VPOWER GROUP

VPower Group International Holdings Limited
偉能集團國際控股有限公司
(Incorporated under the laws of the Cayman Islands with limited liability)
Stock Code: 1608

2025 SUSTAINABILITY REPORT



CONTENTS

02 About this Report

03 About VPower Group

06 Message from Chairman

08 Our Approach to Sustainability

08 Corporate Governance
16 Commitment to UNGC and SDGs
18 Stakeholder Engagement
20 Materiality Assessment

24 Preserving Our Planet

24 Energy
26 Emissions
27 Water
27 Waste
29 Consumption, Emissions and Intensities
30 Climate-related Disclosures

40 Supporting Our Stakeholders

40 Employees
48 Suppliers
50 Clients
52 Communities

54 Appendices

54 Performance Data Summary
64 Legal Compliance



HKEX Mandatory Disclosure Requirements
GRI 2-1, 2-2, 2-3

ABOUT THIS REPORT

VPower Group International Holdings Limited ("**VPower Group**", together with its subsidiaries, hereinafter referred to as the "**Group**", or "**we**") publishes its sustainability report (the "**Report**") annually to provide stakeholders with a comprehensive overview of its environmental, social and governance ("**ESG**") performance. This Report, reviewed and approved by the board of directors of VPower Group (the "**Board**"), covers the reporting period for the financial year ended 31 December 2025 (the "**Year**"). For more information on our business operations and financial performance, please refer to our annual report for the year ended 31 December 2025 (the "2025 Annual Report").

Report Scope

This Report presents the ESG performance of the Group's business over which it has operational control. The entities included in this Report are consistent with those included in the Group's audited consolidated financial statements. The reporting boundary covers the Group's Hong Kong headquarters, Chinese Mainland and regional office premises, its system integration factory in Shenzhen, China (the "**Shenzhen Factory**"), and operational power projects during the Year. Unless otherwise specified, the Group's joint ventures, contractors and suppliers are excluded from this Report's scope.

Reporting Basis

This Report has been prepared with reference to the Global Reporting Initiative ("**GRI**") Standards, and in accordance with the reporting principles and disclosure requirements of the Environmental, Social and Governance Reporting Code under Appendix C2 of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the "**HKEX ESG Reporting Code**"). The relevant GRI and HKEX content indexes have been uploaded to the sustainability page on VPower Group's official website.

Reporting Principles

To ensure the quality and relevance of our report, we have applied the reporting principles outlined in the GRI Standