industrialization capabilities, we have achieved efficient connection between technical R&D and market application, promoted the successful industrialization of a number of core technological achievements, and injected continuous technical impetus into the sustained innovation and upgrading of our products.

Intellectual Property Management

Robam strictly complies with the *Patent Law of the People's Republic of China*, the *Trademark Law of the People's Republic of China* and other relevant laws and regulations. We have formulated standardized institutional documents including the *Intellectual Property Management System*, *Patent Application System*, *Trademark Management System*, and the *Intellectual Property Maintenance Management Standards*, establishing a full-process institutional guarantee system to ensure the standardized and orderly development of our innovation activities. We continuously improve our intellectual property management system. While consolidating our existing advantages in trademark management, we optimize the functions of the digital management system, promoting intellectual property management toward standardization, systematization and high efficiency.

In terms of trademark management, Robam maintains and further implements the *Trademark Management System* to ensure standardized and consistent management throughout the whole process of trademark application, maintenance and rights protection. In 2025, to precisely meet the needs of copyright management, Robam officially introduced the *Copyright Management System*. We integrate practical practices previously scattered across various departments, such as copyright registration, information software management and software copyright registration, into a unified company-level standard system. The system clarifies the division of responsibilities, operating procedures and control requirements for the full life cycle management of copyrights, realizing the standardized and centralized operation of copyright management.

During the reporting period, Robam completed the optimization and upgrade of the trademark management system by adding a prompt function for repeated official document uploads, achieving full and in-depth application of the system. All trademark business throughout the year was managed in a closed-loop manner through the system. The system covers core links including synchronous official updates of trademark archive data, case summary and statistics, internal demand submission and processing, external collaborative document transmission, and official document reception and archiving, realizing full-process automated and streamlined operation. All operations are traceable and recorded, with efficient and convenient retrieval and verification.



Strategy

We at Robam always upheld our mission of "creating all the beautiful visions for kitchen life", embedding the double-helix gene of "Technology + Humanity" into the blood of our development. We are not only a leader in kitchen appliance manufacturing, but also a promoter of the modernization of Chinese cooking civilization.

• Breaking Down Cooking Barriers with a Digital-Intelligent Foundation

Guided by the "Digital Cooking" strategy, we transform complex cooking experience into quantifiable algorithmic language. Through in-depth R&D of the "Shen", we turn the ambiguous "art" of Chinese cooking into precise "science", truly enabling creation through technology, so that everyone can enjoy the sense of accomplishment from cooking with the support of digital technology.

• Nourishing Technology with Cultural Heritage

Technology should not be cold substitution, but an extension of culture. We actively promote the "National Cooking Day", integrate TCM health-preserving and dietary therapy knowledge into product design, enabling traditional wisdom to revitalize in modern kitchens.

• Practicing Craftsmanship through Employee Participation

The integration of technology and humanity is reflected not only in products but also in the organization. We encourage all employees to obtain chef qualifications. From algorithm engineers to administrative staff, everyone practices cooking culture. Such a corporate culture of "unity of knowledge and action" ensures that our technological innovation always retains the warmth of life and reverence for food.

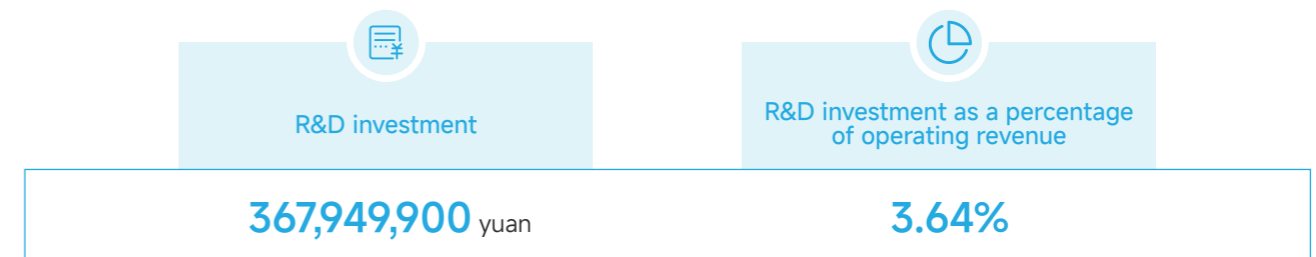
List of Technology Awards



Indicators and Targets

Focusing on the dual-core drive of "Technology + Humanity", we continuously deepen the integration of global innovation resources, the construction of a diversified digital ecosystem and the leadership in core technological achievements, and consolidate our innovation competitiveness through IPD 3.0 process reform and the upgrading of green intelligent manufacturing.

During the reporting period, we fully achieved our R&D and innovation objectives. Our R&D investment amounted to 367,949,900 yuan, accounting for 3.64% of our operating revenue.



Tech Ethics

Robam strictly complies with relevant policies and integrates tech ethics deeply into the whole process of R&D and product application. During the reporting period, we had no acts in violation of tech ethics.

As the industry's first technology system developed by Robam, the "Shen" takes tech ethics as a core consideration and has extended coverage from traditional "laboratory norms" to digital ethics:

Algorithm Fairness and Impartiality of "Shen"

When recommending recipes or identifying ingredients, "Shen" generates no discrimination or bias. It applies consistent algorithmic strategies to all users, ensuring no biased or discriminatory tendencies toward any specific user groups.

Sensitive information such as users' personal data, cooking habits and kitchen monitoring data is anonymized and used in compliance with regulations during R&D and online services, guaranteeing absolute security of user information.

Data Privacy Protection

Technical Safety and Reliability

In user services provided by "Shen", physical safety is prioritized for intelligent cooking instructions (e.g., automatic heat control) to prevent safety accidents caused by technical vulnerabilities.

In advancing the "digital kitchen appliances" strategy and "Shen", Robam balances technological evolution and humanistic care, provides emotional care for users, and takes user needs and experience as the primary principle.

Optimize the user experience

Total Quality Management

Governance

To meet the demand for full-process quality control, Robam has continuously improved a series of standardized institutional documents, including the Testing Management System, Non-Conforming Product Management Standards, Customer Complaint Information Management System, and Market Quality Early Warning and Graded Response Operating Procedures. These documents cover R&D design, supply chain management, production manufacturing, market service and other links, clarifying the quality responsibilities, control requirements and operating procedures of each department. As of the end of the reporting period, we have obtained ISO 9001 Quality Management System Certification and the "Zhejiang Made" Certification (covering both product testing and management systems).

Robam has established a sound quality management system, coordinated by the Business Management Committee, with a cross-departmental quality management structure. This structure integrates resources and processes from R&D, production and other links, and continuously improves the effectiveness of quality management through comprehensive collaboration.

Robam – Division of Responsibilities in Quality Management



Strategy

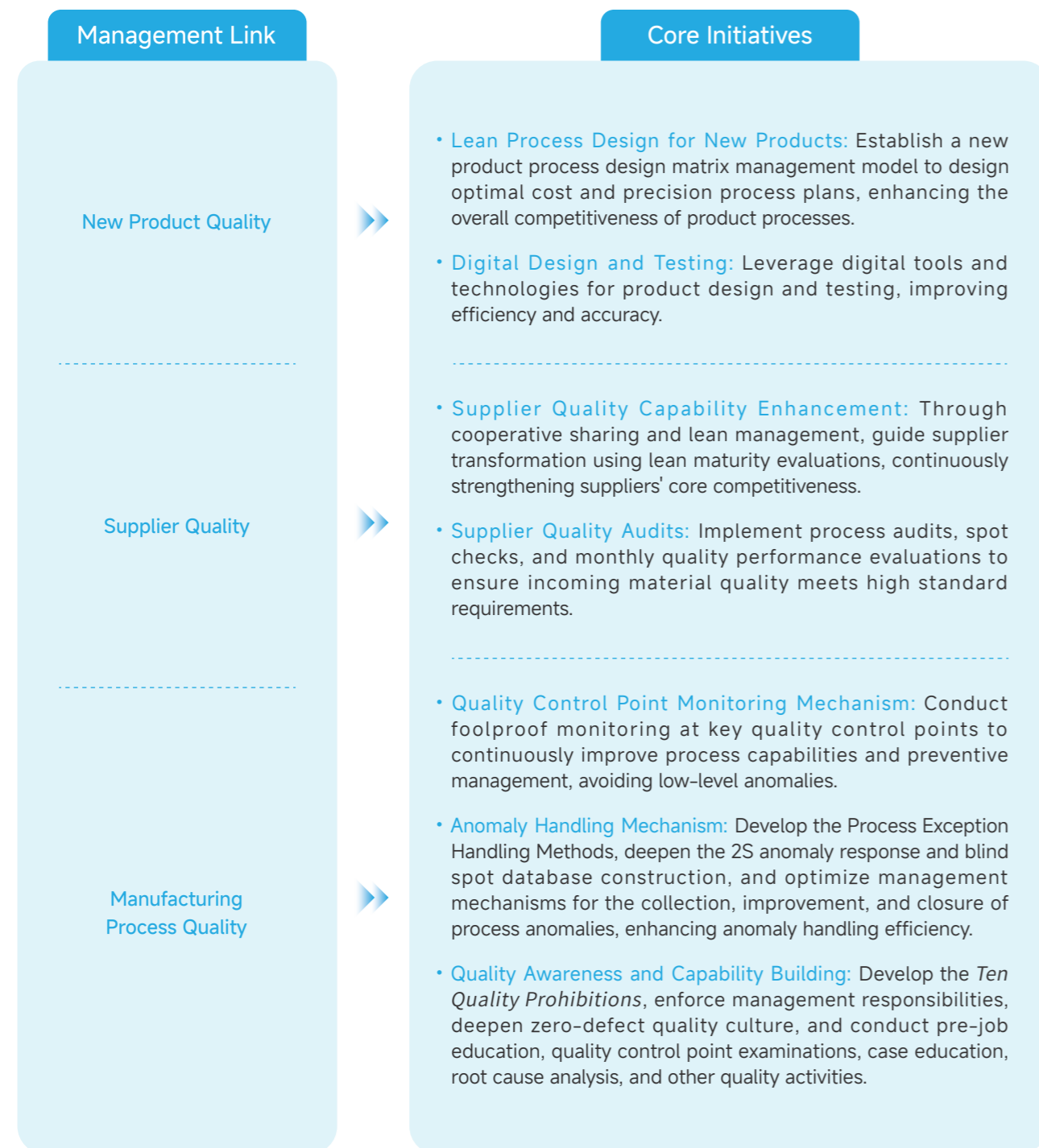
With user experience as the core orientation for quality improvement, Robam fully promotes the iteration and upgrading of the quality management system, builds a new pattern of full-link quality management, and continuously consolidates and enhances the overall core competitiveness of the enterprise.



Impact, Risk and Opportunity Management

We integrate internal and external full-value-chain resources to establish a full-process closed-loop quality control system covering product design, production and supply chain management, as well as user procurement, installation, usage and after-sales services.

End-to-End Product Quality Management



Laboratory Testing Quality Management

Robam's laboratory focuses on core products such as kitchen appliances and gas stoves, carrying out comprehensive tests on safety performance, service performance and reliability, as well as special inspections covering key components and materials. All testing activities are conducted in strict compliance with the international standard ISO/IEC 17025:2017, CNAS-CL01:2018 and its application notes for the electrical sector (CNAS-CL01-A003:2018). In accordance with relevant regulations of the China National Accreditation Service for Conformity Assessment (CNAS), the laboratory has established the *Quality Management Handbook* and a supporting system of procedural documents to ensure accurate test data, reliable results and compliant services.



During the reporting period, Robam continuously strengthened comprehensive experimental research capacity, improved the experimental project management mechanism, formulated a dedicated personnel competency development program, and comprehensively enhanced the professional skills of laboratory staff and their application of tools and methodologies. As of the end of the reporting period, Robam's laboratory has been assessed as

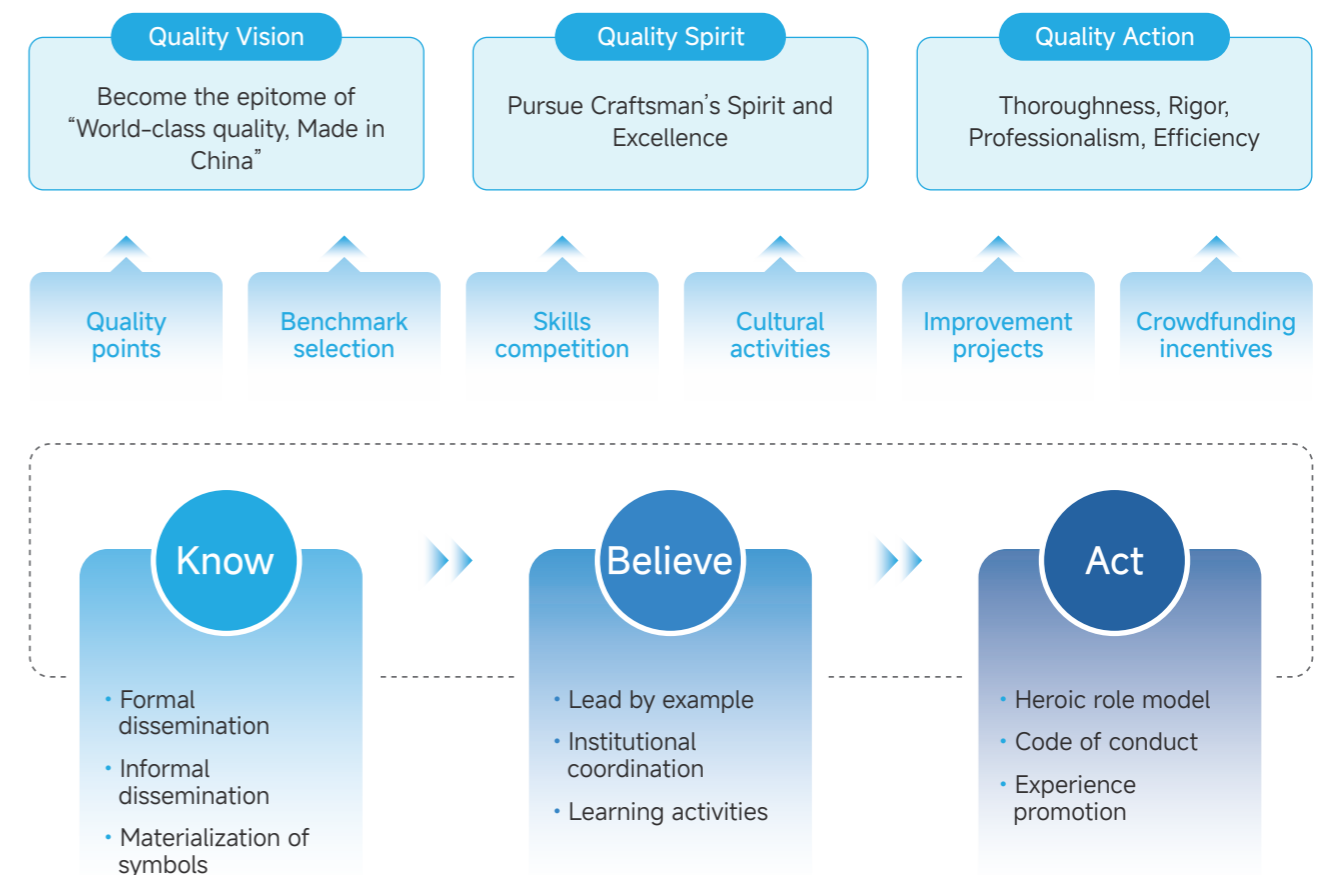
- a national CNAS accredited laboratory
- a laboratory registered with the China Energy Efficiency Labeling Management Center
- a leading laboratory in the electronic and electrical industry recognized by the China Inspection

Testing Society It became the first "Seven-Star" leading laboratory in the field of range hood to receive recognition and was appointed as a physical standard collaboration laboratory by the China Inspection and Testing Society.

Quality Culture Construction

We vigorously promote the development of a quality culture, establishing a Quality Culture Promotion Committee and creating our characteristic "243 Quality Culture System" based on our spirit of entrepreneurship: Double "zero" pursuit: zero defects, zero complaints; Four "common" means: consensus, co-creation, co-responsibility, and sharing; Three-step implementation: know, believe, act. At the same time, we have compiled the *Robam Appliances Quality Culture Manual* and carried out full learning and practicing. By carrying out rich quality activities, we have formed a good quality atmosphere, created value for the related parties, and improved the economic and social benefits of the enterprise.

In accordance with the requirements of the national standard GB/T 32230-2015 *Guidelines for Enterprise Quality Culture Construction*, we have deployed quality culture advocacy work and established a trilogy of quality culture dissemination: "know, believe, act".



Indicators and Targets

Centering on the dual-zero pursuit of "zero defects and zero complaints", Robam focuses on key links including market quality, new product quality, supplier quality, manufacturing process quality and service & installation quality, and comprehensively promotes the upgrading of quality management. During the reporting period, our quality indicators have been improved compared with the previous year.

4.3 User Service

Robam adheres to the service concept of "delivering instant, warm, professional, meticulous and transparent services," and is committed to building a comprehensive user service management system. Through standardized processes, digital empowerment and user-centric experiences, we continuously enhance service quality and user satisfaction, strengthening the bond of trust between the brand and our users.

Governance and Strategy

Robam continuously revises and improves the *Service Management Regulations*, implementing standardized management across the entire customer service process. The regulations cover 15 items, including service outlets, service image, return management, service crisis and incident handling, engineering services, kitchen renovation, service training, complaint handling, service document management, service marketing product and sales management, and existing user operations management, thereby establishing a comprehensive and standardized customer service management system.

Robam User Service Division of Responsibilities

Service Experience Department

Formulates and optimizes objectives, systems and standards related to user service experience, and builds a closed-loop full-link user service system. Centered on the service commitment of "Service as Promised, One Time is Enough", it continuously improves the service Net Promoter Score (NPS).

Service Value-Added Department

Establishes a team dedicated to the operation and management of existing users, leverages our integrated sales and service mechanism, explores models of driving repurchases through existing user services, and develops a benchmark model for existing user value conversion.

In 2025, the Service Headquarters fully implemented the integration of brand-wide services, upheld the service commitment of "Service as Promised, One Time is Enough", and created a differentiated service experience tailored to high-end users of digital kitchen appliances, so as to continuously improve the service Net Promoter Score (NPS). We promoted full-lifecycle and all-touchpoint butler-style services for existing users, developed and promoted kitchen ecosystem products, achieved long-term in-depth connections with users, and continuously unlocked user value.

Robam User Service Strategy

Service as Promised, One Time is Enough



Through the integration of services across all brands, Robam Appliances is committed to fulfilling the service promise of "Service as Promised, One Time is Enough", creating a differentiated service experience for high-end users of digital kitchen appliances.

Value-Added Services, Creating Value



Robam advances lifecycle management and concierge-style services for existing users across all touchpoints, focusing on the development and promotion of kitchen ecosystem products to establish long-term connections with users and continuously enhance their lifetime value.

During the reporting period, we implemented various initiatives in line with our user service strategy, focusing on the simultaneous improvement of service quality and user experience and achieving a series of remarkable results. With "Service as Promised, One Time is Enough" as the core, we launched a service improvement campaign to fully upgrade user service experience and consolidate our user reputation. Throughout the year, the 48-hour dispatch fulfillment rate of the main service stations reached **76.88%**, and the service very satisfaction rate stood at **98.7%**.

In 2025, to continuously improve the user service experience, we focus on carrying out the following initiatives:

Initiative for Differentiated and Characteristic Services of Digital Kitchen Appliances



Robam implements hierarchical management of VIP users, providing high-end users with the service experience of "priority access, answering by top agents, and home visits by senior technicians". The service satisfaction rate of high-end users of digital kitchen appliances has increased to **99%** with zero complaints. It has strengthened the expansion and resource integration of service stores, optimized service processes, created differentiated service rights and interests for digital kitchen appliances, and built **10** pilot butler-style service stores. Relying on "Excellent Technicians, Excellent Services" to promote user word-of-mouth communication, Robam has laid out grass-planting content on various content platforms, releasing **5,809** grass-planting pictures and articles about digital kitchen appliances throughout the year.

Initiative for Skill Certification of Frontline Installation and Maintenance Personnel



Robam upgraded the kitchen renovation base into a digital kitchen appliance practical training base, developed new skill certification courses, completed the connection of technician information between the EHR and CRM systems, realized systematic certification labels and hierarchical management, and carried out hierarchical certification for service personnel. A total of **2,083** personnel have obtained primary certification and **150** have obtained intermediate certification, covering **72** marketing centers. The first-time problem resolution rate in 2025 reached **97.89%**.

Initiative for Improving Service Accessory Management



Robam has launched two models: the safety stock model and the production discontinuation reserve model. We have updated and established three standardized processes: the part number change process, the supplier phase-out process, and the service order shortage process. Meanwhile, we have built a data dashboard and improved the meeting collaboration mechanism, forming the "231 Mechanism for Service Parts Efficiency Improvement". By the end of 2025, the monthly service parts shortage rate reached **4.24%**.

Initiative for Improving Peripheral Services



Robam implements hierarchical and regional management, expands peripheral service outlets, completes elite certification for main station managers, and improves the efficiency of rapid service and on-time execution in the region. Throughout the year, the coverage rate of county-level service outlets reached **78%** and the outlet optimization rate was **3%**.

Initiative for Improving Service Efficiency



To accurately improve service efficiency, the Service Headquarters actively empowers frontline service personnel and comprehensively upgrade the user experience. The Service Headquarters has built exclusive agent assistants and technician assistants to help frontline personnel accurately retrieve core information such as product dimensions, parameters, materials, and fault codes, and efficiently handle standardized business issues such as installation, maintenance, complaints, and fault diagnosis, providing strong support for improving the quality and efficiency of frontline service work. At present, assistants have been fully implemented and popularized nationwide, covering all frontline service personnel at the headquarters and branches. They have not only significantly improved the service response speed, but also consolidated the enterprise's service capabilities in multiple dimensions, promoting the upgrading of the overall service quality.



Impact, Risk and Opportunity Management

Robam attaches great importance to customer service management and has established an end-to-end professional service system covering pre-sales, in-sales, and after-sales stages. Through efficient and constructive stakeholder engagement with users, we deliver a differentiated premium service experience, effectively mitigating risks such as customer churn and brand reputation damage arising from service deficiencies or poor user experience. By leveraging our service advantages, we seize opportunities in market competition and brand value enhancement.

With headquarters as the core, Robam has built a tiered and graded customer service management model that extends to national marketing centers and service terminals. Dedicated technical support engineers are assigned by product category, and technical supervisors are established in each marketing center to provide comprehensive technical support across all after-sales processes. Meanwhile, the national lighthouse consultant management system empowers frontline technicians holistically, ensuring balanced and stable service quality nationwide.

In 2025, we continued to deepen our professional service system. Through initiatives such as upgrading the "Instant Premium Service", developing the "Five-Advantage Worry-Free" kitchen renovation solution, and leveraging the synergies of integrated sales and service, we comprehensively improved service efficiency and standardization levels.

In addition, we continuously refined our marketing center service outlet management system, establishing end-to-end processes for the introduction, operation, training, assessment, and exit of service outlets at marketing centers. This standardized governance approach mitigates brand risks caused by non-compliant service practices at marketing center outlets, thereby effectively safeguarding the user experience. Through in-depth visits to marketing centers at all levels, we ensure deep implementation of service excellence, while regularly conducting employee training to continuously enhance team professionalism and service capabilities.

Case Study: Robam Further Upgrades "Instant Premium Service"

We have continuously iterated our after-sales service system and launched an upgraded version of the "Instant Premium Service", covering full-cycle service scenarios for both new and existing users. An exclusive pre-service appointment channel is opened for dishwasher users, where professional engineers conduct on-site surveys of installation environments and provide professional guidance. Free on-site installation services are provided after product delivery. Upon completion of installation, engineers explain product operation methods and daily precautions on site, realizing a full-process closed-loop service.

With service upgrades centered on user needs, Robam has expanded after-sales service from single fault maintenance to full-lifecycle kitchen experience management, achieving dual improvements in service efficiency and user experience. Proactive pre-service and professional maintenance guidance effectively improve users' quality of life while solving practical problems. Standardized service commitments and technology-driven service innovations further consolidate the high-end brand image, which not only optimizes operating costs but also opens up new growth space for service layout in county-level markets.



Case Study: Robam's "Five Premium Worry-Free Kitchen Renovation Service"

Robam focuses on the core needs of consumers for kitchen renewal and has created the "Five Premium Worry-Free Kitchen Renovation Service", launching five standardized worry-free services: worry-free consultation with 24/7 online answers, worry-free skills with professionally certified staff, worry-free design with standardized process planning, worry-free construction with a minimum completion time of 2 hours, and worry-free acceptance with full on-site guarantee. The service covers all types of needs such as replacing cupboards/disinfectors with dishwashers, adding dishwashers, and renovating whole-house kitchen appliance sets, adapting to various family kitchen layouts.

Supported by eight standardized service processes (telephone appointment, tool preparation, appearance grooming, entry standards, on-site design, on-site construction, on-site cleaning, and on-site acceptance), we can professionally undertake countertop, cabinet, water and electricity, ceiling, wall and various special renovations. Engineers customize the optimal installation plan based on the family decoration style and kitchen layout. Relying on the "Kitchen Renewal" plan and the cooking technology system "Shen", we provide personalized renovation plans for users, greatly reducing the use threshold and effectively improving user loyalty and brand reputation.

Case Study: Robam's Senior User Enjoyment Program

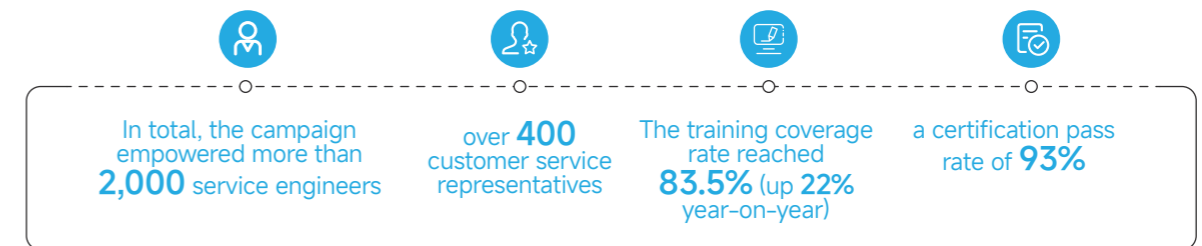
We leverage the advantages of our integrated sales and service mechanism, and collaborates with pre-sales and after-sales teams to launch exclusive services for existing users. It has rolled out the "Free Inspection - Public Welfare Tour for Range Hood & Gas Stove Safety" campaign, providing on-site free safety inspection and maintenance services. Meanwhile, we offer special trade-in benefits for existing users, covering core product categories such as range hoods and gas stoves, together with one-stop convenient services including "old unit removal + new unit installation".

During the year, Robam proactively reached and served 380,000 existing users. While strengthening user care and upgrading service experience, we effectively converted existing user resources into incremental performance, and built a full-cycle user service and value mining system.

Case Study: Robam Launches Special Empowerment Campaign "Spring Service Skills Training"

To uphold the service commitment of "Service as Promised, One Time is Enough" and ensure the efficient response and one-stop problem-solving capability of the national service network, Robam organized the special empowerment campaign "Spring Service Skills Training", covering all main stations and peripheral service teams across the country.

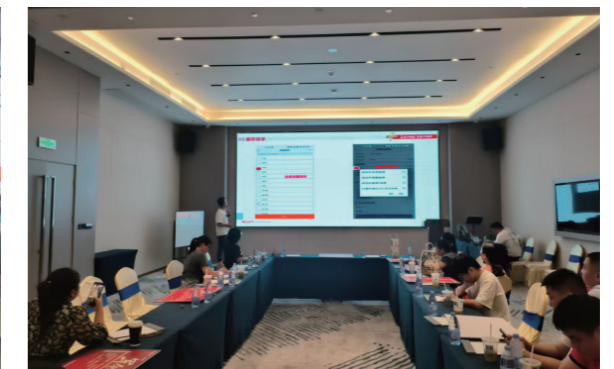
Centered on the curriculum framework of "Four Lectures and One Evaluation", the campaign focused on "Four Knowledge Empowerment Modules and One-Level Certification Initiative". It provided systematic skills training and unified certification assessments for service engineers and customer service representatives, with emphasis on strengthening service engineers' capabilities in the installation of water-related products and complex fault maintenance, as well as frontline agents' ability to resolve topics in a single call.



Through the intensive skills training, all participants attained the required professional standards in problem-solving, comprehensively elevating the expertise and response efficiency of the frontline service team.

Case Study: Robam's Service Regions Deepen Service Implementation

In 2025, focusing on the service commitment of "Service as Promised, One Time is Enough", Robam's service regions have carried out in-depth service implementation work. The service teams conducted 182 visits to marketing centers, 60 visits to secondary marketing centers, held 176 middle and senior management meetings, organized 102 forums and discussions for technicians and customer service representatives, carried out 86 on-site safety inspections, paid 43 visits to general managers, completed 51 competitive product surveys, 83 store visits and 84 network visits. Through these efforts, Robam has comprehensively promoted service upgrading, continuously expanded the brand service reputation, effectively implemented the service commitment, and further enhanced the professional level and service efficiency of the frontline service team, laying a solid foundation for the high-quality development of the service system.



Responsible Marketing

Robam has formulated a number of norms including the *Standards for the Position of Service Marketing Manager in Marketing Centers*, *Management System for Service Marketing Processes in Marketing Centers*, *Management System for Service Marketing Products in Marketing Centers*, *Management System for Service Marketing Training in Marketing Centers*, and *Management System for Service Marketing Sales Orders in Marketing Centers*, improving the marketing management system. For promotional content such as new product detail pages and new product launch advertisements, we implement joint compliance review by multiple departments including the submitting department, patent and technical support department, product line, laboratory, and legal department, eliminating infringing and advertising law-violating content from the source and ensuring the legality and compliance of marketing and promotion activities.

During the reporting period, Robam did not receive any penalties from administrative regulatory authorities for violations of relevant laws and regulations due to product promotion, information disclosure, label marking and other activities. All service and marketing products comply with national standards, are accompanied by complete and professional test reports, and the product functions and core selling points are truthfully stated, without false advertising, misleading consumption or other behaviors, effectively ensuring the authenticity and legality of product information.

Meanwhile, Robam focuses on users and frontline service teams, regularly carries out professional training and empowerment, and accurately conveys key information such as product performance, usage efficiency, safety risks, operation specifications and maintenance. Throughout 2025, a total of 51 training sessions were carried out, with a training coverage rate of 80.4%.

Robam Professional Training Empowerment



New Product Specialized Empowerment

Aligning with the launch rhythm of new products, we aim to "popularize quickly and implement fully". For new products such as the double-blade metal valve, adjustable foot 2.0 and 6-piece kitchen cleaning set, we have organized 6 online training sessions and 12 offline training sessions. This ensures 100% coverage of new product knowledge, helping the frontline team quickly grasp the core value of the products and promotion words, providing strong support for sales growth.



Lighthouse Team Empowerment

We continue to promote the expansion and upgrading of the lighthouse lecturer team. In the first half of the year, 13 outstanding lighthouse lecturers (including Level 2) were replaced and updated. Relying on the lighthouse resources, we carried out cross-regional empowerment for key categories such as stainless steel air ducts and electric metal check valves. Throughout the year, a total of 24 lecturer deployments were arranged, covering 66 marketing centers. The regions such as Tianjin, Wuhu, Chongqing, Xiangyang and Shenyang achieved significant sales growth after empowerment, which fully verified the driving value of the lighthouse system for the business.



Benchmark Case Replication

Focusing on core categories such as new products and pipe valves, we extracted 18 excellent practical cases. Through content refinement, platform promotion and experience reuse, we strengthened the product sales and service capabilities of frontline technicians, and drove the overall improvement of service and marketing levels with benchmark demonstration.

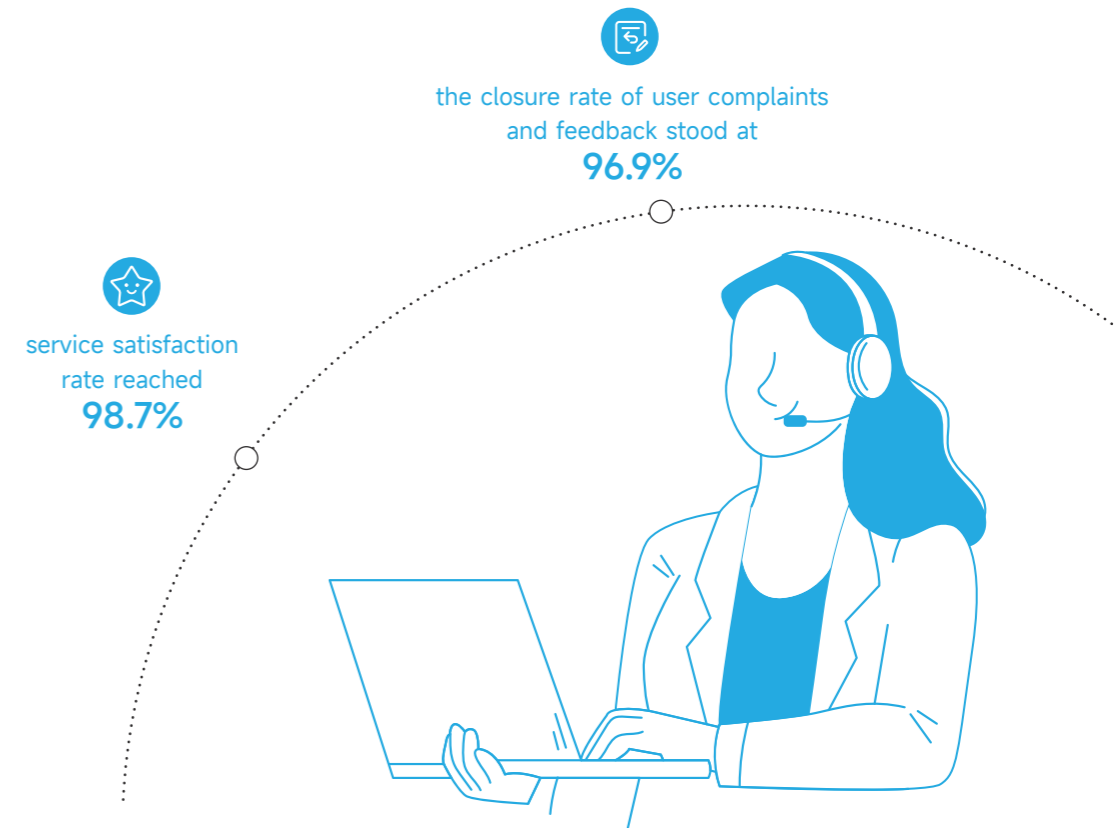
Customer Complaint Management

Robam has established a standardized user complaint management system. Through systems such as the *Management System for Handling Service Crises and Accidents in Marketing Centers* and the *Management System for Handling Complaints of Robam Appliances in Marketing Centers*, Robam clarifies the full-process handling standards for service complaints and service crises.

In 2025, to improve the efficiency of service response and user experience, we centered on the rapid response system and built a closed-loop service link of "Dispatching - Identification - Push - Sampling - Follow-up" by integrating functions such as system-integrated intelligent reminders, accurate push of regional pending matters, intelligent dispatching to optimize order allocation, planning the optimal route based on real-time traffic conditions, automatic review triggered by service form submission, and optimization of automatic sampling. Meanwhile, we have established a special internal team for closed-loop and public opinion management, which conducts full-cycle closed-loop tracking of service orders, promoting the upgrade of closed-loop management and control from result-oriented to process intervention. A service early warning workbench was launched to promote proactive risk prevention and control, with 100% tracking of early warning orders. In addition, Robam has actively built service system and launched video customer service, realizing rapid troubleshooting and remote resolution of user faults.

Indicators and Targets

Robam attaches great importance to user feedback and conducts research on four key indicators: whether on-site service is provided on time, whether problems are resolved in one go, service fee status, and overall service evaluation. In 2025, our service satisfaction rate reached 98.7%, and the closure rate of user complaints and feedback stood at 96.9%. Meanwhile, Robam formulated user service management indicators and objectives such as the 48-hour fulfillment rate of main station dispatch, all of which were successfully achieved during the reporting period.



4.4 Responsible Supply Chain

Robam has established a robust cross-functional collaborative governance mechanism, characterized by clearly defined responsibilities and efficient coordination among multiple departments, to jointly ensure supply chain security, stability, and sustainable operations.

Governance

Robam has established and improved a cross-departmental collaborative governance mechanism. With clearly defined responsibilities and efficient coordination across multiple departments, it jointly ensures the secure, stable and sustainable operation of the supply chain.

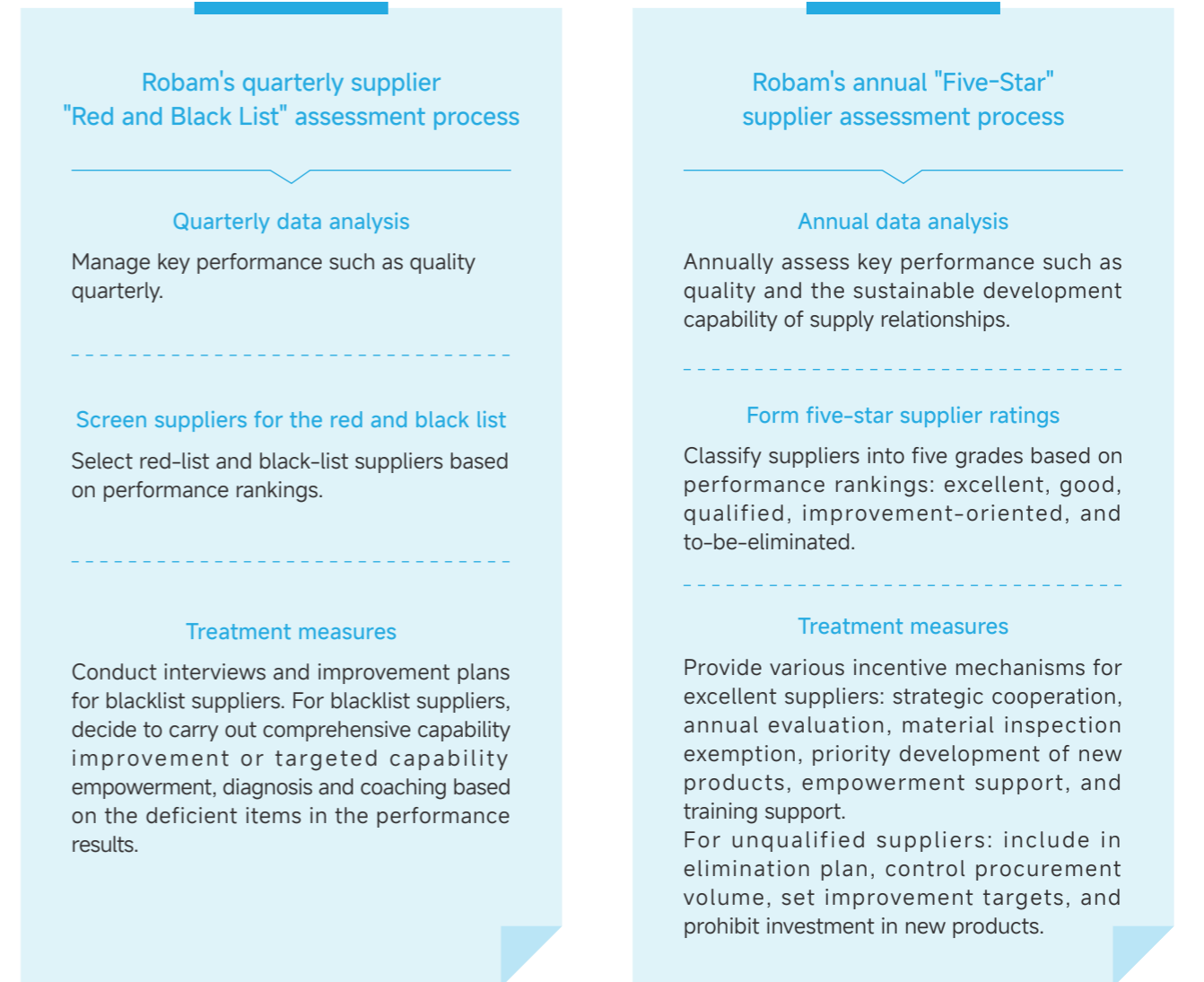
<p>Purchasing Department</p>	<p>Responsible for the overall planning of supplier full-life cycle management, covering supplier access and introduction, comprehensive evaluation, contract performance monitoring, and exit mechanism for unqualified suppliers. It conducts supplier social responsibility audits and is also responsible for promoting the improvement of suppliers' comprehensive capabilities.</p>
<p>Logistics Management Department</p>	<p>Responsible for the planning, implementation and optimization of the logistics system, and the overall coordination of full-chain logistics operations including transportation, warehousing and distribution, to ensure the efficient operation of the supply chain and meet customer needs.</p>
<p>Quality Control Department</p>	<p>Focuses on the quality management of suppliers, with specific responsibilities including the management and monitoring of restricted materials, as well as annual supplier audits (including audits in terms of social responsibility).</p>
<p>Operations Management Department</p>	<p>Assists in supplier audit work, including providing support and supervision in terms of social responsibility.</p>

Robam has established and improved a full-life cycle management system for suppliers, formulating the *Management System for Production Material Procurement and Suppliers*, *Code of Conduct for Procurement Business and Supplier Commercial Activities*, *Supplier Guide*, and *Management System for Non-Production Material Procurement*. These documents cover such links as supplier development and introduction, selection, evaluation and exit, as well as material demand, pricing verification, procurement execution, and warehousing management.

In 2025, Robam continued to deepen the construction of supply chain management, solidifying the work standards and tool methodologies for the supplier capability building project. Through lean empowerment, we helped suppliers optimize production processes, reduce waste, and improve efficiency and product quality; relying on comprehensive capability empowerment, we promoted suppliers to achieve comprehensive improvement in dimensions such as technology, management, quality, cost, and delivery. We revised and optimized the *Supplier Guide*, providing suppliers with standardized operation guidelines in terms of their code of honest business conduct, code of integrity, social responsibility, and information and data security.

Robam conducts quality management activities including access audits and routine performance evaluations for suppliers, defines clear quality control requirements, and carries out multi-dimensional assessments covering incoming material quality, in-process quality, customer complaint handling quality, quality improvement, quality cooperation and quality system capability.

In addition, Robam implements a monthly, quarterly and annual performance appraisal mechanism for suppliers. Quarterly performance focuses on short-term incentives: we have formulated a "red and black list" rule to adjust suppliers' order proportions and new product placement opportunities, and we launch interviews and improvement plans for black-listed suppliers. Annual performance focuses on positioning cooperative relationships: based on the overall evaluation of suppliers' routine performance and sustainable development capabilities, Robam classifies suppliers into five star levels, and conducts elimination assessments for unqualified suppliers.



In 2024, Robam launched the Annual Supplier Star Rating Improvement Project. The Purchasing Department, in collaboration with the Process and Quality departments, implemented targeted improvements. Selected suppliers, together with third-party institutions, formed an empowerment team to carry out special and comprehensive capability empowerment and enhancement. Compared with the previous year, our suppliers achieved a total of 45 star rating upgrades in 2025, with 11 new suppliers rated four-star or above.

Strategy

Centered on the delivery requirements of full-category products across the entire cooking chain, supported by end-to-end transparency as core enablers, Robam focuses on four core strategies: supply-demand integration, cost leadership, customer satisfaction, and ecosystem synergy. We promote in-depth transformation and system upgrading of the supply chain, continuously strengthen supply chain resilience, operational efficiency and risk control capabilities, and comprehensively enhance user satisfaction and the sustainable development level of the supply chain.

• Supply-Demand Integration

Shift supply chain management from production-sales balance to supply-demand integration, and extend management boundaries to front-end R&D and market demand. Empowered by digital tools, we achieve full-process data visibility, information connectivity and supply-demand matching across the supply chain.

• Cost Leadership

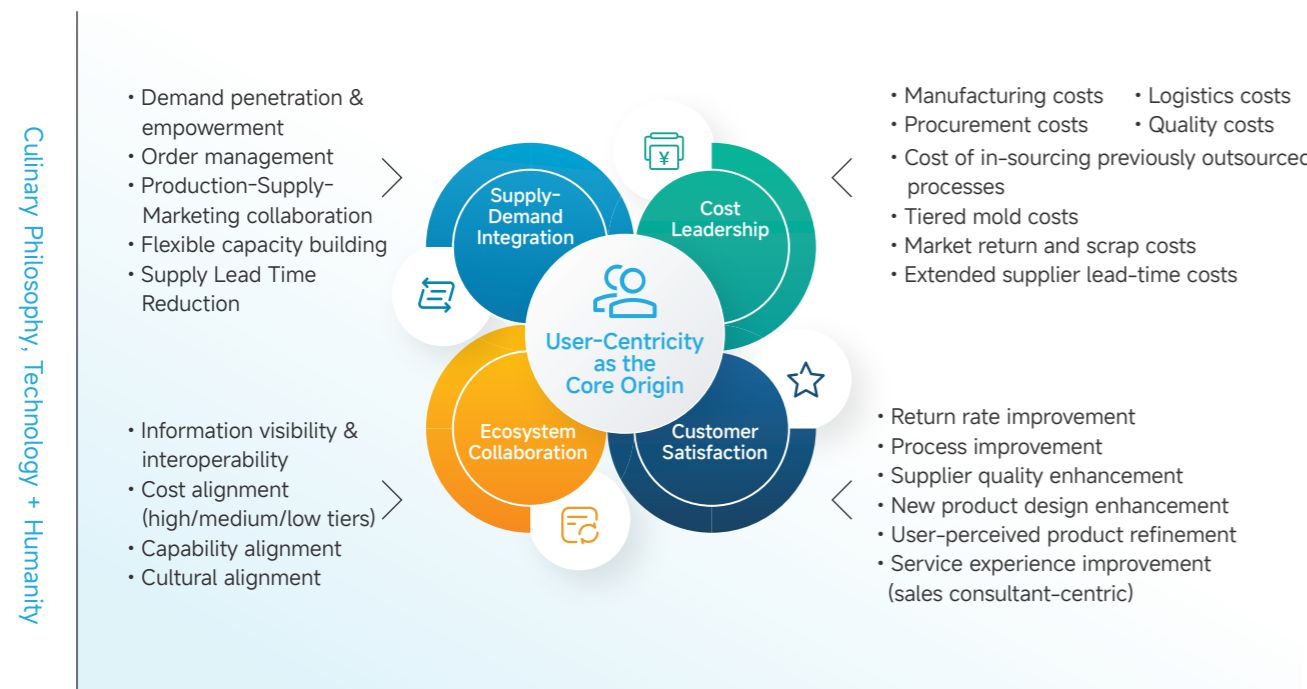
Upgrade the cost management model from single-point and segmented control to TOC-based full-chain cost leadership. Expand cost control dimensions from the original 5 segmented stages to 9 full-chain stages of the supply chain, and continuously optimize resource allocation efficiency through refined and full-process cost control.

• Customer Satisfaction

Guided by user value, transform quality management from single product quality control to closed-loop management of quality and service targeting user satisfaction. Through full-process quality control and end-to-end service optimization, we continuously improve end-user experience and brand satisfaction.

• Ecosystem Collaboration

Upgrade the supply chain cooperation model from traditional supply-demand cooperation to full-domain ecosystem synergy. On the basis of business collaboration, realize multi-dimensional connectivity and matching among supply chain partners in corporate culture, capability development, cost control and information data, so as to comprehensively enhance the comprehensive core competitiveness of the supply chain.

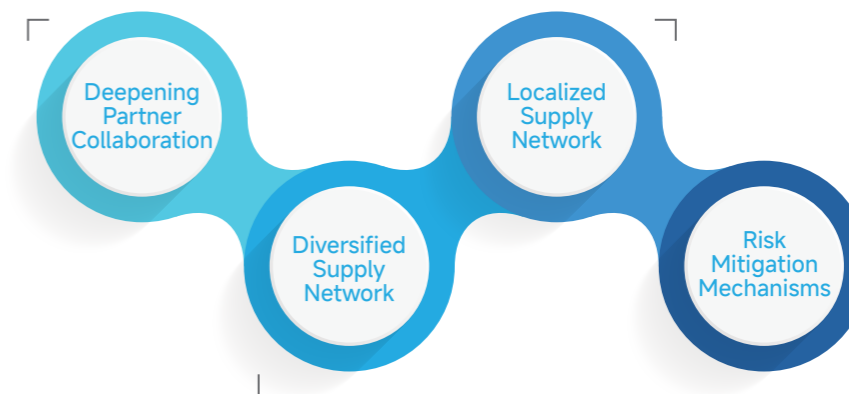


Supported by transparent processes as the foundational enablers



Robam Management of the Supply Chain Resilience

- Establish long-term stable partnerships with suppliers, sharing market insights and fostering collaborative innovation.
- Implement a dual-track supply resource system of "brand positioning" and "cost positioning", deepening collaboration to ensure supply chain stability.
- Carry out localized layout of the supply chain to reduce transportation cycles, shorten supply lead time and improve supply chain efficiency.
- Add short-cycle suppliers to improve response speed, enhance supply flexibility and ensure rapid adaptation to market changes.



- Continuously expand suppliers for new product categories and reserve alternative suppliers to build a diversified supply layout and enhance the adaptability of the supply chain.
- Introduce new suppliers with unique advantages in a timely manner to meet the demand for new products and new technologies in the development of brands and channels.
- Adopt differentiated supply strategies and formulate flexible and diverse procurement plans based on the characteristics of different product lines, market demand and brand positioning.
- Establish a prevention mechanism for supplier quality risks under extreme weather conditions such as typhoons and high temperatures to ensure business continuity and sustainable development.

Impact, risk and opportunity management

Supply chain risk identification

In 2025, to ensure business continuity and sustainable development of procurement operations, our Procurement Department established a procurement risk prevention mechanism. Risk identification and analysis were conducted from the perspectives of endogenous risks (procurement cost risk, compliance and reputation risk, supplier bankruptcy, quality failure, supply security, contract risk) and exogenous risks (policy risk, market risk, natural and accidental risk).

Robam determines risk levels based on the probability of occurrence and the severity of impact, and has developed a tiered prevention and control mechanism accordingly:

- Level A
(High Risk)

Expand diversified supply sources to ensure supply stability.
- Level B
(Medium Risk)

Implement supplier-managed inventory programs, reserve production capacity, and simultaneously secure core resources such as product specifications, process data, and tooling/fixtures/molds.
- Level C
(Medium-Low Risk)

Conduct targeted training on supplier weak links and implement data monitoring.
- Level D
(Low Risk)

Strengthen foundational risk prevention by signing the *Procurement Contract, Environment, Occupational Health and Safety Commitment, and Confidentiality Agreement*.

Supply Chain Integrity Management

The supplier quality management team of our Quality Control Department has formulated and issued the *Code of Practice for Regulatory Discipline and Integrity Risk Behavior of Quality Personnel*, organized all relevant staff to study and publicize the code, obtain written confirmation through signature, and display the code publicly on the wall. It regularly holds high-level symposiums with suppliers to conduct in-depth exchanges on integrity policies, quality reports, and quality cooperation. Meanwhile, the contact information of the director, division chief and team leader of the Quality Control Department is published in supplier quality reports as a dedicated channel for integrity complaints. At the end of the year, a full 360-degree integrity survey is conducted among all suppliers to fully identify potential integrity risks in the supply chain.

In 2025, adhering to the core values of "Transparency, Efficiency, Fairness and Accountability", the Procurement Department revised and optimized the *Business Conduct Norms for Procurement Operations and Supplier Relations*, which explicitly prohibits all procurement staff from accepting gifts, cash gifts or kickbacks from suppliers, engaging in improper dealings with suppliers, abusing authority to interfere with procurement procedures, or seeking benefits for specific suppliers. It organized procurement personnel to sign the *Integrity and Honesty Commitment Letter*, which was publicly announced to all suppliers to strengthen the sense of integrity responsibility among all staff. At the same time, four supporting measures were established: organizational guarantee, process control, technology empowerment, and supervision and accountability.

Organizational Guarantee System

Clarify cross-departmental collaborative responsibilities, and clearly define the powers, responsibilities, boundary control and prohibited acts of procurement-related entities across departments such as procurement, technology, quality, finance, and legal affairs. The Procurement Department is responsible for the full-process organization and implementation, the Audit and Supervision Department for full-process supervision, the Finance Department for budget control and fund payment verification, and the Legal Department for contract compliance review, forming a working mechanism with clear division of labor and collaborative linkage.

Process Control System

Sort out the key nodes of the entire procurement process and establish a standardized control system, covering all links such as supplier development and management, pricing verification, contract signing, procurement execution, acceptance and payment, and supplier evaluation and elimination. Each node defines clear operation standards, approval authority and record retention to ensure the process is standardized and orderly.

Technology Empowerment System

The Procurement Department further improves the supplier management platform, integrating functional modules such as supplier management, demand management, new product project management, contract management, procurement execution management, and payment management, to realize the online and digital operation of the entire procurement process. Through technical means, it solidifies process rules, records operation tracks, and achieves intelligent early warning, providing technical support for integrity prevention and control.

Supervision and Accountability System

Establish a monitoring model of "internal supervision + audit supervision + external supervision". Internally, integrate the forces of audit and risk internal control to carry out regular supervision and inspections; open up supervision channels to accept supervision from suppliers and the public.

Robam has deepened supply chain collaborative management, actively carried out supplier support training and technical skills optimization guidance, compiled and issued supplier quality reports to systematically disclose quality data, typical cases, inspection results and audit approval status, simultaneously announced improvement plans for each supplier, and publicized key rules and norms of supply chain management. During the reporting period, we launched 4 special training sessions both online and offline, including rectification training for the TOP 5 abnormal suppliers and RoHS-related knowledge training, effectively improving suppliers' quality control capabilities and compliance awareness. On December 29, 2025, we held the Supplier Improvement Project Awards, with 16 suppliers participating in the competition.



Supply Chain Sustainable Development Management

Robam signs the *Supplier CSR Guidelines* and the *Environment, Occupational Health and Safety Commitment* with all suppliers. Through a combination of new supplier onboarding audits and special social responsibility audits, we assess suppliers' compliance with relevant standards, covering labor rights, human rights, conflict minerals, environmental compliance, business ethics, information security and other dimensions. We also verify whether tier-1 suppliers communicate compliance requirements to their sub-suppliers, include such requirements in contractual clauses, and assume joint liability. In 2025, based on the principle of "risk + materiality", we selected 126 suppliers involving key raw materials, core components, high-risk regions (high-pollution industries) and large-value procurement categories for on-site audits, with an audit pass rate of 100%.

At the same time, Robam encourages and supports suppliers to obtain third-party certifications in environmental safety, occupational health, social responsibility, information security and other fields, monitors suppliers' certification and audit results, and incorporates such results into supplier performance evaluation. During the reporting period, 147 suppliers obtained occupational health and safety management system certification, 206 obtained environmental management system certification, and 11 obtained social responsibility certification.

In 2025, the Procurement Department conducted due diligence on suppliers' environmental and social responsibility performance through review, monitoring and supplier surveys:

 <h3>Review</h3> <p>Robam carried out environmental and social responsibility management surveys for new suppliers. Combined with public compliance data from Tianyancha, it established red-line indicators for environmental and social responsibility to avoid onboarding high-risk suppliers. Meanwhile, it collaborated with the Operations Management Department to conduct on-site social responsibility audits of new suppliers, covering labor policies, social responsibility management of sub-suppliers, occupational health, environmental safety, supply chain risks and other aspects. In 2025, a total of 75 suppliers were reviewed, among which 1 failed the review and was not included in Robam's supply chain.</p>	 <h3>Monitoring</h3> <p>The Procurement Department established a supplier risk assessment mechanism that incorporates supplier social responsibility-related content, regularly verifies public data from the Tianyancha system, and issues supplier risk assessment reports. Two rounds of supplier monitoring reviews were conducted in 2025, covering more than 500 suppliers in total. No high-risk suppliers were identified, resulting in a 100% pass rate for monitoring reviews.</p>	 <h3>Supplier Social Responsibility Due Diligence</h3> <p>A customized ESG questionnaire for suppliers was launched on the supplier management platform. In 2025, more than 130 suppliers were surveyed, covering suppliers accounting for over 80% of the total procurement volume and all strategic core suppliers. Meanwhile, we planned to launch a supplier social responsibility self-assessment form in the on-site supplier inspection module, requiring annual self-assessment by suppliers. We also plan to launch a supplier self-assessment and second-party random inspection mechanism in 2026.</p>
--	---	--

Green Supply Chain Development

In building a green supply chain, Robam integrates environmental management requirements deeply into the entire procurement process. We have formulated the *Criteria for the Selection, Evaluation and Demotion of Strategic Suppliers*, which clearly defines environmental compliance as a veto item in supplier access and evaluation, so as to control environmental risks from the source. Adhering to the concept of green procurement, we promote efficient resource utilization and minimization of environmental impact throughout the product life cycle (design, raw material procurement, packaging, logistics, recycling and disposal). Through upstream and downstream collaboration, we achieve carbon reduction, pollution abatement and efficiency improvement, balancing economic benefits and sustainable development.

 <h3>Establishment of Green Supplier Access Standards</h3> <p>Robam incorporates environmental protection qualifications such as EIA acceptance, pollutant discharge permits, energy consumption indicators and waste treatment capabilities into supplier access thresholds, and strictly prevents high-pollution and high-energy-consumption enterprises from entering the supply chain. Priority is given to suppliers certified with ISO 14001 environmental management system and green factory certification, ensuring that partners have a sound environmental management foundation.</p>
 <h3>Promotion of Green Raw Material Procurement</h3> <p>Robam actively procures recyclable, biodegradable, low-toxicity and low-hazard green raw materials, and selects environmentally friendly materials such as recycled plastics from the design source to reduce the environmental footprint of products throughout their life cycle. Meanwhile, we collaborate with core suppliers to develop green materials and environmentally friendly processes, as well as low-energy-consumption production technologies. By sharing R&D costs and innovative achievements, we drive the green upgrading of the industrial chain.</p>
 <h3>Implementation of Hierarchical and Dynamic Supplier Management</h3> <p>Robam regularly conducts green audits of suppliers, focusing on verifying environmental compliance and carbon emission reduction progress, and directly links audit results to supplier performance. In the evaluation of strategic suppliers, we give priority to enterprises with high green procurement compliance, and provide incentives including order preferences and payment discounts. High-risk suppliers are required to make corrections within a time limit; those failing to meet the standards after rectification will be included in the list of unreliable suppliers, so as to continuously optimize the environmental performance of the supplier base.</p>

Green Procurement Management

Green Quality Management

Select high-quality suppliers through comprehensive supplier capability evaluation, and include green products in strategic indicators. All equipment procured by Robam must comply with national energy and energy-saving regulations, with priority given to energy-efficient equipment with high energy-efficiency ratings.

Green Design Management

Select appropriate raw materials in accordance with green design product manufacturing and environmental criteria, and cooperate with suppliers qualified for green design products.



Establish a packaging standards project team to adopt standardized containers or design special-purpose appliances.

Green Packaging Management

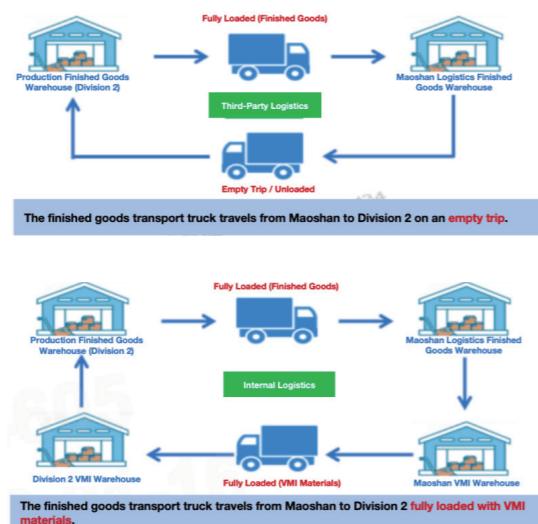
Innovate logistics scheduling to realize the recycling of empty vehicles; optimize warehousing and delivery strategies and upgrade the digital receiving system to systematically improve logistics efficiency, reduce operating costs and carbon emissions.

Green Logistics Management

Case: Robam Optimizes Logistics Capacity Scheduling to Realize Empty Vehicle Recycling for Cost Reduction and Efficiency Improvement

To practice the green and low-carbon supply chain concept and improve the efficiency of logistics resource utilization, we innovated our logistics scheduling model. It made full use of empty finished product trucks returning from Maoshan Finished Goods Warehouse to the No.2 Production Plant to transport VMI parts to the plant, realizing efficient reuse of empty capacity. This initiative effectively reduced extra logistics trips and cut down transportation costs.

From August to December 2025, Robam reduced a total of 1,200 transportation trips through this logistics optimization measure. While improving logistics turnover efficiency, it effectively lowered logistics operating costs and carbon emissions, promoting the green and efficient operation of the supply chain.



Case: Robam Adopts Multiple Measures to Improve Logistics Efficiency

Focusing on quality improvement and efficiency enhancement across the entire supply chain logistics process, Robam has systematically improved the efficiency of warehousing-in, transshipment, receipt and inspection by optimizing finished goods warehousing and delivery strategies and upgrading the digitalization of production material receipt. These efforts have reduced operating costs, built an efficient and collaborative logistics operation system, and provided solid support for the sustainable development of the supply chain.

Multi-dimensional Optimization of Finished Goods Logistics Efficiency

1. Optimization of product stacking layers
In strict compliance with safety specifications (stacking height ≤ 1.5m, weight ≤ 800kg), Robam targeted optimized product stacking schemes: increasing range hood stacking from 2 layers to 3 layers and cooker stacking from 6 layers to 7 layers. On the premise of ensuring safety and compliance, warehousing and transshipment efficiency has been significantly improved.

2. Adjustment of e-commerce product warehousing strategy

In view of the throughput bottleneck of the automated warehouse and the delivery volume difference between Zone A and Zone B, we optimized the warehousing mode of e-commerce trunk line products at Plant III, realizing direct warehousing and delivery of products into the automated warehouse. This has broken through warehousing circulation bottlenecks and markedly improved inbound and outbound efficiency.

3. Dynamic allocation of delivery resources and orders in Zone A & B

For large-scale concentrated delivery scenarios of trunk lines and express delivery, inventory transfer is completed in advance to dynamically balance outbound flow between Zone A and Zone B, achieving precise delivery of logistics resources and maximizing logistics operation benefits.

4. Peak delivery integration and nearby warehousing of OEM products

During order peaks, order dispatch from Zone A to Zone B further balances outbound flow to achieve optimal logistics efficiency. Driven by order attributes, we implement one-time nearby unloading of OEM products at the warehouse, reducing intermediate transshipment links and directly improving inbound and outbound efficiency.

Online Integrated Upgrading of Production Material Receipt

Through a full-process digital receipt system featuring supplier appointment, automatic vehicle identification and online quality inspection, the production material receipt process has become efficient, standardized and traceable.

1. Online arrival appointment by suppliers

Based on the SRM system, suppliers complete arrival time appointment and license plate binding simultaneously when creating delivery notes. Information such as estimated arrival time, material model and quantity, and license plate number is synchronized to the access control system in real time. Suppliers can enter the factory without queuing at the agreed time, effectively avoiding vehicle waiting time.

2. Automatic vehicle identification management at the gate

An automatic vehicle identification system is deployed at the factory gate to realize statistical and systematic management of supplier vehicle information via the platform. The system automatically identifies incoming and outgoing vehicles through monitoring and interconnects with gate inspection procedures to ensure standardized and efficient vehicle access.

3. Full-process online quality inspection

The IQC system has been upgraded to realize online operations for material inspection application, inspection and warehousing. Inspection efficiency is accurately measured to calculate work efficiency and rationally plan arrival inspection time windows. Relying on full-process data collection, visual query and full traceability of material inspection status are realized.

Robam attaches great importance to the development of a green supply chain and is committed to building a high-quality, sustainable supply chain system. To strengthen suppliers' awareness and management capabilities over hazardous and toxic substances in products and the hygienic safety of food contact materials, we have continuously improved product compliance in this field. In 2025, we launched training on the implementation of the *Hazardous and Toxic Substances Control Standard 3.0*, covering all more than 350 suppliers, to ensure they fully understand and implement the relevant control requirements.

During the reporting period, we further upgraded our control standards for hazardous and toxic substances in products and components. Based on the original 6 restricted substances under RoHS 2.0, an additional 4 phthalates were added, expanding the total number of controlled substances to 10, and fully rolled out RoHS 3.0 requirements for hazardous and toxic substances control. Up to now, we have completed RoHS compliance testing for all components and collected supplier declarations, achieving a 100% compliance rate for the 10 controlled substances under RoHS 3.0. This effectively guarantees product safety and compliance, and embodies our commitment to the green supply chain development philosophy.

Enhancing Supply Chain Capabilities

Robam is committed to building a systematic and comprehensive supplier empowerment system, and regularly promotes specialized empowerment programs. Through improving standards, advancing digitalization, nurturing capabilities, and fostering green collaboration, we support our supplier partners in enhancing product quality and operational efficiency, while continuously building brand value and core industrial competitiveness.

Implementation of Robam 2025 Supplier Empowerment Programs

In 2025, Robam established clearly structured and fully covered supplier empowerment management modules covering the three dimensions of environmental, social and governance performance, promoting the coordinated high-quality development of the supply chain.



Environmental Dimension

- **Resource Efficiency and Green Operations:** In terms of equipment and energy management, we promote suppliers to implement projects such as equipment status visualization and quick line change to reduce downtime losses; extend equipment service life through maintenance collaboration to lower resource consumption. We carry out process optimization, implement the "Reduce Quality Defect Rate" special project, and reduce waste generation and raw material waste. We deepen on-site 6S management and lean improvement, optimize site utilization and tooling fixture management, and improve space and energy utilization efficiency.
- **Environmental Management System Construction:** Incorporate environmental control requirements into the standardized document system, covering processes such as the *Production Safety Operation Procedures* and *Employee Hazard Prediction Training*, and strengthen the whole-process control of suppliers' environmental risks.



Social Dimension

- **Supplier Capability Building and Fair Cooperation:** Throughout the year, 14 special training sessions were carried out, covering 115 suppliers. Empowerment was provided around quality awareness, 6S management, performance management and other contents, conveying the cooperation concepts of "hard work" and "ecological collaboration", and building a fair, open and win-win supply chain ecology.
- **Grassroots Manager Empowerment:** Grassroots management training was provided for 5 suppliers, focusing on strengthening work relationships and method guidance, so as to promote the construction of "learning-oriented enterprises".
- **Integration of New Suppliers:** 17 new suppliers were organized to carry out centralized training, covering core contents such as cost accounting and delivery processes, creating a cooperative atmosphere of fair competition and sound development, and stimulating the overall vitality of the supply chain.
- **Supplier Employees' Rights and Interests:** Documents such as the *Talent Development and Promotion Management System* and the *Human Resource Allocation List* were issued to standardize the supplier talent development system; the Employee Improvement Proposal mechanism was implemented to encourage grassroots employees to participate in management and balance the interests of enterprises and employees; suppliers were promoted to apply tools such as the *Post Skill Matrix* to strengthen the multi-skill training of employees and reduce occupational health risks.



Governance Dimension

- **Standardization Construction:** Continuously improve the supplier empowerment system, complete the optimization and adjustment of 255 clauses, delete 10 clauses, issue 97 standardized documents, achieve full coverage of supply chain management fields such as quality, warehousing, equipment, and safety, and support the implementation of systems including the *Measures for Quality Cost Management* and the *Warehouse Management System*.
- **Informatization Promotion:** Issue the *Operation Manual for Supplier Informatization*, refine 8 program modules, promote the online and digitalization of supplier management processes, and improve the transparency and full-process traceability of supply chain management.
- **Compliance and Risk Control:** Conduct special training on *Integrity and Compliance* to strengthen suppliers' awareness of compliant operation; organize suppliers to conduct research and study with benchmark enterprises, introduce advanced management experience, and improve the overall risk prevention and control level of the supply chain. Throughout the year, 20 improvement projects were promoted for incubation, driving the implementation of 33 derivative improvement projects by suppliers, covering fields such as full-automatic electrostatic protection and digital inspection of equipment, effectively reducing the operational risks of the supply chain.

Case: Conducting Supplier Quality Awareness Training

On April 16, 2025, Robam conducted a Quality Awareness training for a company in Hangzhou. The training helped the supplier's management personnel rebuild their awe for quality, guided all management personnel to participate in our quality management work, conveyed our "zero defect" quality management philosophy, and assisted the enterprise in implementing TQM (Total Quality Management).



Case: Closed-Door Meeting on Enterprise Lean Management Training

On May 15, 2025, during a closed-door meeting, Robam delivered an enterprise lean management training to core suppliers, conveying the conceptual transformation from "cost reduction and efficiency improvement" to "efficiency improvement and cost reduction". It called on core suppliers to work with us to expand supply chain advantages, face industry intrusion from external enterprises, fight a solid positional warfare, and make preparations for a counterattack.



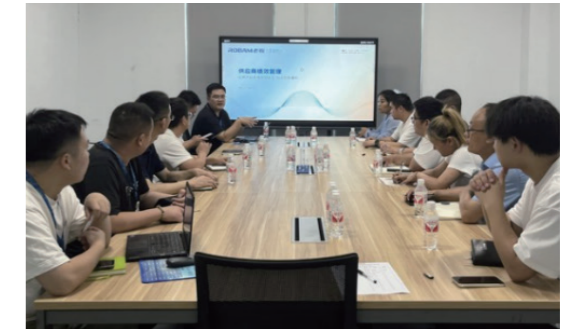
Case: Hongbo (Hangzhou) 6S Management Methods and Skills Training

On June 18, 2025, Robam provided training on Hongbo (Hangzhou) 6S management methods and skills to help enterprises implement on-site visual management, boost employee morale, and improve the working environment. The training aimed to foster a working atmosphere of "daring to strive for the lead and aiming for the top", put forward the requirement of leading by example for managers, convey our management philosophy of "leadership taking the lead", and assist enterprises in identifying and implementing endogenous talent strategies.



Case: Centralized Training on Supplier Performance Management

On July 4, 2025, based on the department's management needs and external training achievements, Robam developed the "Supplier Performance Management" course and conducted the first external centralized training. Centered around four modules — the value, composition, implementation strategies and future applications of supplier performance — the training conveyed the concept of "ecological collaboration". It aimed to help suppliers quickly grasp the basic model of performance management, reduce management difficulty, and improve collaboration efficiency.



Case: Annual Centralized Training for Suppliers

On October 17, 2025, with "Altruism" as our cultural gene, we organized a total of 33 new suppliers and core suppliers to conduct centralized training on four modules: *Integrity and Compliance*, *Cost Accounting*, *Delivery Notes*, and *New Product Process*.

The training aimed to help new suppliers quickly understand our management requirements and cooperation model, urge core suppliers to continuously learn and improve, and create a "catch-up" atmosphere within the supply chain, further enhancing the synergy and overall competitiveness of the entire supply chain ecosystem.



Responsible Mineral Management in the Supply Chain

In our product manufacturing process, we use minerals including gold (Au) and tin (Sn). We adhere to the principles of compliance, transparency and sustainability in mineral management, and conduct traceability, risk identification and precise control throughout the entire raw material procurement chain. This ensures the legal and compliant sourcing of minerals used, and strictly prohibits the procurement of minerals linked to armed conflict, human rights abuses, environmental damage and other violations. Robam fully complies with the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas, while meeting the regulatory requirements of the SEC Conflict Minerals Rule, EU Conflict Minerals Regulation and other international and domestic rules.

Robam has set clear implementation objectives for conflict minerals management, with the core goal of avoiding the procurement of minerals mined in the Democratic Republic of the Congo (DRC) and surrounding high-risk regions, or those controlled or funded by armed groups. It strictly abides by national regulatory laws and actively responds to the supply chain due diligence requirements of downstream customers. By establishing a full-chain traceability system that traces back from end products to mineral mining sources, we clarify the mineral management responsibilities of suppliers and sub-suppliers, implement differentiated control for high-risk suppliers, and build a solid compliance defense for mineral procurement through on-site inspections and third-party audits.

To strengthen collaborative control with suppliers, Robam signs the *Conflict Minerals Declaration* with all cooperating suppliers, and fully communicates the conflict minerals management policies of the Procurement Department to each supplier. Suppliers are required to confirm with an official seal and strictly fulfill their commitments: ensuring that products do not contain 3TG (tantalum, tin, tungsten, gold) minerals sourced from the DRC and its surrounding countries and regions; fully tracing the origin of 3TG minerals contained in products; refraining from participating in or assisting in the illegal mining of 3TG minerals; and effectively communicating 3TG minerals management requirements to upstream suppliers at all levels, so as to build a full-chain responsibility transmission mechanism.

Robam implements hierarchical and differentiated control for material suppliers. For high-risk suppliers, it explicitly requires them to submit the Conflict Minerals Reporting Template (CMRT) and provide a list of compliant smelters. Meanwhile, it establishes dynamic management files for suppliers, updates suppliers' compliance status and smelter certification information annually, and cross-checks the OECD list of compliant smelters to avoid mineral procurement risks at the source.

In 2025, Robam completed 3TG minerals screening for all product Bills of Materials (BOMs), and conducted special conflict minerals investigations for **135** suppliers involved in 3TG minerals, achieving a **100%** compliance rate and full coverage of compliance.

For the identified high-risk source nodes of 3TG minerals in the supply chain, Robam explicitly requires relevant suppliers to provide on-site audit reports issued by qualified third-party institutions to ensure the authenticity and accuracy of mineral traceability data.

At present, the source smelters of **18** electronic control suppliers for key components using major 3TG minerals of Robam have all obtained **100%** Responsible Minerals Assurance Process (RMAP) certification, which fully proves the legal and compliant sourcing of minerals used and standardized control processes.

To verify the effectiveness of the due diligence process, Robam conducted on-site reviews of conflict minerals management capabilities for **126** suppliers in 2025, focusing on the inspection of conflict minerals management strategies and implementation, the signing of conflict minerals declarations by sub-suppliers and the conduct of due diligence, with a **100%** review pass rate. For **2** of these high-risk electronic control suppliers, Independent Private Sector Audit (IPSA) has been completed, further strengthening the control of high-risk nodes and ensuring the effective implementation of the responsible mineral management system.

Indicators and Targets

We take promoting the coordinated development of the industry as our responsibility, and have set a clear target of no less than 50% for the local supply layout, continuously strengthening the independent and controllable capacity of the supply chain. In 2025, we have 364 suppliers in total, including 185 local suppliers.

Indicators	(Annual) Target	Achievement Status
Contract Compliance Rate	100%	Achieved
RoHS Compliance Rate	100%	Achieved
Procurement Compliance Rate	100%	Achieved





4.5 Digital-Intelligent Manufacturing Upgrade

Robam has always regarded digital and intelligent manufacturing upgrade as the core support for sustainable development. We have formulated a clear digital development strategy, planning and objectives. Through technological innovation, system improvement, platform development and scenario-based application, we promote the end-to-end digital and intelligent transformation covering R&D, production, sales and service, achieving multiple goals including quality improvement, efficiency enhancement, organizational upgrading and value creation, and supporting the high-quality and sustainable development of the enterprise.

Robam delivers all-round empowerment to kitchen appliance hardware products, continuously upgrades user experience, and drives the iteration of operational strategies and product innovation with high-quality data, ultimately realizing the simultaneous growth of brand value and market sales. Meanwhile, we integrate digital thinking into R&D, production, sales and service, accelerates digital transformation, and advance the overall upgrading of organizational capabilities.

Robam attaches great importance to the construction of a digital management system, which is developed in strict accordance with the national standard *Data Management Capability Maturity Assessment Model* (GB/T 36073-2018). At present, our data management capability maturity has reached the Robust Level (Level 3), realizing the standardized and systematic management of data assets.



Case Study: High-Quality Dataset Development Project for the Kitchen Appliance Industry Selected as a National First-Batch Pilot for High-Quality Dataset Construction

On August 28, 2025, at the 2025 China International Big Data Expo hosted by the National Data Administration (NDA), ROBAM's *High-Quality Dataset Development for the Kitchen Appliance Industry* project was selected as one of the first batch of national pilot projects for high-quality dataset construction under the "pilot first, then scale-up" initiative. ROBAM became the first and only kitchen appliance company to be selected, and one of 15 enterprises in the national industrial manufacturing sector to receive this recognition.

Robam assembled a digital kitchen appliance research team of over 180 members and spent two and a half years building a multimodal data asset pool covering private domain data (recipes, cooking knowledge base, etc.) and public domain data (nutrition knowledge, health encyclopedia, etc.), forming nine high-quality datasets including recipes, R&D, and users. With the goal of "dual empowerment for B-end and C-end", the project enables C-end applications to meet personalized user needs, and B-end applications by innovating to improve R&D and customer service efficiency by over 25%, while relying on the CDP (Customer Data Platform) system to achieve a 50% increase in marketing efficiency.



Through four major tasks—"testing technology integration, testing scenario support, testing standard validation, and testing mechanism development",

we will build a high-quality dataset covering the entire chain of the kitchen appliance industry ("R&D - production-sales-service-user"),

creating a model for digital and intelligent transformation in industrial manufacturing characterized by "data-driven, intelligent collaboration, and ecosystem sharing."

We will also collaborate with universities and research institutions to transform our data development experience into national and industrial standards, facilitating data interoperability across the kitchen appliance industry.

Case: Robam Obtained the First Data Property Right Registration Certificate in the Kitchen Cooking Appliance Sector

On September 23, 2025, Robam officially approved and obtained 7 data property right registration certificates, which were released at the achievement conference of the "China Digital Valley". Robam has become the first enterprise in the kitchen appliance industry to realize the "integration of four rights" — data ownership, right to use, operation right and intellectual property right — marking that the standardized operation of our data property rights has entered a new stage.

These data rights cover key fields including vertical data for cooking research, accurate calorie recognition maps, precise ingredient data, the relationship between recipe nutrition and health value, and the correlation between cooking conditions and salt reduction effects. They embody the intellectual achievements and practical experience in the field of cooking technology, not only fully demonstrating the diverse value of cooking scenarios, but also highlighting our in-depth exploration in the research and application of data property rights. In the future, they will provide solid data support and a strong driving force for technological innovation and product upgrading in the cooking field.



Case: Robam's "High-Quality Dataset for Kitchen Appliance Industry" Selected in the First Batch of Typical Cases of High-Quality Datasets in Zhejiang Province

On September 25, 2025, at the 4th Global Digital Trade Expo co-hosted by the Ministry of Commerce of the People's Republic of China and the Zhejiang Provincial People's Government, the Zhejiang Provincial Data Bureau officially announced the results of the selection for the first batch of typical high-quality dataset cases in the province. After rounds of evaluation, the "High-Quality Dataset for Kitchen Appliance Industry" declared by us was successfully selected for our outstanding data quality and innovative applications. Only 16 enterprises in the province were selected this time, covering key fields such as industrial manufacturing, agriculture, medical care, tourism, embodied intelligence, e-commerce and intelligent driving.

This not only marks the authoritative recognition from the government of our achievements in data element construction, but also affirms our innovative strength and industrial leadership in data element application and digital transformation. Under Zhejiang's reform orientation of "innovation in one place, reuse nationwide", our case will be promoted as a typical example.



Digital Platform Development

We regard digital platform development as the core technical support for our digital and intelligent transformation. Relying on a professional R&D team and integrating cutting-edge technologies such as deep learning and large language models, We have built a full-link digital platform system covering data governance, knowledge management. This system continuously strengthens the technical and data foundation for our digital and intelligent development, providing solid support for the digital upgrading of the entire R&D-production-sales-service business chain.

Case: Robam Digital Kitchen Appliances Research Institute Builds Fully Automated Knowledge Base Management Platform

In 2025, Robam Digital Kitchen Appliances Research Institute successfully built a fully automated knowledge base management platform as a core part of digital transformation. Leveraging cutting-edge technologies including deep learning and large language models (LLM), the platform transformed our years of unstructured documents into intelligent digital assets that drive business growth.

In-depth Governance and Structuring of Massive Data

The platform has deeply processed multi-modal knowledge data accumulated in our core business areas over more than 40 years. By adopting self-developed document parsing algorithms, it carries out physical slicing, semantic recognition and structured restructuring of the data, and ultimately forms a 5TB high-quality dataset.

Seamless Integration and Fully Automatic Synchronization with PLM System

To thoroughly solve the pain points of traditional knowledge bases such as manual uploading and delayed maintenance, the platform realized integration with the PLM system. Whenever technical or product documents in the PLM system are modified, the platform will trigger automatic capture and parsing tasks, ensuring high synchronization of knowledge between the R&D side and the application side, which greatly reduces operation and maintenance costs.

Multi-dimensional Document Parsing Algorithm and Global Adaptability

The platform can accurately identify complex structural drawings, parameter tables, and mixed long-text and graphic layouts in product manuals. It also features enhanced English parsing and content retrieval capabilities for overseas documents.

Core Business Value

The completion of this platform marks that we have established a raw material repository for the enterprise brain and have applied this knowledge across numerous Agent scenarios of the model "Shen".

Robam Launches Hangzhou Research Institute to Deepen Digital Kitchen-Cooking Integration

In July 2025, Hangzhou Research Institute of Robam was officially inaugurated. The Institute is incorporated into the unified management system of the Digital Kitchen Appliance Research Institute. Leveraging the industrial ecological advantages of the Yangtze River Delta, it focuses on the R&D of core digital kitchen appliance technologies including machine vision and motion control, voice interaction and the Internet of Things (IoT), so as to accelerate the efficient transformation of new-generation information technology in kitchen appliance products.

In response to pain points in kitchen scenarios such as cooking over-reliance on personal experience, low equipment collaboration efficiency and fragmented intelligent functions, the Institute will integrate multi-disciplinary technologies to build a complete "perception-decision-execution" capability system, launch a lightweight technologies inference framework with millisecond-level real-time response at the end side, and accumulate core technical experience in vision-language-action (VLA). Meanwhile, relying on the "Shen" and IoT platform, the Institute will explore the R&D of innovative products, and cooperate with intelligent kitchen appliances to create an end-to-end personalized overall cooking solution.

Previously, Robam has established the Digital Kitchen Appliance Research Institute and Chengdu Research Institute. The inauguration of Hangzhou Research Institute forms technological complementarity with the two institutes, further strengthening our R&D capabilities in hardware interconnection and scenario application. It helps us complete the full-link closed loop of digital kitchen appliances covering "technology R&D – scenario implementation – ecosystem construction".



Digital Practice

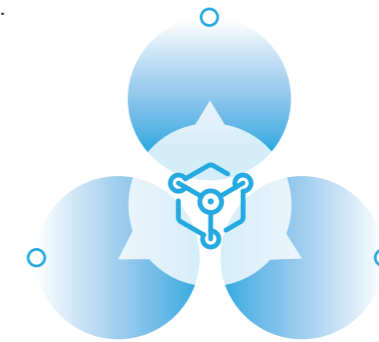
We won the "Annual Brand Digital Award" at the Huxiao Awards 2025 for our innovative practices in brand digitalization, marking that our digital transformation results have been highly recognized by the industry and driving the kitchen appliance industry into a new era of "digital cooking".



Robam's digital transformation reconstructs the cooking ecosystem with three core initiatives:

First, building a global data middle platform to integrate sales, service, e-commerce and social media data, forming a "digital mirror" of the full user journey and accurately portraying segmented user profiles, greatly improving the efficiency of new product development.

Second, creating an All-in-One user platform that integrates the mini-program matrix into a unified entrance, attracting **3.5** million registered users within half a year with a daily active volume of over **400,000**, and building a closed-loop ecosystem of "online communities + offline experience stores".



Third, optimizing marketing strategies through data backflow. Personalized content and customized benefits have increased the ROI of brand activities by **30%** and doubled the sales volume of sub-brands.

In the future, we will promote three strategic layouts:



Establishing a "Data Insight Beacon" system to integrate user insights into R&D, marketing and services;



Building a full user lifecycle management mechanism with the goal of increasing user lifecycle value by **30%**;



Deepening precision marketing, which is expected to improve marketing efficiency by **50%**, realizing the leap of business model from "product transaction" to "user operation" and setting a benchmark for digital transformation in the industry.

05

Green Cooking, Clean Home

Robam has always integrated environmental responsibility into the strategic planning and production operations, and upheld a high-standard environmental management system to underpin sustainable development. We strictly abide by national and local ecological and environmental protection laws and regulations, and continuously improve our environmental management structure and institutional system. Focusing on efficient resource utilization, we enhance resource efficiency through technological upgrading, digital empowerment and circular economy practices, reduce environmental impact at the source, deepen the green and low-carbon transformation, and fulfill our corporate ecological responsibility with more solid achievements in environmental governance.

Contributing to the SDGs



5.1 Environmental Compliance Management

Governance

Robam has established a multi-level environmental management governance structure with clear authority and responsibilities, integrating environmental compliance management into core corporate operation management system. We have set up the Emergency Management Committee as the highest leading body for environmental management, which provides overall guidance, inspection and supervision over the implementation of environmental protection initiatives across the organization. As the executive department for environmental management, the Administration Department implements the Committee's decisions, promotes environmental protection systems, and coordinates all environmental management affairs. A dedicated emergency team under the Administration Department carries out identification and assessment of environmental aspects, implements environmental emergency management measures, and organizes regular environmental safety training to enhance employees' environmental awareness and practical emergency response capabilities.

We strictly abide by national laws and regulations including the *Environmental Protection Law*, the *Water Pollution Prevention and Control Law*, the *Air Pollution Prevention and Control Law*, and the *Law on the Prevention and Control of Environmental Pollution by Solid Waste*, as well as relevant local regulations where we operate. We have formulated a series of internal standardized systems, including the *Environmental Management System*, the *Environmental Factor Identification and Evaluation Management System*, and the *Environmental and Occupational Health & Safety Performance Monitoring Standards*, to ensure the standardized operation and continuous optimization of our environmental management system. As of the end of the reporting period, our ISO 14001 Environmental Management System certification remains valid.

Strategy

Robam adheres to the environmental protection policy of "protection first, prevention first, comprehensive management, corporate participation, and liability for damage". With proactive environmental risk control as the core orientation, we systematically identify environmental risk points throughout the entire production and operation process, continuously optimize environmental risk response and management strategies, ensure the regular investment of environmental protection funds, and realize the efficient utilization of energy and resources as well as the source reduction and effective control of various pollution emissions through scientific control measures.

After conducting comprehensive identification and sorting of environmental aspects across all links such as production, office operations, and operation and maintenance, we have identified that the key environmental aspects in our operations mainly include water pollution, air pollution, solid waste pollution, noise pollution, and fire hazards. For various key environmental aspects, we have formulated targeted and implementable response measures, established a full-process control mechanism, ensured the effective control and reduction of various environmental impacts, and guaranteed that our entire operation cycle complies with national and local environmental protection laws, regulations and standards.

Significant Environmental Aspects and Control Measures

Significant Environmental Aspect	Mitigation Measures
Water Pollution	Install specialized wastewater treatment facilities to treat production and domestic sewage throughout the entire process; establish a regular water quality monitoring mechanism to ensure that all effluent discharge indicators fully comply with national and local discharge standards.
Air Pollution	Use professional processes such as activated carbon adsorption and filter media dust removal technologies. to purify production exhaust gases; establish a mechanism for regular cleaning, inspection, and maintenance of exhaust gas emission devices to ensure compliant emissions.

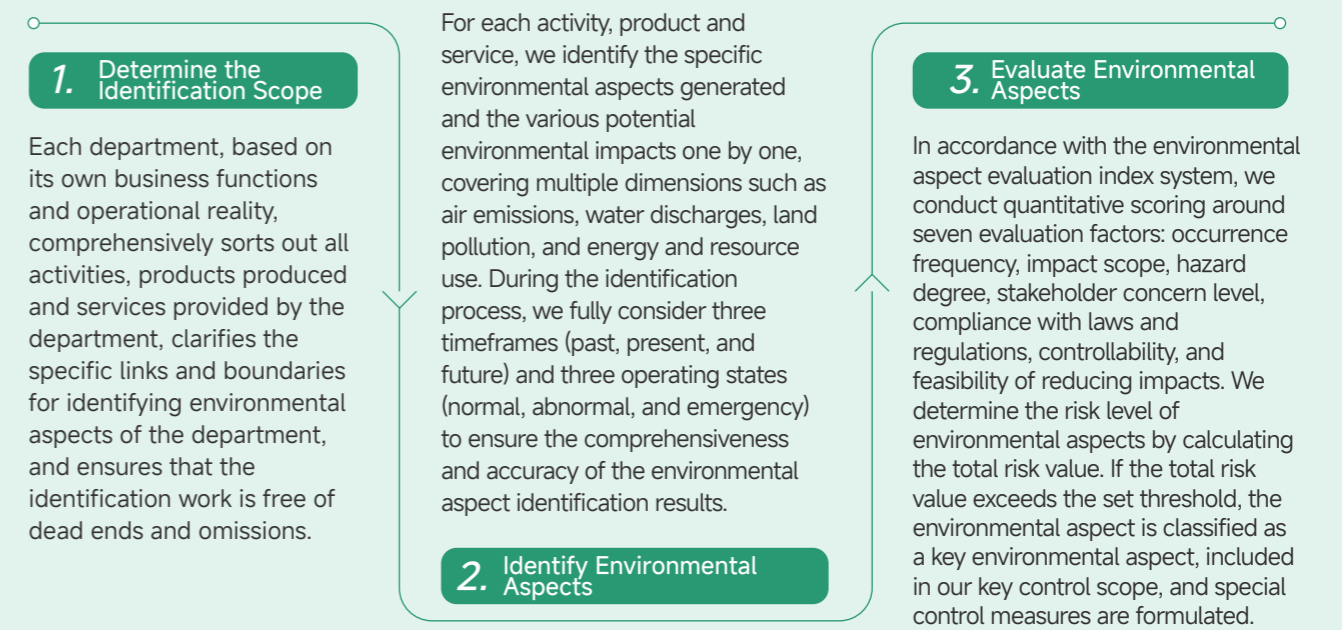
Significant Environmental Aspect	Mitigation Measures
Solid Waste Pollution	Develop a standardized waste management system; implement unified classified collection and standardized temporary storage of hazardous waste; entrust the entire disposal process to qualified professional entities for compliant treatment.
Noise Pollution	Reduce noise transmission through regular maintenance and lubrication of production equipment, combined with physical measures such as keeping workshop windows and doors closed; establish a regular boundary noise monitoring mechanism to ensure compliance with noise standards.
Fire Hazards	Equip all types of fire extinguishing apparatus in accordance with standards and conduct regular inspections and maintenance; carry out routine on-site safety hazard inspections; develop and implement a standardized fire emergency response plan.

We take multiple measures such as regular environmental inspections, environmental impact assessments, emergency drills for sudden environmental accidents, environmental protection knowledge training for all employees, and collaborative management of stakeholders to comprehensively reduce the adverse impact of production and operations on the surrounding environment. At the same time, we promote the integration of environmental protection concepts into all links of daily corporate operations, continuously strengthen the awareness of environmental protection compliance among all employees, and make environmental management a conscious behavior of all employees.

Impact, Risk and Opportunity Management

Robam has established a systematic environmental risk identification and assessment process to achieve comprehensive identification, scientific evaluation, and dynamic control of potential environmental factors across all production and operation activities, product design and development, and service processes. It accurately assesses the potential impacts of environmental factors, providing a foundation for environmental risk prevention and control as well as the identification of green development opportunities.

Environmental Aspect Identification Process



Environmental Management Measures

During the reporting period, we strictly implemented various environmental management measures and continuously increased investment in environmental protection. In 2025, our total environmental protection operating expenses and investment amounted to RMB 6.8 million, which was mainly used for the daily operation of environmental protection facilities, upgrading and transformation of environmental protection facilities, construction of environmental risk prevention and control system, environmental training and emergency drills, etc.

<p>Environmental Management Inspections</p>	<ul style="list-style-type: none"> Conduct daily environmental condition inspections at each base, promptly identify and rectify environmental management issues Carry out weekly EHS special inspections
<p>Environmental Impact Assessment and Acceptance</p>	<ul style="list-style-type: none"> Strictly implement the environmental impact assessment system for new construction and expansion projects; complete project environmental protection acceptance and approval in accordance with national and local requirements to ensure environmental compliance throughout the project construction and operation process
<p>Environmental Emergency Drills</p>	<ul style="list-style-type: none"> Develop emergency response plans for sudden environmental incidents, clearly defining emergency response procedures, responsible entities, and handling requirements Regularly organize and conduct environmental emergency drills to effectively enhance our overall environmental emergency response capability and practical skills
<p>Environmental Protection Knowledge Training</p>	<ul style="list-style-type: none"> Conduct environmental protection-related training covering topics such as environmental safety, compliant handling of hazardous waste, emergency treatment of environmental protection facilities, types of three wastes (wastewater, waste gas, solid waste), and emission standards, to enhance employee environmental awareness
<p>Stakeholder Management</p>	<ul style="list-style-type: none"> Incorporate environmental safety management requirements into the management system of partners; strengthen environmental safety control over relevant parties such as constructors, contractors, and suppliers Require relevant parties to complete environmental factor identification and receive company environmental standard training before operations; accept unscheduled environmental inspections during operations; and restore the work site to its original condition after operations as required



Environmental Protection Training



Environmental Drill

Indicators and Targets

We adopt "zero environmental pollution incidents" as our management objective. During the reporting period, through strict implementation of environmental management measures and continuous increase in environmental protection investment, we have achieved effective control over water, air, solid waste, noise and other aspects, and no environmental pollution incidents occurred.



5.2 Responding to Climate Change

Governance

Robam regards climate change as a high-priority issue in ESG management. The Board of Directors supervises and governs climate change-related matters, driving climate change governance in a top-down manner. Relevant functional departments and subsidiaries also integrate climate change management into their daily priorities, identifying and analyzing climate-related risks and opportunities, and formulating corresponding response measures to ensure the orderly implementation of climate change management.

Strategy

We proactively identify the main sources of greenhouse gas (GHG) emissions, evaluate the impact of climate-related risks on our operations, and integrate climate-related risks and opportunities into our overall operational risk management system. We take gradually reducing carbon emission intensity as our long-term strategic direction, continuously optimize the energy mix, increase the proportion of clean energy in total energy consumption, and formulate a carbon neutrality roadmap to explore a new "carbon neutrality" model for the kitchen appliance industry.

To effectively respond to the challenges and opportunities brought by climate change, we have established a systematic identification and assessment mechanism. Through research on policy trends, industry benchmarking and expert opinions, we comprehensively assess short-term, medium-term and long-term climate-related risks and opportunities, covering our own operations and the upstream and downstream of the value chain, and analyze their potential financial impacts. Based on the assessment results, we develop and implement corresponding climate change strategies to support the achievement of sustainable development goals.

Climate-Related Risks, Opportunities and Response Strategies

Type	Description	Sphere of Influence	Potential Financial Implications	Mitigation Strategies
Acute Physical Risks	Extreme weather events (e.g., floods, typhoons, droughts) may directly damage production facilities, supply chains and logistics networks, resulting in production disruptions, equipment damage and delayed raw material supply, thereby affecting operational continuity.	Short-term	Increased operating costs Decreased operating revenue	<ol style="list-style-type: none"> 1. Reinforce production facilities against disasters, establish a graded emergency response plan and conduct regular disaster prevention drills to enhance operational resilience under extreme weather. 2. Build a diversified supply chain system to reduce reliance on single suppliers and ensure stable supply of key materials. 3. Introduce an intelligent logistics management system to monitor transportation status in real time and dynamically adjust routes to avoid affected areas.
Market Risks	Rising environmental awareness among consumers has driven a rapid shift in preferences toward low-carbon and energy-efficient products, with shrinking demand for traditional high-energy-consuming products. This may lead to a decline in our market share and pressure on our operating revenue.	Medium-term Long-term	Increased operating costs Decreased operating revenue	<ol style="list-style-type: none"> 1. Establish a market preference tracking mechanism, regularly analyze industry trends and dynamically adjust our product portfolio. 2. Gradually phase out high-energy-consuming products, and strengthen R&D and promotion of low-carbon and energy-efficient products.
Policy and Legal Risks	Global climate change-related regulations are becoming stricter, and policy requirements such as carbon emission limits and energy efficiency standards continue to be upgraded. This will drive up compliance costs and may bring compliance risks including fines and production suspension.	Short-term Medium-term Long-term	Increased operating costs	<ol style="list-style-type: none"> 1. Establish a policy tracking and compliance assessment mechanism to ensure operations meet the latest domestic and foreign environmental regulations. 2. Advance layout for low-carbon transformation, reduce compliance pressure through technological upgrading and process optimization, and actively adapt to policy guidance.
Reputational Risks	Stakeholders including the government, customers and investors have significantly raised their attention to corporate climate actions. Inadequate response will damage brand reputation and market trust, thereby affecting business cooperation and financing capacity.	Medium-term Long-term	Decreased operating revenue	<ol style="list-style-type: none"> 1. Take the initiative to disclose progress and achievements in addressing climate change through regular channels such as ESG reports to improve transparency. 2. Integrate climate change into our core management strategy, clarify responsibilities of all departments, and promote climate governance into daily operations.

Type	Description	Sphere of Influence	Potential Financial Implications	Mitigation Strategies
Resource Efficiency	Driven by the carbon peaking and carbon neutrality goals and green manufacturing policies, we can enhance resource efficiency through technological innovation and process optimization, reduce production and operation costs, seize first-mover advantages in the green market, and build a differentiated eco-friendly brand image.	Medium-term Long-term	Reduced operating costs	<ol style="list-style-type: none"> 1. Promote the reengineering of production processes to improve the utilization efficiency of raw materials, energy and water resources, and reduce resource consumption per unit of output. 2. Increase investment in green technology R&D, translate resource efficiency advantages into market competitiveness, and establish ourselves as an industry-leading benchmark for green manufacturing.
Products and Services	Driven by both policies and market demand, the home appliance industry is transforming toward higher efficiency, low-carbon and intelligent development. We can enhance brand competitiveness and achieve business growth and revenue improvement by developing green products and value-added services.	Short-term Medium-term Long-term	Increased operating revenue Reduced operating costs	<ol style="list-style-type: none"> 1. Launch high-efficiency and energy-saving home appliances meeting international energy efficiency standards, reduce users' usage costs, and seize the low-carbon consumption market. 2. Develop smart home appliances and IoT solutions to realize real-time monitoring and optimization of energy use and expand service scenarios. 3. Carry out circular economy services such as trade-in programs and waste home appliance recycling to promote resource recycling and foster new business growth drivers.
Energy Sources	Policy support and technological progress have continuously driven down the cost of renewable energy. By increasing the proportion of clean energy use, we can lower energy costs, reduce carbon emissions, and enhance our sustainable development image and brand reputation.	Short-term Medium-term Long-term	Reduced operating costs	<ol style="list-style-type: none"> 1. Formulate a clean energy replacement roadmap to gradually replace fossil fuels with renewable energy and lower energy costs. 2. Invest in the construction of distributed energy systems to improve energy self-sufficiency and supply stability. 3. Include achievements in clean energy transition into brand communication to strengthen our leading position in sustainable development.

Impact, Risk and Opportunity Management

We attach great importance to various risks brought by climate change and strive to enhance climate resilience and operational stability. In response to production disruptions and sudden environmental incidents that may be caused by extreme weather events, we have established a diversified supply chain system based on our operational characteristics, and ensure the supply of key materials through an alternative supplier mechanism. Meanwhile, we have formulated a sound emergency response plan for sudden environmental incidents, set up a professional environmental emergency team, and stored adequate emergency supplies to ensure rapid response and effective disposal in emergencies, minimizing impacts on operational continuity.

In terms of low-carbon transition, we take the initiative to integrate sustainable development into our core strategy, continuously increase investment in R&D of green and low-carbon products, actively promote the application of clean production technologies, and steadily raise the proportion of renewable energy in total energy consumption. We embrace transition opportunities proactively to ensure our strategy and business model maintain strong adaptability to climate change, with sound ability to withstand external shocks and maintain stable operations. Furthermore, we actively carry out relevant training and certification to enhance our professional capacity in carbon management, consolidating a professional foundation for climate governance.

In addition, we implement a series of management measures in resource conservation and emission reduction. By optimizing production processes and improving energy efficiency, we effectively reduce greenhouse gas emissions from energy consumption. We also advocate green office practices among employees and promote full participation in emission reduction activities. To scientifically evaluate the effectiveness of climate management, we regularly calculate and disclose emissions and emission intensity, and conduct trend analysis based on consecutive annual emission data, laying a solid data foundation for setting scientific and quantifiable climate targets.

Indicators and Targets

In 2025, we completed the carbon inventory and preliminary accounting of greenhouse gas emissions for the whole factory premises in 2024, identified the main energy consumption flows in production and office links, and clarified the energy efficiency level of energy-intensive equipment, providing solid data support and clear optimization directions for the orderly promotion of carbon emission reduction. In 2025, our total greenhouse gas (GHG) emissions amounted to 34,890.87 tonnes of carbon dioxide equivalent (tCO₂e), with an emission intensity of 3.45 tCO₂e per million RMB of operating revenue.



5.3 Refined Energy Management

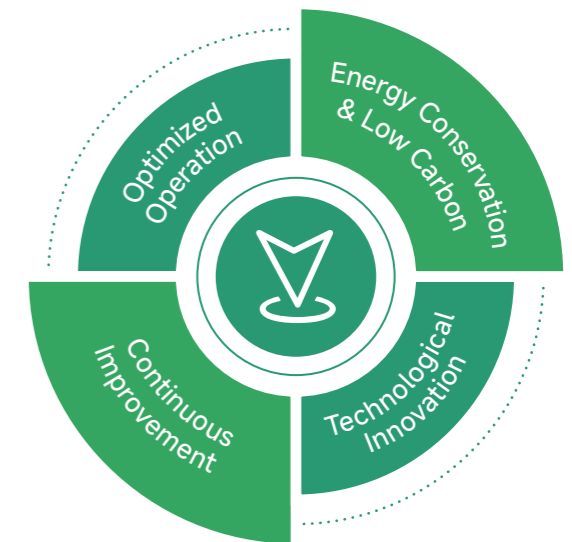
Governance

Robam has always regarded energy management as a core task and strictly comply with laws and regulations including the Energy Conservation Law and the Renewable Energy Law. In accordance with the requirements of the GB/T 23331 energy management system standard, we have formulated the Energy Management System and the Production Energy Conservation Management System, and established a scientific, systematic and company-wide energy management organization structure. We have set up an Energy Management Leading Group. The primary person in charge of each unit serves as the energy management responsible person, and we have appointed full-time and part-time energy administrators. Full-time administrators are responsible for key energy data collection and system operation and maintenance; part-time administrators focus on self-inspection and self-correction of energy use in each unit, timely identifying and rectifying waste problems such as run, emit, drip and leak. A vertically linked management network with responsibility assigned to individuals has been formed to ensure the standardized and efficient implementation of energy management.

Strategy

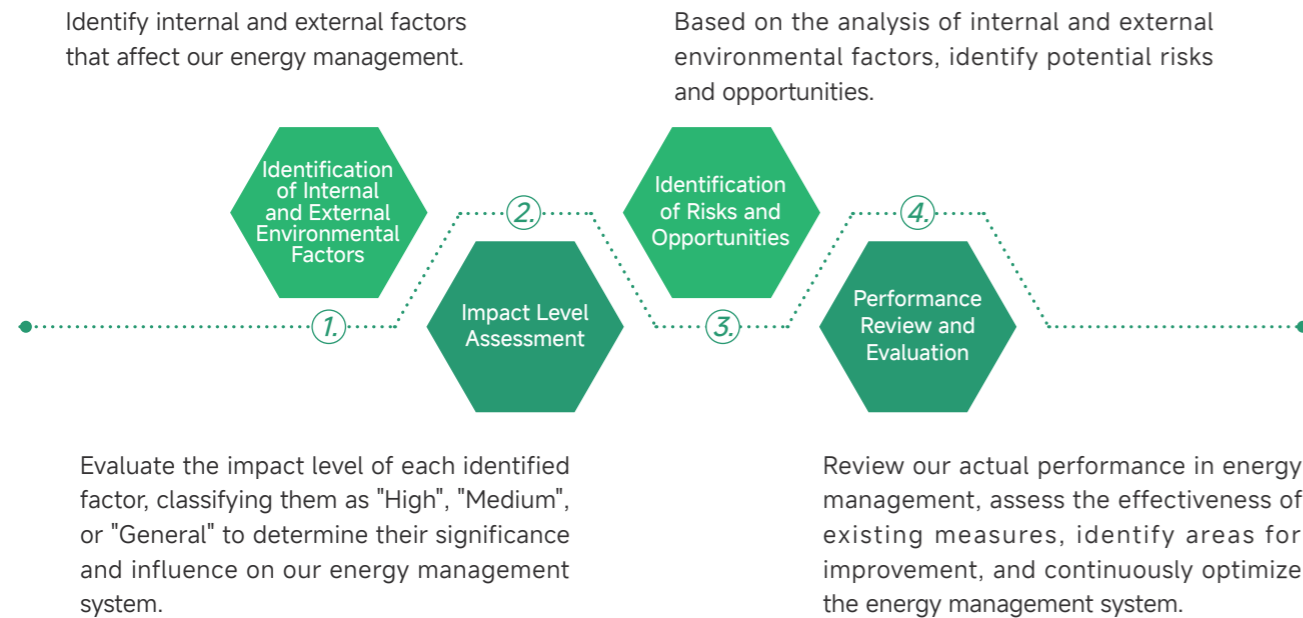
Our primary energy consumption consists of electricity, natural gas and steam. We have adopted the energy policy of "Optimized Operation, Energy Conservation & Low Carbon, Technological Innovation, Continuous Improvement", and established an energy risk and opportunity identification process to comprehensively assess the impacts of internal and external environmental factors on energy management, identify potential risks and opportunities, and adopt corresponding measures for response and improvement.

We have identified a number of risks with varying degrees of impact, mainly including low energy efficiency of production equipment, supply disruption of critical energy and materials, high carbon emission intensity per unit output value, insufficient employee awareness and capabilities in energy conservation, growing compliance pressure from external environmental and carbon-related regulations, and challenges to operational stability posed by extreme weather. At the same time, we have clearly defined core development opportunities, such as achieving energy-saving targets through scientific methods, promoting green factory construction, accelerating the application of high-efficiency technologies and advanced equipment, and deepening the development of green and low-carbon products. In response to the above risks and opportunities, we comprehensively promote the improvement of energy management. We adopt high-efficiency and energy-saving equipment, optimize energy structure and utilization efficiency, explore potential for better production organization, identify energy-saving opportunities, and formulate and implement special plans for energy efficiency improvement, so as to continuously enhance energy utilization efficiency and overall energy management capability.



Impact, Risk and Opportunity Management

Energy Risk and Opportunity Identification Process



Energy Conservation Work

We take the energy management system as our core measure, and establish a full-chain energy conservation management mechanism covering compliance, review, procurement, operation, talent and basic management, to continuously promote the improvement of energy utilization efficiency. We regularly conduct compliance evaluation on the operation of the energy management system to ensure full compliance with regulatory requirements and standards throughout the system operation. We also set annual energy management objectives and energy indicators, establish a monthly tracking and analysis mechanism, and conduct regular monitoring and review on the achievement of objectives and indicators by all responsible units, so as to ensure the effective implementation of energy control targets.

In strict accordance with system requirements, Robam formulates energy review plans and implementation schemes, analyzes energy use and consumption based on actual energy data, identifies opportunities for energy performance improvement, and issues energy review reports to provide clear guidance for energy optimization. Combined with our management reality and energy control requirements, we build a three-level energy performance indicator system at company, plant and main energy-consuming equipment levels, realizing quantitative benchmarking and dynamic evaluation of energy performance.

We standardize energy procurement management, strictly implement energy-saving requirements in the procurement of energy-consuming equipment, and give priority to high-efficiency and energy-saving equipment. Meanwhile, we utilize existing factory roofs to develop photovoltaic (PV) power generation, with the generated electricity directly supplied to production processes, so as to optimize the energy mix. We strengthen daily operation control, implement regular equipment inspection systems, clarify equipment operation and maintenance responsibilities to individuals, strictly enforce all energy management requirements, and standardize the whole-process management including equipment lubrication and maintenance. This helps reduce equipment failure rates, avoid energy consumption increase caused by frequent start-stop of main energy-consuming equipment, and effectively improve equipment operation efficiency. We carry out energy-saving improvements for high-energy-consuming equipment every year. In 2025, we completed a total of 71 energy-saving improvement projects, achieving energy-saving benefits of over RMB 1.6 million and a carbon reduction of 5,681.74 tonnes of CO₂e.

Case Study: Optimization of Spray Cleaning System

The spray system of the built-in ultrasonic cleaning line is used to clean workpieces after degreasing. As the cleaning water is recycled and contains a high concentration of degreasing agent, scale easily forms in the pipelines during operation. The original non-detachable design resulted in difficult cleaning, high maintenance costs, continuous decline in spray pressure and flow rate, and frequent need for double re-cleaning to meet quality standards, which not only reduced efficiency but also increased energy and resource consumption.

We redesigned and optimized the structure of the spray pipelines to enable quick disassembly, assembly and efficient cleaning. After the improvement, the single pipeline cleaning time was reduced from more than 45 minutes to less than 15 minutes, and the cleaning effect was more than doubled. The project annually saves pipeline material replacement costs and considerable labor maintenance costs.

Meanwhile, the stability of water flow and pressure of the spray system has been significantly improved, and the one-time cleaning qualified rate of products has been notably increased, greatly reducing extra energy consumption caused by secondary cleaning. The annual savings amount to approximately 5,400 kWh of electricity and 1,500 cubic meters of natural gas.

In energy management, we adopt dual approaches to continuously improve management quality. On one hand, we consolidate our management foundation: we establish standardized energy consumption ledgers, improve measuring instrument and equipment archives, complete metering configuration for key energy-consuming links in accordance with regulations, sort out monthly energy consumption data and identify abnormal conditions, so as to enhance refined energy control. On the other hand, we develop a single-unit energy consumption calculation model for mixed production lines of high-energy-consuming equipment, and deploy energy monitoring IoT gateways and an energy consumption monitoring platform to realize visualization of energy flow and accurate differentiation of energy consumption among mixed-line products. Based on multi-cycle energy consumption data analysis, we conduct over-consumption diagnosis and budget variance assessment, provide optimization proposals in monthly meetings, and drive the transformation of energy management toward data-driven operation.



Energy Consumption Management Platform

In addition, we formulate a dedicated energy management training plan and provide various trainings including internal auditor training for the energy management system, energy management knowledge training, system standard promotion training, and post operation instruction training, so as to continuously enhance the professional capacity and practical operation level of all employees in energy management. During the reporting period, we conducted 2 energy conservation training sessions.



2 energy conservation training sessions

Indicators and Targets

Robam strictly standardizes energy procurement management, gives priority to the adoption of high-efficiency and energy-saving equipment, and increases the use of clean energy. During the reporting period, we continued to optimize our energy mix and saw a year-on-year increase in the consumption of clean energy.

5.4 Stringent Pollution Emission Control

Wastewater Discharge Management

We attach great importance to standardized wastewater management and have formulated a series of regulatory documents, including the Sewage Treatment Management System, Spraying Sewage Treatment Operation Instruction, and PM Daily Maintenance Operation Instruction for the Third-Line Sewage Treatment Equipment. These documents fully standardize and refine the operation and management procedures throughout the entire wastewater discharge process, ensuring that wastewater treatment is governed by clear rules and subject to controllable processes. We strictly obtain pollutant discharge permits in accordance with national and local regulations, and complete pollutant discharge declaration and registration as required. We have established a complete wastewater treatment system and implemented normalized and standardized water quality monitoring with clear monitoring frequency, indicators and analysis procedures, while maintaining complete monitoring records and ledger management. We conduct whole-process monitoring and dynamic control over key pollutants such as Chemical Oxygen Demand (COD) and ammonia nitrogen generated in production, ensuring that industrial wastewater is treated and discharged stably up to standards through regulated discharge outlets. Domestic wastewater is pre-treated by septic tanks, and canteen wastewater is pre-treated by oil separation tanks before being uniformly discharged into the municipal sewage pipe network, achieving full-process compliant disposal of both industrial and domestic wastewater.

Applicable Emission Standard	Detection Indicator	Detection Measure
Integrated Wastewater Discharge Standard (GB8978-1996) Grade 3	COD	Regularly entrust a third-party for detection
Indirect Discharge Limits of Ammonia and Phosphorus Pollutants in Industrial Enterprise Wastewater (DB33/887-2013)	NH ₃ -N	Regularly entrust a third-party for detection

Case: Emergency Drill for Exceeding Online Wastewater Monitoring Data

During the reporting period, Robam carried out an emergency drill for exceeding online wastewater monitoring data. According to the scenario simulating an abnormally low pH value at the wastewater treatment station, the relevant personnel responded quickly, closed the sewage discharge valve at the first time, identified that the continuous operation of the acid addition system was caused by a malfunction of the pH probe, immediately stopped the pump, calibrated the equipment, and resumed discharge after the water quality retest met the standards. In this drill, the personnel of each post responded timely and handled the situation standardizedly, effectively preventing the discharge of abnormal wastewater. This drill verified the operability of the emergency plan and further improved the team's ability to quickly respond to water pollution risks.

Waste Gas Emission Management

The atmospheric pollutants generated during our production and operation processes mainly include gas flue gas, kitchen fumes, and powder coating dust. To achieve standardized management of the entire waste gas process, we have developed a series of practical documents such as the *Spraying Exhaust Gas Treatment Equipment Operation Instruction*, the *Safety Operation and Maintenance Instruction for the Spraying Line Exhaust Gas Treatment Equipment*, and the *Safety Operation and Maintenance Instruction for the Powder Spraying Curing Furnace Exhaust Gas Treatment Equipment*, which detail and standardize the operation, maintenance, and safety management of waste gas treatment equipment, ensuring that waste gas emission management is governed by clear rules.

We have established a comprehensive waste gas emission supervision mechanism, implementing corresponding local and industry emission standards for different types of waste gas. Through professional treatment facilities and rigorous testing measures (such as regularly commissioning third-party testing), it exercises whole-process control over emission indicators, ensuring that all emission indicators are stably compliant and effectively fulfilling our responsibility for atmospheric environmental protection.


Category	Applicable Emission Standard	Detection Measure
Natural gas combustion flue gas	Implementation Plan for the Comprehensive Treatment of Air Pollution from Industrial Furnaces in Zhejiang Province (Zhejiang Environmental Letter [2019] No. 315)	Regularly entrust a third-party for detection
Cafeteria kitchen fumes	Emission Standard of Cooking Fume (GB 18483-2001)	Regularly entrust a third-party for detection
Spray painting organic waste gas	Emission Standard for Air Pollutants from Industrial Coating Processes (DB33/2146-2018)	Regularly entrust a third-party for detection


Waste Management

Robam strictly complies with the *Law on the Prevention and Control of Environmental Pollution by Solid Waste, Measures for the Administration of Hazardous Waste Business Licenses* and other laws and regulations. We have formulated the *Waste Management System* and *Waste Management Standards*, and revised the *Waste Management System* during the reporting period in light of the latest regulatory requirements and production practices. We optimized waste classification rules to further enhance management standardization, ensure classified and standardized disposal of waste, and minimize the environmental impact.

Adhering to the principles of reduction, resource utilization and harmless treatment, we have established a company-wide classified waste management system, implementing classified disposal and whole-process control over hazardous waste, general industrial solid waste, domestic waste and recyclables. In the production process, we prioritize sorting of metal waste: reusable portions are sold to downstream manufacturers as raw materials, while non-reusable portions are sent to recycling enterprises for resource utilization. We also sort recyclable waste such as plastics, waste paper and foam, and entrust other waste to qualified entities for standardized disposal.

For different types of waste, Robam has defined clear classification management and disposal pathways.

Description	Treatment Measure
 <p>Hazardous Waste</p> <p>Sludge from water treatment, paint residue, spent activated carbon, waste oil, waste oil drums, empty Witton bottles, silicone sealant packaging, alcohol bottles (or containers), oil-soaked rags and gloves, laboratory waste liquids, waste emulsion, grinding sludge, etc.</p>	Entrust qualified units for standardized disposal

Category	Description	Treatment Measure
 General Waste		
Industrial Waste	Sheet metal scraps, waste cartons, waste foam, waste wood, waste plastics, etc.	Regularly tendered for sale or entrusted to qualified entities for comprehensive utilization
Domestic Waste	Beverage bottles, food packaging, napkins, toilet waste, etc.	Entrust environmental sanitation departments for disposal
Construction Waste	Waste generated during construction processes	Entrust qualified entities for disposal
Waste Oil and Grease	Waste grease produced from normal canteen operations	Entrust qualified units for on-site collection and cleaning

Robam has established a full-process management mechanism: Collection – Transportation & Storage – Treatment – Prevention – Inspection. All departments classify and collect waste, which is then transported and properly stored by cleaners; waste disposal is entrusted to qualified entities. Waste reduction measures are prioritized in new, expansion and renovation projects, and routine inspections are conducted on a regular basis. We have set three core indicators: waste classified storage rate, waste collection and disposal rate, and hazardous waste harmless treatment rate. By the end of the reporting period, all three indicators reached 100%, fully achieving the expected targets for waste management.

For waste reduction, we fundamentally reduce waste generation by optimizing production auxiliary materials and packaging design. We upgraded plastic and wooden material pallets to steel ones, greatly improving the reuse rate of production auxiliary materials and reducing the generation of disposable auxiliary waste. Meanwhile, packaging design optimization has effectively lowered the packaging weight per unit product, cutting packaging material consumption and subsequent waste discharge at the source. In addition, we have piloted a milk-run delivery model in logistics, adopting reusable packaging such as circulation turnover boxes and circular pallet boxes, further improving material utilization rate and promoting low-carbon circularity across the entire production and logistics chain.

5.5 Focus on Resource Utilization

Water Resources Utilization

Robam's primary water source is purchased municipal water. We continuously monitor the water resource management status of river basins where we operate. Before factory construction, we fully assess the impact of operational activities on local water resources. By improving water use management systems and establishing a full-scope inspection mechanism for water supply pipelines and equipment, we promptly detect and repair leaks, effectively eliminating water waste caused by running, dripping, leaking and seepage. Meanwhile, through multi-dimensional measures including regular inspections, water-saving technical renovations and water conservation awareness programs, we steadily reduce water consumption and further tap water-saving potential.

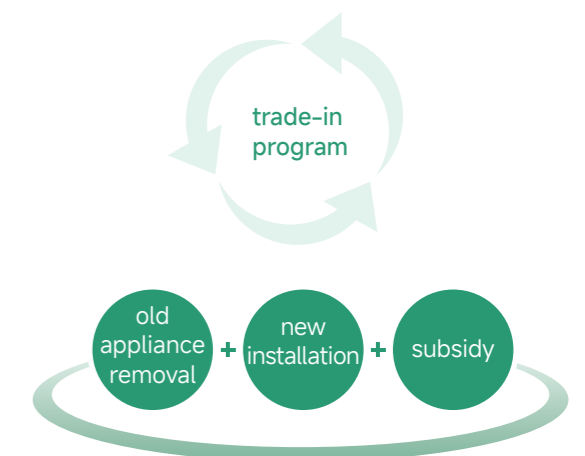
We strengthen water management in key areas such as office buildings and toilets, regularly inspect water points for continuous flowing and leakage problems to reduce waste at the source. For water-saving technical renovations, we have implemented a number of key projects: converting open-type cooling towers to closed-type, modifying overflow outlets to recover overflow water, optimizing the spray system of built-in ultrasonic cleaning lines, carrying out intelligent energy-saving renovation of pump houses, and upgrading cooling towers. At the same time, we promote water recycling in production: part of the treated production wastewater is reused in production processes. For water conservation awareness, we post promotional stickers at main water points to enhance employees' water-saving awareness and foster a company-wide atmosphere of full participation in water conservation.

Recycling and Recovery

We strictly abide by the *Basel Convention* and pledge not to export electronic waste to developing countries and regions. We continuously strengthen the full life cycle management of electronic waste, committed to maximizing resource utilization of e-waste to reduce environmental pollution and resource waste. We sign annual procurement contracts with suppliers, explicitly requiring that electronic components returned from the market be sent back to the corresponding suppliers for standardized disposal. Suppliers are also required to provide contracts and qualification certificates of the qualified third-party disposal entities they entrust, so as to ensure compliant and proper treatment of electronic waste.

In response to the national policy on consumer product trade-in, we launched a full-category trade-in program across China, adopting the model of "old appliance removal + new installation + subsidy". Through diversified channels including agent recycling, on-site removal and recovery by maintenance personnel, and consumer mail-in recycling, we ensure standardized disposal of waste appliances.

In 2025, we provided recycling and replacement services for core kitchen appliances such as range hoods, gas stoves and dishwashers, in strict compliance with national subsidy standards: 15% subsidy for Level 2 energy efficiency products and 20% subsidy for Level 1 energy efficiency products. By deeply integrating government subsidies with corporate resources, we continue to help consumers optimize kitchen appliance upgrade plans, promote the upgrading of green consumption and the development of circular economy.



5.6 Protect Ecological Balance

Robam consistently upholds the philosophy of ecological protection and green development, and strictly abides by relevant laws, regulations and policies including the *Environmental Impact Assessment Law*, *Wildlife Protection Law*, *Regulations on the Protection of Wild Plants*, as well as the *Opinions on Further Strengthening Biodiversity Conservation* issued by the General Office of the State Council. We have fully integrated the concepts of biodiversity conservation and ecological environment protection into the full life cycle management system covering project construction, production and operation, and strategic planning. During site selection and the preliminary stage of project construction, we conduct comprehensive ecological environment investigations and assessments, fully consider the potential impacts of projects on surrounding ecosystems and the living environments of flora and fauna, formulate scientific ecological protection plans, and avoid ecological risks at the source. During the reporting period, none of our R&D, production bases and operation outlets are located within nature reserves, surrounding buffer zones or ecologically sensitive areas rich in biodiversity. All production and operation activities, product R&D and full-process services strictly comply with ecological protection requirements, and no incident with significant adverse impacts on regional biodiversity has occurred. We earnestly fulfill our primary corporate responsibility for ecological and environmental protection.

Site Selection Stage

Core Measures

Strictly adhere to territorial spatial planning and ecological conservation red-line requirements, prioritizing pre-designated industrial land for site selection.

Conduct baseline ecological surveys on proposed sites to avoid nature reserves, key wetlands, and other ecologically sensitive areas.

Prepare Environmental Impact Assessment (EIA) reports to analyze potential impacts of the project on surrounding ecosystems.

Engineering Design Stage

Core Measures

Strictly follow EIA approval requirements, integrate environmental protection facilities into the overall design, and ensure the “three simultaneities” : synchronous design, construction and operation of environmental protection facilities together with the main project.

Optimize general layout and rationally plan green areas; reduce disturbance to the surrounding ecological environment through scientific planning, while improving the regional ecological environment via greening measures.

Construction Stage

Core Measures

Formulate a construction-period environmental protection plan with clear ecological protection measures, strictly control the construction scope, and minimize damage to surrounding vegetation and wildlife habitats.

Implement pollution prevention measures for dust, noise and other impacts, and standardize the disposal of construction waste to prevent secondary pollution to ecosystems and biodiversity.

Project Completion Stage

Core Measures

Strictly carry out completion acceptance of environmental protection facilities to ensure all environmental indicators meet standards; carry out on-site ecological restoration and timely revegetation of temporary construction land to reduce long-term impacts on ecosystems and biodiversity.

Prepare and publicly announce the completion environmental acceptance report in accordance with laws, and establish complete environmental protection archives to keep all acceptance documents.

Project Operation Stage

Core Measures

Strictly implement discharge standards for wastewater, waste gas and solid waste, conduct regular environmental monitoring, promptly identify potential environmental hazards, and ensure compliant pollutant discharge.

Perform regular inspections of environmental protection facilities to ensure stable operation, disclose environmental information as required, and accept public supervision.

06

People First, Shared Good

Talent is the core driving force for Robam's development and also the most valuable partner for Robam in implementing sustainable development strategy. Adhering to the principle of fair and impartial employment, we stimulate employees' internal motivation by building diversified career promotion channels and comprehensive empowerment platforms. Meanwhile, by establishing an EHS management system and advocating work-life balance, we comprehensively safeguard employees' physical and mental well-being. On this basis, Robam actively expands the boundaries of corporate responsibility, engages in public welfare and charity, transforms internal care into contributions to society, and works hand in hand with employees to promote common prosperity of society.

Contributing to the SDGs



6.1 Employee Rights, Interests and Welfare

Robam regards the establishment of compliant and fair employment relations as the cornerstone of development. We strictly comply with labor laws and regulations, commit to eliminating all forms of employment discrimination, and fully safeguard the legitimate rights and interests of employees. On this basis, we continuously optimize the remuneration and welfare system to ensure the fairness of remuneration distribution and market competitiveness; at the same time, we attach great importance to the construction of democratic management mechanisms, and promote the establishment of harmonious and win-win labor relations through smooth communication channels and full employee participation, so as to achieve the common development of employees and the enterprise.

Employee Rights Protection

Robam strictly abides by the *Labor Law of the People's Republic of China*, the *Labor Contract Law of the People's Republic of China* and other laws and regulations, formulates and improves the *Human Resource Management Guideline*, the *Employee Attendance Management Standards*, the *Recruitment Management System*, and establishes a compliant employment system. Adhering to the principle of equal employment, we have built a fair, impartial and open talent selection and employment mechanism, clearly opposes discriminatory behaviors based on factors such as gender, age, region, religion and nationality, and actively creates a diverse and inclusive professional environment to effectively safeguard employees' basic rights and interests.

In terms of compliant operation, Robam strictly prohibits the use of child labor, forced labor, overtime work, harassment and abuse, and has formulated the *Management Standards for Labor Protection of Female Employees and Minors*, focusing on strengthening the protection of the rights and interests of female employees and employees with disabilities. During the reporting period, our entire recruitment and employment process complied with regulatory requirements and was not subject to any relevant administrative penalties; no labor disputes, discrimination, harassment, use of child labor or forced labor incidents occurred, achieving high-quality compliant employment.

In addition, Robam extends commitment to rights protection to third-party outsourced personnel, and works with partners to build a legal and fair employment environment. Robam ensures that third-party personnel enjoy labor protection in line with laws and regulations, provides a safe working environment and skills training of the same standard, and actively assists in handling their reasonable demands. Regarding remuneration and benefits, on the basis of management and payment led by partners, we conduct remuneration benchmarking through unified management standards to ensure that the remuneration level of third-party personnel is in line with market rules and effectively safeguard their legitimate rights and interests.



Overview of Employee Rights Protection at Robam Appliances



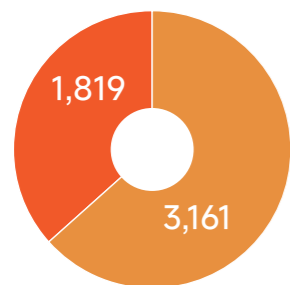
Robam has systematically established a system of regulations including the *Recruitment Management System*, the *Onboarding and Offboarding Management System*, and the *Probation Period Management System*. Every year, we widely recruit talents through various recruitment channels such as campus recruitment, social recruitment, executive search, and internal referral, injecting strong momentum to empower our long-term development.

Key Performance: During the reporting period



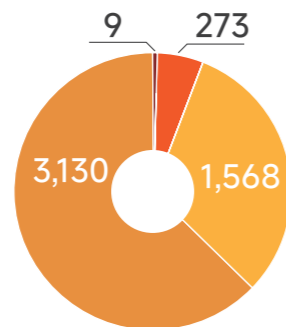
Robam Appliances Employee Structure

Employee Structure by Gender



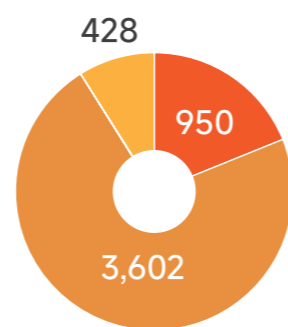
Male Female

Employee Structure by Education



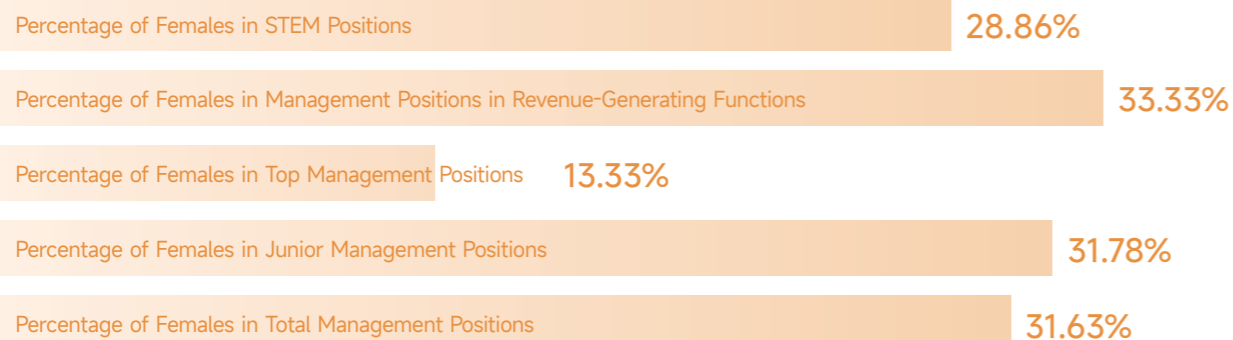
Doctor Master Bachelor College and Below

Employee Structure by Age



Under 30 Years Old 30 - 50 Years Old (Including 30, Excluding 50) Above 50 Years Old

Among Female Employees



Employee Remuneration and Benefits

Robam has established a sound and market-competitive remuneration and welfare system, formulated regulatory documents such as the Remuneration Management System and the Position Performance Management System, and established a diversified remuneration structure of "basic salary + performance bonus + allowances and subsidies + overtime pay". Robam closely links bonuses to individual performance, effectively stimulating employees' potential and organizational vitality.

Robam has built a scientific closed-loop performance management system, covering goal setting, process coaching, assessment and evaluation, and result application. The assessment results are directly linked to remuneration incentives and serve as an important basis for employee promotion, transfer, and survival of the fittest. To ensure the fairness of evaluation, we have established a sound appeal mechanism: if an employee has doubts about the result, it can first be resolved through communication; if no consensus is reached, the employee may file a formal appeal with the Human Resources Department within 7 working days, which will be submitted to the Joint Performance Review Team or the Management Committee for decision, and the final appeal result will be replied to the appellant. In addition, Robam implements a regular performance communication mechanism, fulfills semi-annual and annual mandatory interviews, regularly compiles and publishes interview reports, and promotes the common growth of employees and the enterprise.



Robam Performance Evaluation, Coaching and Feedback Meeting

While implementing rigorous performance evaluation, Robam also attaches great importance to employee welfare protection. We have formulated systems such as the *Welfare Management System*, and continuously invest resources to optimize welfare standards, extending from basic guarantees to daily life care. The aim of these heartwarming initiatives is to enhance employees' sense of gain, belonging and happiness, and stimulate the internal motivation of the team to keep striving.

Robam Appliances Employee Welfare System

 Worry-Free Life · Solid Guarantee

- **Statutory and Basic:** Five insurances and one housing fund, housing subsidy, meal subsidy, high-temperature allowance.
- **Commuting and Travel:** Commuter shuttle bus, reimbursement of travel expenses for new employees' registration.

Health Protection · Physical and Mental Care 

- **Multi-Dimensional Insurance:** Commercial insurance, inpatient medical mutual aid fund, high-end medical insurance.
- **Health Services:** Annual health check-up, health lectures, traditional Chinese medicine physical therapy, dental medical services, fitness facilities.

 Warm Care · Beautiful Life

- **Leave Rights:** Extended Spring Festival holiday, marriage leave travel time, funeral leave travel time, caring prenatal check-up leave, warm parental leave, intimate companion leave.
- **Festivals and Commemorations:** Festival benefits, special bonus for listing anniversary, birthday points.
- **Life Enjoyment:** Workplace energy packs, continuous improvement points, employee associations, departmental team building, employee internal purchase discounts for products, discounts for consumption at cooperative merchants.

Empowerment for Growth · Glorious Moments 

- **Talent Training:** E-learning, professional sub-colleges, corporate library, special training programs, outbound training.
- **Talent Recognition Support:** High-level talents in Hangzhou, high-level talents in Linping District, four types of talents, fresh graduates, skilled talents, high-level engineers.
- **Honorary Recognition:** Star Glory List (Spirit of Tiger Pliers Award, Golden Ox Award, Innovation Award, Outstanding Team Award, Tiger Pliers Benchmark Award, Cultural Three-Star Employees, Outstanding Communist Party Member/Excellent Party Worker, Outstanding Contribution Award for Craftsman Spirit, Top Ten Youth Models/Young Talent, red-banner pacesetter models of International Women's Day).



Robam distributes special red envelopes for the listing anniversary



Employee Commercial Insurance Welfare

Democratic Management

Robam attaches great importance to communication and interaction with employees, and is committed to building an open and equal workplace environment. At the organizational governance level, we have established a democratic management structure centered on the Trade Union, Staff Representative Assembly and Enterprise Labor Dispute Mediation Committee, effectively safeguarding the harmony and stability of labor relations. On this basis, we have built a multi-dimensional communication matrix: on the one hand, we have innovatively established face-to-face communication channels between management and employees such as the "Vise Conference", "Lao Xia's Private Cuisine" and "Manager He's Tasting Time", which have effectively narrowed the organizational distance; on the other hand, during the reporting period, we have strictly implemented the quarterly Trade Union Group Leader Meeting mechanism, organized 2 Employee Representative Forums, supplemented by regularly set up suggestion boxes and digital online platforms, to ensure unimpeded communication of employees' demands. Through the above initiatives, we have achieved closed-loop management from "listening and responding" to "implementing and feedbacking", ensuring that employees' suggestions can be transformed into substantive management improvements and forming a positive interactive internal communication cycle.



Employee Representative Forum



Shanghai Robam Trade Union General Assembly

Robam Employee Communication Channels

• **Vise Conference**

The "Vise Conference" is an important platform for direct dialogue between employees and senior management, aiming to promote information transparency and strategic consensus within the organization. The executive team with the President as the core holds regular open dialogues to clearly convey Robam's major strategies, key decisions and their underlying significance to all employees. Under this two-way communication mechanism, employees can not only gain an in-depth understanding of our direction, but also directly feedback insights and suggestions, so as to promote alignment and consensus between the top and bottom, and realize the collaborative growth of individuals and the organization.

• **Lao Xia's Private Cuisine**

In the form of informal dinners, senior management and quarterly outstanding employees are regularly invited to have relaxed and in-depth exchanges.

• **Manager He's Tasting Time**

Senior management dialogues are organized around topics such as business development and cooking beliefs, continuously promoting alignment and consensus between the top and bottom.



The "Vise Conference"



Executives and Employees Forum

In 2025, we further strengthened our employee listening mechanism, launched a company-wide employee engagement and satisfaction survey, and established diverse feedback channels to extensively collect employees' demands. A total of 4,744 valid questionnaires were collected, along with 6,107 improvement suggestions.

The survey results showed a continuous improvement in the organizational atmosphere, with outstanding performance in employee engagement and satisfaction: Employee engagement rose to 90.75%, a significant increase from 87.52% in 2024, reflecting a rising sense of identity and commitment among employees toward our development; Employee satisfaction remained high at 88.78%, fully demonstrating the effectiveness of our efforts in employee care and management optimization.

In response to the feedback collected from the survey, we have launched a systematic analysis and carried out targeted improvement actions. Focusing on core areas including the improvement of organizational mechanisms, empowerment of talent development, and cultivation of cultural atmosphere, we have formulated tailored enhancement plans, effectively translating employees' demands and suggestions into long-term measures to optimize the management system and stimulate the endogenous motivation of the organization, so as to promote the collaborative development of employees and us.

In addition, to strengthen the responsibility for employee care and development, Robam included the employee engagement indicator into the performance appraisal system of the President and the Director of Human Resources, further consolidating the management's responsibility for employee development.

Key Performance: During the reporting period:

We received a total of responses for dedication and satisfaction questionnaires **4,744**

employee dedication rate **90.75%**

6.2 Employee Training and Development

Talent is the source of vitality for enterprise development. Robam has always placed the growth and development of employees at a strategic height, firmly believing that the growth of every employee is closely linked and resonates with the future of the enterprise. We are committed to building a systematic, hierarchical and categorized training and development system, and creating diversified career growth paths, enabling employees to enhance their professional capabilities through continuous learning and expand their career boundaries through practical tempering, so as to truly achieve the mutual pursuit and common prosperity of personal value and our strategic goals.

Governance

Robam has established and improved a sound talent development institutional system, formulating institutional documents such as the *Talent Development Management System*, *Learning and Development Management System*, *External Training Management Measures*, and *Internal Trainer Management and Course Remuneration Management Measures*, covering the full-cycle talent management of recruitment, selection, development, and retention.

At the organizational guarantee level, our President directly leads talent development work, with the Human Resources Headquarters coordinating strategy formulation and implementation; under this, the Organization and Talent Development Department is specifically responsible for talent echelon building, promotion channel design, and performance evaluation optimization; simultaneously, Robam University has been established to systematically build a learning organization, with the continuous improvement of organizational capabilities supporting the healthy growth of the internal talent echelon.

Strategy

Robam highly focuses on the impact of business growth on talent supply. By improving the top-level talent design, we transform employee growth into a positive driving force for technological innovation and manufacturing upgrading. We have established a dynamic talent inventory and professional qualification re-evaluation mechanism. Through the internal competition of the "Living Water Program" and flexible rank adjustment featuring promotion and demotion, we effectively reduce the operational risks caused by the mismatch between personnel and positions. Meanwhile, we actively seize the opportunities brought by digital transformation, reduce knowledge production costs by means of E-Learning and intelligent tools, and open up incentive channels through the professional skill certification system, turning talent potential into sustainable competitive advantages.

Facing 2025, with the strategic vision of "Recreate a New Organization", Robam systematically reshapes the talent development ecosystem and is committed to building a new organizational paradigm that is young and dynamic, professional and dedicated, inclusive and diverse. We firmly believe that only by breaking the constraints of growth, unlocking individual value and gathering diverse strengths can we stay ahead continuously amid the changes of the times.

Robam Talent Development Strategy Map



Impact, Risk and Opportunity Management

Robam attaches great importance to the identification of human resource management risks and opportunities, and has established a normalized assessment mechanism. In the 2025 risk assessment, employee training and development was identified as a key focus issue (refer to the Materiality Analysis Table in the ESG Management Chapter for details).

In response, Robam has systematically analyzed the current situation and trends of talent turnover, and conducted an in-depth examination of the characteristics and root causes. Through integrated and proactive management measures, our employee turnover rate has demonstrated a continuous downward trend in recent years.

Indicators and Targets

In 2025, in accordance with our development plan and actual business situation, we have researched and formulated goals for employee training and development.

Indicator	(Annual) Target	Achievement Status
Online learning resource library development	Courseware quantity not less than 5,000 copies	5,904 copies
E-learning engagement rate	95%	95.08%
Annual Per Capita Online Learning Hours per Employee	No less than 24 hours	24.67 hours

During the implementation of the goals, Robam has not only broadened employees' strategic vision through internal and external training resources, but also actively advanced the development of the digital learning platform and leveraged new-generation information technology to improve the efficiency of knowledge transformation, forming a closed-loop system of "accumulation – learning – assessment – application".

Meanwhile, Robam has established three career development channels (M, P, O) and launched the "Living Water Program", and improved the independent certification mechanism for skilled talents. Through certification-based incentives and professional evaluation, we ensure the fairness and vitality of talent assessment, providing solid talent support for the sustainable growth of us.

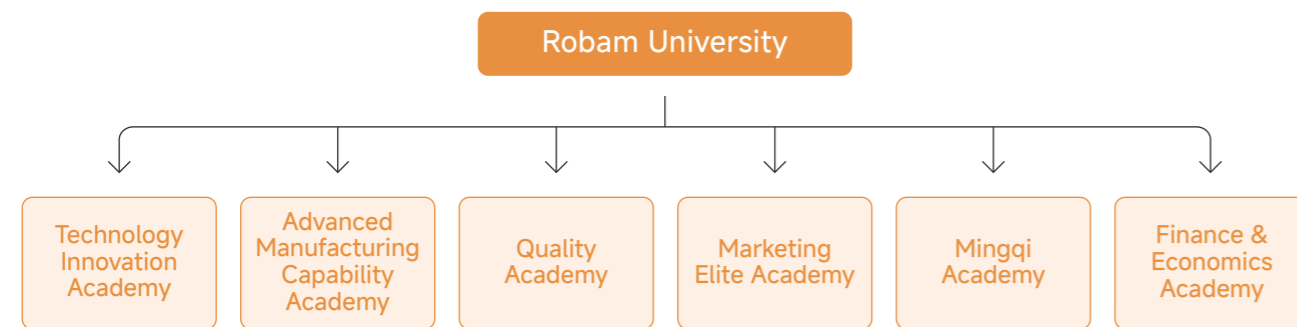
Training System

Robam actively improves the top-level design of talent development and builds a multi-level, full-coverage functional empowerment system relying on Robam University.

Robam University has set up six branch colleges, namely the Technology Innovation Academy, Advanced Manufacturing Capability Academy, Quality Academy, Marketing Elite Academy, Mingqi Academy and Finance & Economics Academy, realizing full business chain coverage from technology R&D, production and manufacturing, quality management to marketing and finance.

To precisely support the growth needs of talents at different echelons, Robam continuously strengthens talent echelon construction by launching core talent programs including the "Super Open Lecture Training", "Ivy Plan", "Lemon Plan" and "Blue Whale Plan", so as to reserve strategic talent resources for the sustainable development of us.

Robam Organizational Structure for Talent Development



Case: 111th Session of the "Blue Whale Plan" Training

The "Blue Whale Plan" is designed to help new external hires adapt to the working environment quickly and gain an in-depth understanding of our rules and regulations, standard processes, and corporate culture.

In September 2025, we conducted the 111th two-day training session under the "Blue Whale Plan". The curriculum was fully comprehensive, covering all-round empowerment ranging from brand strategy to personal growth.

During the training, participants gained a deep understanding of brand connotation and our strategic development plan through courses including Enjoy Creation. They also further strengthened their product knowledge by learning about Full-Link Cooking Solutions.

To promote cultural integration, the program incorporated special interactive activities such as the "Seeking the Taste of the Vise" group co-creation, cultural presentation, and "I Cook a Meal for My Classmates". It also included an introduction to the on-the-job training and rotation program in Huzhou, helping participants experience the corporate spirit through practice.

With the systematic guidance of the "Blue Whale Plan", new employees have established a foundation for cross-departmental communication and collaboration, clarified their personal development paths in the organization, and thus significantly shortened their onboarding adaptation period.



Internal and External Training

Robam attaches great importance to internal knowledge inheritance and the development of trainer team, and builds a professional training team through a systematic empowerment mechanism. We provide all-round support for the capability growth of internal trainers, encourage them to participate in industry learning to enrich their knowledge systems, and improve their training skills through various internal and external courses. To ensure that teaching content is closely aligned with the market, we implement an in-store practice system of no less than 2 days per week, as well as quarterly course certification and stepped class-hour salary incentives to stimulate the professional initiative of trainers.

For the management of the internal trainer team, Robam has established a normalized learning and evaluation mechanism. Through offline exchange and learning sessions at least once a month, special empowerment by external experts, and study tours, we continuously broaden the vision and professional capabilities of internal trainers.

Meanwhile, Robam regularly conducts an in-depth review of trainers' performance through the *Internal Trainer Course Learning Report*, and provides personalized improvement suggestions focusing on core dimensions such as teaching skills, analysis of teaching targets, and courseware secondary development, helping trainers address pain points such as dry teaching and insufficient interaction.



Internal Trainer Training of Robam

In addition to building a solid internal training system, Robam also actively expands external training resources to continuously broaden the strategic vision and professional boundaries of talents.

Partial External Training Conducted by Robam During the Reporting Period



Innovative Training: Digital Learning Platform

Robam continues to deepen the development of digital learning platform, creating a convenient and efficient learning ecosystem for employees. As a free online learning platform for all active employees, E-Learning gathers a large number of cases and knowledge resources, supporting employees to search, obtain and store learning content at any time, and laying a solid foundation for independent learning.

Starting from 2025, Robam has further enhanced platform application. Through the "Intelligent Internalization of Technical Know-how Project", it has introduced digital course creation and question generation functions, which efficiently convert traditional documents into high-quality micro-video courses. The initiative has saved a total of approximately 60 working days in course production and assessment, significantly improving knowledge production efficiency.

At present, the platform has accumulated 2,520 items of production technical know-how. The first batch of 115 intelligent courses covering process, design, manufacturing and equipment has been launched, supported by 756 digital question banks. The learning coverage rate among core target groups has reached 83.33%, with the cumulative learning duration of employees reaching 1,775 hours.

By linking the digital learning platform with OA system records, Robam has established a full-process closed-loop management model of "accumulation – learning – assessment – application", promoting efficient knowledge inheritance and business value transformation, and empowering talent development and sustainable growth through digital means.

Promotion & Development

Robam adheres to an internal talent development strategy, establishing three interconnected career development channels: M (Management), P (Professional) and O (Operation), and fully implementing a rank management mechanism that supports both promotion and demotion.

Robam has formulated rigorous qualification standards based on educational background, performance and competency. Through semi-annual rank promotion assessments and annual talent inventory, it ensures the professionalism, fairness and impartiality of talent evaluation.

In addition, to optimize talent allocation, Robam launched the "Living Water Program" to build an internal talent mobility market, allowing employees with at least one year of service to apply for internal positions voluntarily. A closed-loop feedback mechanism is also in place to collect employees' opinions on the review process via DingTalk questionnaires, so as to continuously improve the relevant systems.

Improvement of Independent Certification and Promotion for Skilled Talents

Robam actively carries out independent certification of vocational skill levels, opening up a clear promotion path for frontline employees.

In 2025, Robam organized Fitter Vocational Skill Grade Certification, covering intermediate and advanced levels. Through the "theoretical evaluation + practical assessment" model led by an internal expert group, it focuses on examining employees' ability to effectively solve practical production problems. We have established an incentive closed loop of "assessment – certification – application". Employees who pass the certification can directly receive skill allowances, realizing the principle of "higher skills, higher rewards". This standardized certification mechanism not only improves the skilled talent system, but also enables grassroots technicians to foresee a clear growth path, effectively stimulating the enthusiasm for technical research and endogenous motivation of industrial workers.

6.3 Work Safety and Occupational Health

Work safety and occupational health serve as the foundation of our development and represent Robam's solemn commitment to every employee. In 2025, we continued to strengthen the development of our safety management system, standardized behaviors through systems and rules, raised safety awareness through training, and integrated the safety philosophy into every link of production and operation. Ranging from special retraining for key positions to offline training covering all employees, from continuous optimization of the occupational health system to full achievement of safety objectives, we have built a solid and reliable safety defense line for our employees.

Work Safety

Robam regards workplace safety responsibility as the cornerstone of corporate operation. With systematic risk assessment, prevention and control as the core measure, we fully promote the development of a workplace safety culture. We strictly comply with laws and regulations such as the *Work Safety Law of the People's Republic of China* and the *Regulation on Emergency Responses to Work Safety Accidents*, and have established a complete institutional system including the *Safety Management Responsibilities of Various Levels of Organizations and Personnel*, *Criteria for Judging Major Hidden Safety Hazards*, and the *Safety Management Standards for Hazardous Operations*. By setting up an Emergency Management Committee and special working groups, we have consolidated safety responsibilities at all levels, promoted the effective implementation of management systems, systematically prevented and controlled safety risks, minimized accidents to the greatest extent, and effectively protected the safety of personnel, assets and corporate operations. During the reporting period, we did not experience any safety accidents such as fires, explosions, or chemical poisonings, and the number of deaths due to work-related injuries was zero.

2025 Robam Appliances Workplace Safety Management and Emergency System

Safety Inspection and Hazard Rectification



- **Improve risk monitoring mechanism:** Carry out regular EHS special inspections and set up safety hazard reporting channels at production sites, encouraging employees to take the initiative to identify and report safety risks, so as to achieve comprehensive collection of risk information.
- **Implement closed-loop management of potential safety hazards:** Continuously conduct hazard investigation, implement timely rectification measures for identified problems, and ensure the safety of the production environment.

Emergency Management Capacity Building



- **Optimize system rationality:** Update emergency management assessment standards and work safety accident emergency plans, and enhance the guiding significance and practical operability of the management system by revising hazard categories.
- **Strengthen special drill capabilities:** Organize special drills covering emergency evacuation, fire rescue, confined space operation, special equipment and other fields, so as to test and improve the response capacity to various hazardous operations and emergencies.
- **Iterate the emergency plan system:** Carry out work safety theme month activities, skills competitions and other events. Through practical simulation of accident scenarios, the emergency response plans are continuously optimized and improved.



Robam Appliances Annual Workplace Safety Objectives	Achievement Status
Zero work-related injuries	Achieved
Zero fire accidents	Achieved
Zero poisoning accidents	Achieved
100% coverage rate of safety training	Achieved
100% rectification rate of potential safety hazards	Achieved



Safety Training

Robam has built a comprehensive and multi-level workplace safety training system, and adopted various measures to strengthen the safety awareness of all employees, improve their ability to perform safety duties in their positions, and build a solid defense line for workplace safety.

Robam regularly organizes daily pre-job training to lay a solid foundation for new employees' post safety and help them quickly grasp the core safety requirements of their positions. At the same time, it conducts regular monthly special safety training, covering all operation departments, laboratories and administrative departments. The training themes are rich and diverse, including pre-holiday safety training, resumption of work safety training, environmental protection special training, fire safety special training, electrical safety special training, dust explosion-proof safety special training, chemical safety special training, etc., realizing full coverage of safety training for all positions and scenarios.

On this basis, Robam adopts a combination of online and offline methods to regularly organize personnel in key positions to participate in workplace safety training. For personnel in key positions of enterprises with high risks, we additionally organize special retraining and supporting assessments to ensure that participating employees continuously and proficiently master safety knowledge and operational requirements, and effectively transform the effectiveness of safety training into workplace safety guarantee capabilities.



Case: Departmental Work Safety Training

On March 13, 2025, Production Department 2 organized a special training for employees of the production system. The training focused on core content including environmental safety, fire safety regulations, essential knowledge of chemical safety, wearing standards for personal protective equipment, management specifications for handheld electric tools, and on-site basic management. It covered many frontline employees and achieved full coverage of personnel in relevant positions of the production system. This training adopted an online and offline teaching mode, combining theoretical explanation with on-site interaction, helping employees intuitively grasp safety operation guidelines, clarify the easily overlooked safety details in daily operations, and identify key points of risk prevention and control. By carrying out such regular offline safety training, we continuously strengthen employees' safety compliance awareness, promote the integration of safe operation concepts into the entire process of daily operations and their transformation into post behavioral habits. This lays a solid foundation for the standardized management of workshop sites and the prevention and control of production safety risks, earnestly fulfills safety management responsibilities, and ensures the safety of employees' operations and the stable operation of our production safety.



Case: Participated in the "Million Enterprise Employees Safety Training Program" hosted by the Zhejiang Work Safety E-Learning Academy.

In March 2025, Robam organized more than 60 employees in high-risk and key positions to participate in the "Enterprise Million Employees Safety Training Program". The training focused on job-related safety knowledge and operating procedures, and all participants successfully passed the assessment, ensuring the effective implementation of the training outcomes. This online training effectively consolidated employees' professional knowledge required for their positions, including hazardous materials management and emergency response, further deepened their understanding of the importance of workplace safety, and laid a solid foundation for fulfilling their on-the-job safety responsibilities.



60 employees in high-risk and key positions to participate in the "Enterprise Million Employees Safety Training Program"

Occupational Health

Robam strictly complies with laws and regulations such as the *Law of the People's Republic of China on the Prevention and Control of Occupational Diseases* and the *Provisions on the Supervision and Administration of Occupational Health at Work Sites*, and has established a systematic occupational health management system. We have formulated and continuously improved a series of internal systems, including the *Occupational Disease Management Standards* and the *Occupational Hazard Monitoring and Evaluation Management System*, covering key links such as hazard monitoring, warning and notification, emergency response, project declaration, health examination and management of protective facilities. The system has been certified against the ISO 45001 Occupational Health and Safety Management System, indicating that our institutionalized and process-based control over occupational health risks has reached international standards. We earnestly fulfill our primary responsibility for employees' occupational health. During the reporting period, we were not penalized for violations of laws and regulations related to occupational health and safety.



ISO 45001 Occupational Health and Safety Management System Certification



Occupational Hazard Identification and Transparent Management

Robam has established a systematic mechanism for identifying occupational disease hazards, covering major risk points such as physical factors (noise, radiation, etc.), dust (glass wool, electric welding fume, etc.) and chemical substances (benzene series, alcohols, acrylic acid, etc.).

Every year, Robam entrusts professional third-party institutions to conduct monitoring of occupational hazards, ensuring that the monitoring results are duly reported to the regulatory authorities and recorded in the health management ledger. To protect employees' right to information, we disclose the concentration of hazards and protective measures to relevant post personnel in real time through workshop notices and document circulation, realizing the transparent disclosure of risk information.

Occupational Hazard Prevention

In response to key risks identified through monitoring, Robam adopts a combined strategy of "source control + personal protection". We have focused on noise hazard control: by upgrading equipment and optimizing processes, it reduces noise pollution from physical sources, and provides high-performance protective equipment such as 3M noise-canceling earplugs to employees in relevant positions. In addition, adhering to the principle of prevention first, we regularly organize special training on occupational disease prevention and conduct annual occupational disease physical examinations, dynamically tracking employees' health status to ensure the effective implementation of occupational health protection measures.

Mental Health Care

Robam extends health support from physical health to mental well-being. By setting up dedicated employee relations posts and expanding multi-channel communication platforms, we have established a dynamic monitoring and feedback mechanism for employees' psychological status. For empowerment, we introduce interactive mental health courses, combining case teaching and participant interaction to stimulate employees' initiative in workplace psychological development, forming a comprehensive health service system covering both physical and mental well-being.



Robam Appliances Occupational Health Objectives	Achievement Status
100% timely post adjustment rate for occupational contraindications	Achieved
100% implementation rate of safety training for post transfer (including secondment for more than 3 days)	Achieved
100% pre-job physical examination rate for frontline employees	Achieved
100% completeness rate of occupational health procedures for frontline employees upon post departure	Achieved
Zero occupational disease incidents	Achieved

6.4 Employee Care and Solidarity

Robam is committed to building a warm, inclusive and vibrant workplace, effectively strengthening the protection of the special rights and interests of female employees, and improving the normalized support mechanism for employees in difficulties, so as to accurately respond to and resolve employees' urgent difficulties and concerns. To advocate work-life balance, we have systematically established a comprehensive employee care system. At the organizational level, we regularly hold festival celebrations and inspirational cultural and sports competitions that go beyond mere formalities. At the employee level, we vigorously support the development of interest clubs and continuously enrich employees' spare time life by facilitating membership recruitment, providing special training and organizing themed gatherings.

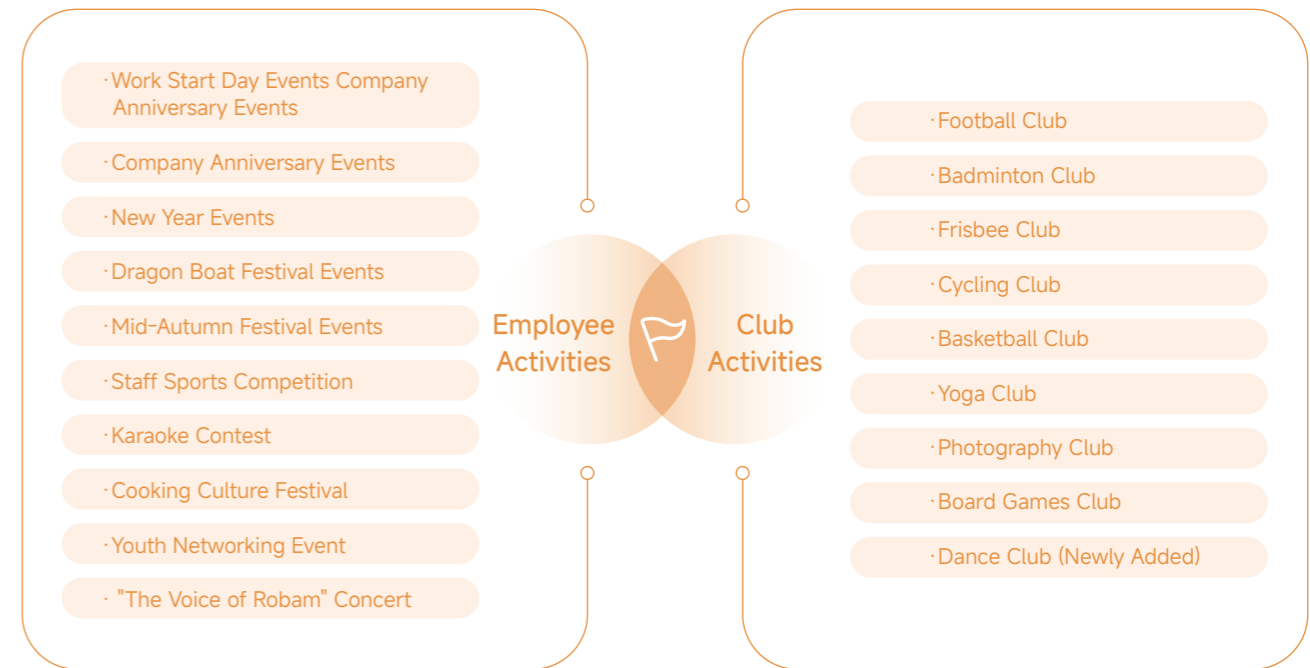
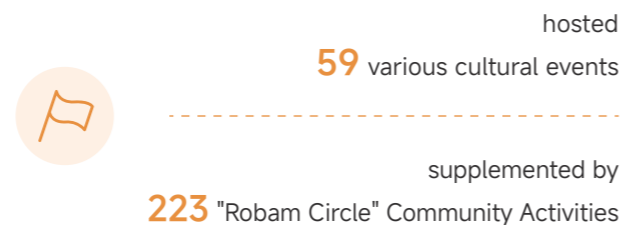
The above multi-dimensional initiatives have effectively fostered an organizational atmosphere of mutual assistance, mutual care, unity and progress. While promoting employee communication and growth, they have significantly enhanced corporate cohesion and employees' sense of belonging.

Rich Employee Activities

Robam attaches great importance to the development of employee cultural activities and is committed to creating a diverse, inclusive and dynamic organizational atmosphere. In 2025, Robam hosted 59 various cultural events, supplemented by 223 "Robam Circle" Community Activities, achieving full coverage for all employees and scenarios.

Robam integrates culinary philosophy into daily work through diverse platforms, including the "Company Anniversary Day", "Tackling Day", "2025 Robam Cooking Festival", the online variety IP *Shall We Dine at Your Home* and the "Happy Saturday Free Order Plan". Meanwhile, it strengthens emotional bonds centered on food memories by launching the "New Year Lucky Koi" campaign on the first workday of the year and the finale activity "Ride the Wind to 2026: My Annual Taste", continuously fostering a mutually trusting and warm organizational atmosphere.

Robam's in-depth investment in culture has won high recognition and active participation from employees. Data shows that the 2025 cultural activity satisfaction rate reached 94.89%, an increase of 2.5 percentage points from 2024. Among the 1,260 positive responses collected in the annual engagement survey, 381 comments focused on cultural activities and atmosphere building, accounting for 31% and ranking first among all dimensions. This result strongly validates the positive interaction of "those who participate feel valued, and those who organize gain fulfillment", marking that we have successfully built a fulfilling cultural feast jointly created by all employees.



Case: Paying Tribute to Craftsmanship with Skills — The 16th Cooking Competition Interprets "Enjoy Creation"

In 2025, the 16th Cooking Competition took "The More You Cook, The More You Enjoy" as its core theme. It aimed to further deepen the connotation of the "Enjoy Creation" corporate culture through high-level skill exchanges, stimulate employees' love and research for the art of cooking, and create an organizational atmosphere of loving the kitchen and loving life.

The competition system of this session has been fully upgraded and refined. It retained and optimized five professional tracks: Chinese dim sum, cold cooking, frying/stir-frying/deep-frying, baking, and steaming/boiling/braising, providing a broad stage for employees with different strengths to show themselves. With exquisite skills and creative expressions, the contestants presented a feast for both the eyes and the taste buds.



Care for Female Employees

In 2025, Robam continued to deepen care for female employees and launched a series of targeted, warm and diverse special activities covering physical and mental health, interest development and emotional connection. We actively responded to the diverse needs of female employees in health, career development and quality of life, and continued to foster an inclusive, supportive and empowering organizational atmosphere, helping every female employee grow confidently and shine gracefully in both the workplace and daily life.



"Skillful Hands Bloom · Enjoy Life"

The "Skillful Hands Bloom · Enjoy Life" flower arrangement activity took flowers as the medium and attracted more than 80 female employees to participate actively. In the process of hands-on creation, communication and sharing, everyone not only cultivated their sentiments and relieved their physical and mental pressure, but also showed a positive spiritual outlook and artistic pursuit.



"Care for Women · Walk Together with Health"

The "Care for Women · Walk Together with Health" health service continued to upgrade. In 2025, we cooperated with Linping District Maternal and Child Health Hospital to create the "Traditional Chinese Medicine Nurtures the Next Generation" Health Carnival, integrating multi-disciplinary expert resources. Focusing on women's concerned topics such as "scientific weight loss" and "breast health", it provided intimate and professional health support for more than 100 female employees through a combination of free consultations, screenings, lectures and experiences, effectively improving employees' health awareness and self-management capabilities.



"Yoga Circle"

The "Yoga Circle" club continued to carry out activities stably, holding nearly 50 activities throughout the year, and became a regular "energy station" for female employees to relieve pressure and adjust their physical and mental state. The newly established "Dance club" this year, in the form of classical dance and other styles, helps female employees improve their temperament and enhance their confidence in rhythm, further expanding the platform for them to show themselves and enrich their spiritual life.



Support for Employees in Need

During the 2025 Spring Festival, Robam focused on employees facing financial difficulties and carried out targeted assistance and relief work, conveying the warmth of the organization with practical actions and strengthening the defense line for protecting employees' rights and interests. For 33 employees living in hardship, we provided a total of 118,000 yuan in condolence funds, effectively easing their financial pressure and letting affected employees truly experience the effectiveness and targeted nature of corporate support.

Meanwhile, Robam attaches great importance to colleagues suffering from serious illnesses and always places employees' physical and mental health in a prominent position. During the reporting period, we allocated 110,000 yuan in special medical assistance funds, which substantially reduced the medical expenditure burden on sick employees, helping them receive treatment with peace of mind and get through difficult times.

When employees encounter emergencies such as life hardships or health accidents, Robam takes proactive and targeted measures, solving their practical problems with tangible financial support and delivering the caring spirit of mutual assistance to every employee in difficulty. This not only demonstrates the enterprise's responsibility and commitment, but also further enhances employees' sense of belonging and well-being, fostering a sound situation of mutual development and common prosperity between us and our employees.

6.5 Industry Collaboration and Development

Robam insists on promoting innovation through openness and collaboration. By deepening the industry-university-research integration, actively integrating into the industry development ecosystem, and participating in the construction of the standard system, we systematically enhance our independent innovation strength, injecting sustained impetus into the high-quality and sustainable development of the industry.

We have established long-term, stable and in-depth cooperative relations with well-known domestic universities including Jiangnan University and China Jiliang University. We have jointly set up professional R&D teams to focus on targeted research on key core technologies in the industry such as intelligent lampblack recognition. We have efficiently promoted the engineering transformation and industrial application of a number of cutting-edge technological achievements, effectively transforming scientific research advantages into market competitiveness and industry leadership.

In terms of joint construction of the industry ecosystem, we actively participated in high-level industry events such as the "Ten Chains, 100 Events, 10,000 Enterprises" series of docking activities in Zhejiang Province and the 2025 China International Big Data Industry Expo. We conducted in-depth exchanges with authoritative experts and key enterprises in the industry on technology development trends and quality management experience, broadening our innovation horizons.

At the same time, Robam regularly took the lead in holding supply chain technical seminars, united upstream and downstream partners to build consensus on innovation, share technical resources, and jointly promote technological iteration and industrial coordinated development in the field of intelligent kitchen appliances.

In terms of standard leadership, we took the initiative to assume industry responsibilities and actively participated in the formulation and revision of international standard proposals, national standards, industry standards and association standards. We led industrial technological progress through standard specifications, improved the industrial development system, and helped build a healthy, orderly, coordinated and win-win industrial ecosystem.



Participation in Standard Formulation

By the end of 2025,

we had participated in the formulation of **165** standards in total, of which **46** were led by us, including **2** international standard proposals, **6** national standards, **3** industrial standards and **35** association standards.

The remaining **119** standards were participated by us, including **52** national standards, **17** industrial standards and **50** association standards.

Our technological achievement transformation rate takes the lead in the industry.



"Intelligence+Manufacturing" Special Session of Zhejiang Province's "Ten Industry Chains, 100 Events, 10,000 Enterprises" Series of Matching Activities and Launch Conference for the Pilot Program of new-generation information technology Empowering Manufacturing

Case: Promoting Digital-Intelligent Transformation of the Industry: Selected as One of the First National Pilot Projects for High-Quality Dataset Construction

In August 2025, Robam's project *Construction of High-Quality Dataset for the Kitchen Appliance Industry* was successfully selected into the list of the first batch of national pilot projects for high-quality dataset construction. It became the first and only national pilot entity in the kitchen appliance industry, as well as one of the 15 selected enterprises in the national industrial manufacturing sector.

As such a pilot entity, Robam upholds industry responsibility. While advancing our own digital transformation, we focus on promoting the joint construction of the industry data ecosystem. In the future, we will join hands with industry associations and research institutions to promote the transformation of enterprise data construction experience into industry standards, participate in the formulation of manufacturing data standards, and help realize data interconnection and interoperability in the kitchen appliance industry. We will provide replicable and scalable "kitchen appliance experience" for the "Data Elements × Real Economy" initiative, empowering the high-quality development of the industry through collaborative cooperation.



6.6 Social Welfare and Charity

Robam always upholds proactive responsibility and standardized operation, and actively fulfills corporate social responsibility. By building a professional public welfare platform and improving the institutional system, we promote the normalized and systematic development of public welfare and charity work. To this end, we established the Hangzhou Linping District Robam Appliance Public Welfare Charity Foundation, as the core carrier to coordinate and advance various public welfare and charity projects, realizing the centralized integration and efficient allocation of public welfare resources.

To ensure the standardized operation of the Foundation, the orderly implementation of public welfare projects and the compliance and transparency of donation procedures, we have systematically formulated supporting management systems in line with the actual needs of public welfare and charity work, including a series of normative documents such as the Hangzhou Linping District Robam Public Welfare Charity Foundation Charter and the Hangzhou Linping District Robam Public Welfare Charity Foundation Charity Project Management System and the Robam Public Welfare Charity Foundation Donation Management System. These systems lay a solid foundation for the orderly development of various public welfare and charity projects in the future, and demonstrate the corporate social responsibility and commitment with practical measures.

Robam adheres to the two-wheel drive of "Technology + Humanity", transforming core business capabilities into social value. In the field of common prosperity, the "Warm Kitchen Initiative" and "Kitchen Renovation Program" have provided free kitchen equipment upgrades for nearly 7,000 disadvantaged families and completed kitchen renovations for more than 300 low-income households. In 2025, 2,755 households were assisted under the "Warm Kitchen Initiative" and 52 households under the "Kitchen Renovation Program", with the cumulative value of donated equipment and materials reaching approximately 12 million yuan.

In the field of cultural education, Robam joined hands with the Zhejiang Youth Development Foundation to launch the "Food Education Voyage Program", planning to build no fewer than 500 food education teaching bases within five years, empowering the development of labor education systems in primary and secondary schools through culinary education. In the field of community services, focusing on the home safety needs of aging communities, we launched the "Public Welfare Service Steward" project in sub-districts including Liangcheng and Quyang. It provided free kitchen safety inspections and equipment cleaning services for 2,200 households, established long-term care files for 120 elderly people living alone, and jointly held 24 safety knowledge lectures with fire authorities, covering 2,100 residents, forming a community engagement model of "Service + Education".

Case: From Kitchen Ranges to Communities: Safeguarding Kitchen Safety for the Elderly with Professional Services

In response to the pain points of aging communities, namely "numerous potential kitchen safety hazards and inadequate care for the elderly living alone", the Shanghai subsidiary of Robam has designed a two-wheel drive model of "Service + Education".

Service



Education

It has established dynamic files for **120** elderly residents living alone in cooperation with sub-district neighborhood committees, conducts monthly home visits and assists them in applying for subsidies for age-friendly renovation.

It has collaborated with fire authorities to develop interactive "Hazard Spotting" courses, replacing one-way lectures with scenario-based experiences, covering more than **2,000** residents.

Service staff have been trained to use communication skills featuring "**slow speed and plain language**" to ensure effective information reception among the elderly.

The project has provided free safety inspections and equipment cleaning services for **2,200** households, with a resident satisfaction rate of **98%**, offering a practical model for the sustainable operation of community public welfare services.

Case: Consecutively Winning Provincial and Municipal Charity Honors, Deepening Public Welfare Practices with Professional Strengths

During the "China Charity Day" 2025, Robam's public welfare contributions were widely recognized.



We were awarded the 8th "Zhejiang Charity Award" – Institutional Donation Prize, the highest government honor in the public welfare and charity field of Zhejiang Province;



retained the title of "2025 Top 20 ESG Strategic Charity Influence Pioneers of Hangzhou Listed Companies".



Meanwhile, we completed the donation of the third tranche of our named principal-retained fund with a total amount of **50 million yuan**, continuing our long-term commitment to charity.



Case: From Kitchen to Classroom: Empowering Adolescent Food Education with new-generation information technology

On May 29, 2025, at the China Tao Xingzhi Education Symposium held in Hangzhou, Robam and Hangzhou Xingzhi Primary School jointly released the food education innovation achievement Zhejiang Flavor Childhood, and donated the first batch of books to 37 member schools of the Tao Xingzhi Education Alliance, promoting the popularization of food education among adolescents through the school-enterprise collaboration model.



Since taking the lead in the food education field in 2016, we have built a complete food education practice system through 9 years of dedicated development. Up to now, we have established **42** food education practice bases nationwide, providing immersive food education experiences for more than **200,000** adolescents in total.

Our Global Culinary Art Center at our Hangzhou headquarters receives over **50,000** visitors annually and has become a distinctive research and education base. It was honored as a **Hangzhou Municipal-Level Grassroots Characteristic Cultural Space** in 2025.

The "Shen", launched in 2024 has constructed a systematic dietary knowledge network, providing intelligent support for food education teaching and realizing the innovative integration of new-generation information technology with traditional food culture and food education.

ESG Data Tables and Notes

Economic Performance

Indicators	Unit	2023	2024	2025
Operating revenue	RMB 10,000	1,120,189.58	1,121,265.42	1,011,606.94
Total assets	RMB 10,000	1,677,953.13	1,704,325.83	1,720,806.31
Net profit attributable to shareholders of the listed company	RMB 10,000	173,278.93	157,740.06	125,587.98
Basic earnings per share	RMB/share	1.83	1.67	1.33
Total Cash Dividends (Including Tax)	RMB	944,094,916	944,533,116	944,938,916

Governance Performance

Anti-Bribery and Anti-Corruption

Indicators	Unit	2023	2024	2025
Average hours of employee anti-bribery and anti-corruption training	hour	5.55	8.00	9.00
Employee anti-bribery and anti-corruption training coverage rate	%	100.00	100.00	100.00
Average hours of director anti-bribery and anti-corruption training	hour	29.00	30.00	35.00
Director anti-bribery and anti-corruption training coverage rate	%	100.00	100.00	100.00
Management anti-bribery and anti-corruption training coverage rate	%	100.00	100.00	100.00
Number of anti-bribery and anti-corruption training sessions	/	11	10	10
Number of incidents of anti-bribery and anti-corruption litigation	/	0	0	0
Number of incidents of bribery and corruption reported by employees	/	8	10	9

Anti-Unfair Competition

Indicators	Unit	2023	2024	2025
Amounts involved in litigation or significant administrative penalties resulting from Robam's unfair competition behavior during the reporting period	RMB 10,000	0	0	0

Environmental Performance

Environmental Management

Indicators	Unit	2023	2024	2025
Annual environmental investment expenditure	RMB 10,000	935	830	60
Environmental Protection Operating Expenses	RMB 10,000	-	-	620
Total Expenses	RMB 10,000	935	830	680
Number of employee environmental training sessions	/	12	12	10
Number of cases punished for violations against environmental protection laws and regulations	/	0	0	0
Amounts of penalties for major administrative penalties imposed by ecological and environmental and other relevant authorities for environmental incidents during the reporting period	RMB 10,000	0	0	0

Energy Consumption

Indicators	Unit	2023	2024	2025
Direct energy consumption	MWH	56,111.54	52,519.19	56,868.56
Natural gas	m ³	4,335,200.00	4,080,000.00	4,400,000.00
Gasoline by mobile sources	ton	25.41	25.99	24.66
Diesel by mobile sources	ton	94.22	88.48	82.27
Total PV power capacity	MW	10.01	10.01	10.02
Total PV power generation	MWH	7,757.32	6,989.00	7,943.60
Indirect energy consumption	MWH	52,842.33	48,344.89	47,356.40
Purchased steam	GJ	8,794.50	7,214.00	2,340.00
Purchased electricity	MWH	50,399.41	46,341.00	46,706.40
Clean energy consumption	MWH	54,638.90	51,110.80	55,525.20
Clean energy consumption by energy type: natural gas	m ³	4,335,200.00	4,080,000.00	4,400,000.00
Clean energy proportion by energy type: natural gas	%	85.80	86.33	85.70
Clean energy consumption by energy type: solar energy	MWH	7,757.32	6,989.00	7,943.60
Clean energy proportion by energy type: solar energy	%	14.2	13.67	14.3
Total energy consumption	MWH	108,953.87	100,864.08	104,224.96
Total energy intensity (per unit of revenue) ^[1]	MWH/million RMB	9.73	9.00	10.30
Number of Energy Conservation Trainings for Employees	/	-	-	12

Notes:

[1] The comprehensive energy intensity increased this year compared with the previous year. This was mainly due to the commissioning of our new building during the reporting period, which raised total comprehensive energy consumption. Coupled with a year-on-year decline in operating revenue for the same period, these factors jointly drove the indicator up.

Water Resources

Indicators	Unit	2023	2024	2025
Toal water withdrawal ¹	m ³	683,068.00	683,418.00	719,048.00
Total water discharge	m ³	603,124.00	483,206.00	609,202.00
Toal water consumption ²	m ³	79,944.00	200,212.00	109,846.00
Water intensity (per unit of revenue)	m ³ /RMB 10,000	0.07	0.18	0.11
Total recycled water	m ³	20,658,846.00	19,384,983.88	18,566,720.00
Number of Water Conservation Awareness Trainings for Employees	/	-	-	12

Notes:

- [1] All water withdrawn by Robam is sourced from municipal water supplies.
- [2] Total water consumption = total water withdrawal - total water discharge.

Greenhouse Gas Emission

Indicators	Unit	2023	2024	2025
Scope 1 GHG emissions ¹	tCO ₂ e	10,045.26	9,187.45	9,851.05
Scope 2 GHG emissions ²	tCO ₂ e	28,293.95	25,660.12	25,039.82
Total GHG emissions	tCO ₂ e	38,339.21	34,847.57	34,890.87
GHG emissions per million revenues	tCO ₂ e /million RMB	3.42	3.11	3.45

Notes:

- [1] Scope 1 greenhouse gas (GHG) emissions include direct GHG emissions from natural gas, gasoline, and diesel consumption, calculated using emission factor methods. The emission factors and related parameters are sourced from the China Energy Statistics Yearbook (2022), Guidelines for the preparation of provincial greenhouse gas inventories (Trial) (2011), and Guidelines for Greenhouse Gas Emission Accounting and Reporting for Land Transport Enterprises (Trial) (2015). GHGs considered include CO₂, CH₄, and N₂O, with GHG equivalence calculated using IPCC AR6 GWP 100-year average values (GWP 100).
- [2] Scope 2 GHG emissions include indirect GHG emissions from purchased electricity and purchased steam consumption, calculated using emission factor methods. Among them, for the GHG emission factor of purchased electricity: in 2023, the Zhejiang provincial average CO₂ emission factor from the Announcement of the Ministry of Ecology and Environment and the National Bureau of Statistics on the release of the 2021 electricity carbon dioxide is used; in 2024, the national grid average CO₂ emission factor published in the Announcement on the 2022 Power CO₂ Emission Factors is applied; and in 2025, the national grid average CO₂ emission factor published in the Announcement on the 2023 Power CO₂ Emission Factors is applied. The emission factor for purchased steam is sourced from the Guidelines for GHG Accounting and Reporting for Other Industries (Trial) issued by the National Development and Reform Commission (2015).

Emissions and Solid Waste Management

Indicators	Unit	2023	2024	2025
Total waste gas emissions	m ³	1,608,900,000.00	1,512,100,000.00	1,748,180,000.00
PM	ton	1.29	1.25	1.69
SO _x	ton	0.13	0.12	0.17
NO _x	ton	6.21	6.01	8.18
VOCs	ton	1.30	1.10	1.06
Total wastewater discharge	m ³	603,124.00	483,206.00	548,368.00
Industrial wastewater discharge	m ³	297,246.00	195,559.00	211,922.00
Domestic wastewater discharge	m ³	323,878.00	287,647.00	336,446.00
COD	ton	2.312	6.320	6.980
NH ₃ -N	ton	0.028	0.100	0.076
TN	ton	1.109	3.480	4.160
TP	ton	0.014	0.044	0.058
Total non-hazardous waste	ton	31,481.87	28,287.52	29,882.00
Non-hazardous waste intensity (per unit of revenue)	ton / million RMB	2.810	2.523	2.954
Volume of non-hazardous waste by disposal method: recycling/reuse	ton	30,935.10	27,755.42	29,355.00
Volume of non-hazardous waste by disposal method: incineration	ton	546.77	532.10	527.00
Number of Waste Reduction Trainings for Employees	/	-	-	10
Total hazardous waste	ton	353.23	299.49	331.85
Hazardous waste intensity (per unit of revenue)	ton / million RMB	0.032	0.027	0.033
Volume of hazardous waste by disposal method: recycling/reuse	ton	39.84	35.29	94.12
Volume of hazardous waste by disposal method: incineration	ton	313.39	264.2	237.73

Social Performance

R&D and Innovation

Indicators	Unit	2023	2024	2025
R&D expenses	RMB 10,000	38,736.94	41,365.94	36,794.99
Percentage of R&D expenses in operating revenue	%	3.46	3.69	3.64
Number of R&D personnel	person	919	893	818
Percentage of R&D personnel	%	16.76	17.29	16.41
Number of trademark applications during the reporting period	/	60	87	45
Number of trademarks approved during the reporting period	/	15	25	45
Number of patent applications during the reporting period	/	1,530	2,185	1,971
Number of patents granted during the reporting period	/	1,091	1,455	1,577
Number of invention patents granted applied to main businesses during the reporting period	/	64	321	363
Number of valid patents during the reporting period	/	4,605	5,635	7,134

Product Quality Management

Indicators	Unit	2023	2024	2025
During the reporting period, the number of incidents of fines or penalties due to violations of safety and health regulations related to products and services	/	0	0	0
The number of products sold or shipped that need to be recalled due to safety and health reasons	/	0	0	0
Amounts involved in major liability incidents related to product and service safety and quality during the reporting period	RMB 10,000	0	0	0

User Service Management

Indicators	Unit	2023	2024	2025
User satisfaction	%	98.02	97.80	98.70
Customer complaint resolution rate	%	94.50	96.60	96.90

Information Security and Privacy Management

Indicators	Unit	2023	2024	2025
Number of information security training sessions	/	6	5	4
Number of employees receiving information security training sessions	/	0	0	0
Number of employees receiving information security training	person	3,675	2,970	3,256
Amounts involved in data security incidents	RMB 10,000	0	0	0
Amounts involved in customer privacy breach incidents	RMB 10,000	0	0	0

Employee Hiring

Indicators	Unit	2023	2024	2025
Number of Employees				
Total number of employees	person	5,482	5,166	4,980
Number of minority employees	person	195	189	187
Total number of new employees recruited	person	-	-	550
Internal recruitment percentage	%	-	-	8.55
Average recruitment cost ¹	RMB	-	-	11,282

By Gender

Male	person	3,472	3,273	3,161
Female	person	2,010	1,893	1,819
Percentage of females in total STEM positions	%	-	-	28.86
Percentage of females in management positions in revenue-generating functions	%	-	-	33.33
Percentage of females in total top management positions	%	-	-	13.33
Percentage of females in total junior management positions	%	-	-	31.78
Percentage of females in total management positions	%	-	-	31.63

By Employment Type

Number of employees by labor contract	person	5,032	4,822	4,612
Number of employees by labor dispatch	person	450	344	289

By Age

Under 30 years old	person	1,370	1,171	950
30 to 50 years old	person	3,785	3,626	3,602
50 years old or above	person	327	369	428

Indicators	Unit	2023	2024	2025
By Function				
Production personnel	person	1,850	1,882	1,933
Technical personnel	person	881	893	714
Sales personnel	person	1,758	1,621	1,691
Finance personnel	person	178	187	160
Management personnel	person	815	583	482
By Category				
Total number of general employees	person	5,265	4,941	4,774
Total number of middle management employees	person	182	168	132
Total number of senior management employees	person	35	57	74
By Education Background				
Employees with PhD degrees	person	8	3	9
Employees with master's degrees	person	244	262	273
Employees with bachelor's degrees	person	1,618	1,558	1,568
Employees with junior college and below	person	3,612	3,343	3,130
Employee Turnover Rate				
Employee turnover rate ²	%	17.79	14.85	13.00
By Gender				
Male	%	17.65	15.03	12.66
Female	%	18.03	14.54	13.59
By Age				
Under 30 years old	%	24.43	23.96	20.90
30 to 50 years old	%	15.34	12.05	10.62
50 years old or above	%	14.84	8.66	13.18
Other Indicators of Employment				
Labor contract signing rate	%	100.00	100.00	100.00
Social insurance coverage rate	%	100.00	100.00	100.00
Employee medical examination coverage rate	%	100.00	100.00	100.00
Percentage of employees subjected to regular performance and career development evaluation	%	100.00	100.00	100.00

Notes:

[1] Average recruitment cost = Total Annual Recruitment Expenses / Total Number of New Full-time Employees Recruited in the Year, which refers to the average cost incurred by the enterprise for recruiting each new full-time employee.

[2] Employee turnover rate = Number of employees who left during the reporting period / (Number of employees in the category at the end of the reporting period + Number of employees who left during the reporting period) × 100%.

Employee Training

Indicators	Unit	2023	2024	2025
Total number of employees trained	person	5,482	5,166	4,980
Average training and development cost per full-time employee	RMB 10,000	-	-	0.044
Employee training coverage rate ¹	%	100.00	100.00	100.00
Number of employee training sessions	/	385	397	419
Total employee training expenditure	RMB 10,000	135.66	97.99	154.20
Average hours of training received by employees ²	hour	30.79	46.10	32.73
By Gender				
Male	hour	28.95	45.67	31.82
Female	hour	33.98	46.85	33.91
By Category				
General employees	hour	30.76	46.66	32.93
Middle management employees	hour	33.91	40.91	28.49
Senior management employees	hour	19.48	13.33	11.83

Notes:

[1] Employee training coverage rate = Total number of employees receiving training / Total number of employees.

[2] Average hours of training received by employees = Total training hours for employees in the category / Number of employees in the category.

Occupational Health and Safety

Indicators	Unit	2023	2024	2025
Number of employees in positions exposed to occupational diseases	person	1,692	1,873	1,495
Number of employees suffering from occupational diseases	person	0	0	0
Transfer rate for occupational contraindications	%	100.00	100.00	100.00
Compliance rate of monitoring of occupational hazard factors	%	100.00	100.00	91.87
Number of workplace safety accidents	/	0	0	0
Number of work-related fatalities	/	0	0	0
Number of employees involved in work-related fatalities	person	0	0	0
Number of safety emergency drills	/	23	27	46
Total hours of safety training	hour	16,271.00	21,000.00	21,133.00
Safety training coverage rate ¹	%	100.00	100.00	100.00
Implementation rate of safety training for job transfer (including secondment for more than 3 days)	%	100.00	100.00	100.00
Employee work-related injury insurance coverage rate	%	100.00	100.00	100.00
Investment in employee work-related injury insurance	RMB 10,000	194.51	242.39	254.17

Notes:

[1] Safety training coverage rate = Number of employees covered by safety education / Total number of employees.

Supplier Management

Indicators	Unit	2023	2024	2025
Total number of suppliers	/	329	345	364
Number of localization suppliers	/	180	195	209
Number of suppliers signing Supplier Code of Conduct	/	329	345	364
Number of suppliers assessed to have significant actual/potential negative impacts.	/	-	-	0
Total number of suppliers assessed through desk assessment / on-site assessment	/	-	-	126
Total number of suppliers supported in implementing corrective action plans	/	-	-	126
Total number of suppliers participating in capacity-building projects	/	-	-	115
Percentage of certified procurement volume in the total procurement volume of each major raw material	%	-	-	37.08
Number of suppliers audited based on Robam's supplier assessment system	/	99	97	364
Audit pass rate	%	100.00	100.00	98.66

Social Welfare

Indicators	Unit	2023	2024	2025
Amount invested in social welfare	RMB 10,000	1,529.00	1,453.00	535.00
Amount of charitable donations	RMB 10,000	413.00	338.00	175.00
Amount invested in rural revitalization	RMB 10,000	242.00	317.00	760.00
Value of materials donated for rural revitalization	RMB 10,000	405.60	480.00	1,200.00
Number of beneficiaries of rural revitalization initiatives	person	7,000	8,000	15,000
Number of employee volunteer participations	/	231	202	105
Duration of volunteer activities	hour	986.50	938.00	272.00

Benchmarking Index

Index for Shenzhen Stock Exchange Self-Regulatory Guidelines for Listed Companies No. 17—Sustainable Development Reports (Trial)

Disclosure Requirements	Corresponding Chapte
Chapter 1 General Provisions	Improve ESG management
Chapter 2 Sustainability Information Disclosure Framework	Improve ESG management Each Chapter of the Report
Chapter 3 Environmental Information Disclosure	
Section 1 Responding to Climate Change	
Responding to climate change	Responding to Climate Change
Section 2 Pollution Prevention and Ecosystem Protection	
Pollutant emissions	Stringent Pollution Emission Control
Waste treatment	
Ecosystem and biodiversity conservation	Protect Ecological Balance
Environmental compliance management	Environmental Compliance Management
Section 3 Resource Use and Circular Economy	
Energy use	Refined Energy Management
Water resource use	Focus on Resource Utilization
Circular economy	
Chapter 4 Social Information Disclosure	
Section 1 Rural Revitalization and Social Contribution	
Rural revitalization	Social Welfare and Charity
Social contribution	

Disclosure Requirements	Corresponding Chapte
Section 2 Innovation-Driven Development and Tech Ethics	
Innovation-driven development	Innovation-Driven Development
Tech ethics	Innovation-Driven Development
Section 3 Suppliers and Customers	
Supply chain security	Responsible Supply Chain
Fair treatment of SMEs	As of the end of the reporting period, Robam had no accounts payable (including notes payable) exceeding RMB 30 billion or accounting for more than 50% of total assets. None of the entities within the consolidated financial statements were required to disclose overdue payments to SMEs on the national enterprise credit information publicity system. Therefore, this topic is of low relevance to Robam.
Product and service safety and quality	Total Quality Management User Service
Data security and customer privacy protection	Maintaining Information Security
Section 4 Employees	
Employee	Employee Rights, Interests and Welfare Employee Training and Development Work Safety and Occupational Health
Chapter 5 Sustainability Governance Information Disclosure	
Section 1 Sustainability Governance Mechanisms	
Due diligence	Improve ESG management
Stakeholder communication	
Section 2 Business Conduct	
Anti-bribery and anti-corruption	Adherence to Business Ethics
Anti-unfair competition	
Chapter 6 Appendix and Glossary	

Index for GRI

Usage Declaration: Robam reported the information referenced in this index for GRI from January 1 to December 31, 2025 according to the GRI standard.
GRI Used: GRI 1: Foundation2021

GRI Standard	Disclosures	Chapter of the Report	
GRI 2: General Disclosure 2021	Organization and its reporting practices	2-1 Organizational details	About Robam Appliances
		2-2 Entities included in the organization's sustainability reporting	About This Report
		2-3 Reporting period, frequency and contact point	About This Report
		2-5 External assurance	Independent Assurance Statement
	Activities and workers	2-6 Activities, value chain and other business relationships	About Robam Appliances
		2-7 Employees	Employee Rights, Interests and Welfare Employee Training and Development Work Safety and Occupational Health ESG Data Tables and Notes
	Governance	2-9 Governance structure and composition	Standardize Corporate Governance
		2-10 Nomination and selection of the highest governance body	Standardize Corporate Governance
		2-11 Chair of the highest governance body	Standardize Corporate Governance
		2-12 Role of the highest governance body in overseeing the management of impacts	Improve ESG management
		2-13 Delegation of responsibility for managing impacts	Improve ESG management
		2-14 Role of the highest governance body in sustainability reporting	Improve ESG management
		2-16 Communication of critical concerns	Improve ESG management
		2-22 Statement on sustainable development strategy	Improve ESG management
	Strategies, policies and practices	2-23 Policy commitments	Adherence to Business Ethics Innovation-Driven Development Maintaining Information Security Total Quality Management User Service Responsible Supply Chain Employee Rights, Interests and Welfare
		2-24 Embedding policy commitments	Innovation-Driven Development Maintaining Information Security Total Quality Management User Service Responsible Supply Chain Employee Rights, Interests and Welfare

GRI Standard	Disclosures	Chapter of the Report
GRI 2: General Disclosure 2021	Strategies, policies and practices	2-25 Processes to remediate negative impacts Innovation-Driven Development Maintaining Information Security Total Quality Management User Service Responsible Supply Chain
		2-26 Mechanisms for seeking advice and raising concerns About Robam Appliances
		2-27 Compliance with laws and regulations Each Chapter of the Report for Details
	Stakeholder engagement	2-29 Approach to stakeholder engagement Improve ESG management
		2-30 Collective bargaining agreements Employee Rights, Interests and Welfare
GRI 3: Material Topics 2021	3-1 Process to determine material topics Management of Material Topics	
	3-2 List of material topics Management of Material Topics	
	3-3 Management of material topics Management of Material Topics	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed ESG Data Tables and Notes	
	201-2 Financial implications and other risks and opportunities due to climate change Responding to Climate Change	
	201-3 Defined benefit plan obligations and other retirement plans Employee Rights, Interests and Welfare	
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported Social Welfare and Charity	
GRI 205: Anti-Corruption 2016	205-1 Operations assessed for risks related to corruption	
	205-2 Communication and training about anti-corruption policies and procedures Adherence to Business Ethics	
	205-3 Confirmed incidents of corruption and actions taken	
GRI 302: Energy 2016	302-1 Energy consumption within the organization ESG Data Tables and Notes	
	302-4 Reduction of energy consumption Refined Energy Management Focus on Resource Utilization	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource Focus on Resource Utilization	
	303-2 Management of water discharge-related impacts Focus on Resource Utilization Stringent Pollution Emission Control	
	303-3 Water withdrawal	
	303-4 Water discharge ESG Data Tables and Notes	
	303-5 Water consumption	
GRI 304: Biodiversity 2016	304-2 Significant impacts of activities, products and services on biodiversity Protect Ecological Balance	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	
	305-2 Energy indirect (Scope 2) GHG emissions Responding to Climate Change ESG Data Tables and Notes	
	305-4 GHG emissions intensity	
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	

GRI Standard	Disclosures	Chapter of the Report
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts Stringent Pollution Emission Control	
	306-2 Management of significant waste-related impacts Stringent Pollution Emission Control	
	306-3 Waste generated	
	306-4 Waste diverted from disposal Stringent Pollution Emission Control ESG Data Tables and Notes	
	306-5 Waste directed to disposal	
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria Responsible Supply Chain	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover ESG Data Tables and Notes	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees Employee Rights, Interests and Welfare	
	401-3 Parental leave Employee Rights, Interests and Welfare	
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes Employee Rights, Interests and Welfare	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	
	403-2 Hazard identification, risk assessment, and incident investigation	
	403-3 Occupational health services	
	403-4 Worker participation, consultation, and communication on occupational health and safety	
	403-5 Worker training on occupational health and safety	
	403-6 Promotion of worker health	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	
	403-8 Workers covered by an occupational health and safety management system	
	403-9 Work-related injuries Work Safety and Occupational Health ESG Data Tables and Notes	
	403-10 Work-related ill health	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee ESG Data Tables and Notes	
	404-2 Programs for upgrading employee skills and transition assistance programs Employee Training and Development	
	404-3 Percentage of employees receiving regular performance and career development reviews ESG Data Tables and Notes	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees Employee Rights, Interests and Welfare ESG Data Tables and Notes	
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk Employee Rights, Interests and Welfare Responsible Supply Chain	
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor Employee Rights, Interests and Welfare Responsible Supply Chain	
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor Employee Rights, Interests and Welfare Responsible Supply Chain	
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	
	414-2 Negative social impacts in the supply chain and actions taken Responsible Supply Chain	
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling User Service	

Independent Assurance Declaration

Opinion on the Independent Assurance Declaration of AA1000

To the management and stakeholders of Robam:

Bohan Sustainability Center Co., LTD. (hereinafter referred to as "Bohan Sustainability Center") is entrusted by Hangzhou Robam Appliances Co., Ltd. (hereinafter referred to as "Robam") to conduct independent limited assurance of the information and data disclosed by *Robam Appliances Environmental, Social and Governance (ESG) Report 2025* (hereinafter referred to as the ESG Report) in the form of an independent assurance statement, disclose the results and conclusions of the assurance to the readers and stakeholders of the ESG report of Robam.

Scope of the assurance

- 1.The time range of this assurance is limited to the information and data disclosed in the Environmental, Social and Governance (ESG) report for the period from 1 January 2025 to 31 December 2025. Any relevant information outside the reporting period is not within the scope of this assurance.
- 2.Verify the data and information covered by Robam and its affiliated subsidiaries in Robam's Environmental, Social and Governance (ESG) Report.
- 3.This assurance does not include data and information from Robam's suppliers, partners, and other third parties.
- 4.To assess the extent to which Robam's Environmental, Social and Governance (ESG) Report complies with the AA1000AS v3 principles of inclusiveness, substance, responsiveness and impact.
- 5.For the information and data disclosed in the ESG report that has been assured or verified by an independent third-party institution, no re-assurance will be conducted this time.

Assurance criteria

The Bohan Sustainability Center uses the AA1000AS v3 Type 2 moderate assurance level, which includes the evaluation of Robam's compliance with and extent of the four AA1000AS v3 assurance principles of inclusion, substance, responsiveness, and impact.

Source of assurance information

Report Title: *Robam Appliances Environmental, Social and Governance (ESG) Report 2025*
Source: Robam

Assurance duties and statements

- 1.The management of Robam shares is fully responsible for the preparation and content of the Robam Shares 2025 Environmental, Social and Governance (ESG) Report. It is the responsibility of the Bohan Sustainability Center to conduct the assurance based on the scope described in the opinion and to provide professional assurance opinions and independent assurance statement opinions to the report readers and stakeholders.
- 2.Based on the restricted matters of the assurance scope, the Bohan Sustainability Center conducts independent and limited assurance work and guarantees the conclusion for the matters within the defined scope of the Environmental,

Social and Governance (ESG) Report of Robam in accordance with AA1000AS v3 (the management of Robam is fully responsible for the preparation and content of the report). Except for conducting independent assurance of the facts corresponding to those conclusions and making other statements of opinion, Bohan Sustainability Center shall not bear or be liable for any inquiry for any other purpose, or for any other person who reads this independent assurance statement of opinion.

3.Any questions regarding the contents of this independent assurance statement or related matters will be answered by Robam.

Assurance process and work

In order to gather evidence related to the formation of conclusions, we carried out the following work:

- 1.Document key resource requirements, evidence to be collected, tasks, activities, deliverables, and timetables in the assurance plan to form the assurance plan.
- 2.Through interviews and document reviews, understand the overall situation of Robam's fulfillment of environmental, social and corporate governance responsibilities and related management processes.
- 3.Verify the key developments and policy implementation of the relevant organization of Robam, as well as the supporting evidence for the declarations made in the review report.
- 4.Through interviews and review of relevant documents, understand the key stakeholders of Robam and their expectations and needs, the specific communication channels between the two parties, and how Robam responds to the expectations and needs of the stakeholders.
- 5.Select the environmental, social and governance information in this report, perform an analytical assurance procedure on the information, assess its overall performance, and verify its consistency with the information disclosed in the report.
- 6.Verify the process management related to inclusion, substance, responsiveness and impact in the company report and its associated AA1000 to confirm the suitability of this statement.
- 7.Sample and examine the supporting evidence for the reliability and quality of the data related to the selected specific performance information.
- 8.Recalculate and validate the selected specific performance information.
- 9.Carry out other procedures that the Bohan Sustainability Center deems necessary.

Independence and assurance capabilities

- 1.Bohan Sustainability Center and Robam are completely independent organizations of each other, and there is no business relationship between the two parties that would lead to conflicts of interest; The Bohan Sustainability Center's assurance team independently carried out this assurance;
- 2.The Bohan Sustainability Center's assurance team is composed of experienced ESG experts in the industry. The relevant personnel have received professional training in sustained-related standards such as GRI standards issued by the Global Reporting Initiative, AA1000AS v3, ISO 14001, ISO 14064, EcoVadis Global Supply Chain Rating, and are qualified for sustainability assurance services of the Bohan Sustainability Center. All have the ability to carry out assurances.

Limitations

- 1.This review used sampling to verify the relevant data and information, and therefore did not cover all the information disclosed in the report.
2. Some ESG information has not yet formed a fully unified international standard in terms of data collection, calculation methods and disclosure standards. Different organizations may adopt different methods, which may affect the comparability of the data.
- 3.Some of the information in the report (such as the identification of materiality topics and stakeholder engagement results) relies on management judgment and related methods and is somewhat subjective.
- 4.This review does not cover information outside the reporting period and does not provide any assurance regarding future predictive information related to it.
- 5.This assurance does not cover supply chain and other third-party data whose completeness and accuracy have not been verified in this assurance.

Assurance Conclusions

- 1.Based on the information provided by Robam and sampling tests, there are no material misstatements in Robam's Environmental, Social and Governance (ESG) report.
- 2.The detailed review results regarding the inclusion, substance, responsiveness and impact principles included in AA1000AS v3 are as follows:

Principles	Evaluation
Inclusiveness	The report reflects that Robam has established a systematic stakeholder engagement mechanism, identified key stakeholder groups, and continuously collected their expectations and concerns through diversified communication channels such as regular communication, information disclosure, and special exchanges. The relevant results have been incorporated into the company's ESG management and the process of identifying important issues and are responded to in the report.
Substantive	Robam has established a mechanism for identifying and evaluating critical ESG issues through a systematic process, and assesses and ranks them based on two dimensions: financial importance and environmental and social impact importance, forming a list of critical issues and disclosing it in the report.
Responsiveness	Robam has established a systematic response mechanism for the substantive issues of concern to stakeholders. It responds by formulating relevant policies, management systems and specific action measures, and discloses the relevant progress and achievements in reports, demonstrating a management closed loop of continuous improvement.
Impactful	Robam has established a mechanism for identifying, assessing and managing the impact of key ESG topics. By setting relevant performance indicators, it monitors and quantifies environmental and social impacts and discloses them in its reports. At the same time, the company is gradually refining its impact management process to support decision optimization and continuous improvement, thereby more objectively reflecting its actual impact on sustainability.



AA1000
Licensed Report
001-181/V3-ZHK5S



博涵可持续发展中心
Bohan Sustainability Centre

Assurance Institution: Shanghai Bohan Public Relations Management Consulting Co., LTD
Assurance date: April 2026

Assurance members: Bohan Sustainability Center Sustainability Assurance Team

ROBAM老板

Environmental, Social,
and Governance Report 2025



0571-86187810



wg@robam.com



www.robam.com

Hangzhou Robam Appliances Co., Ltd.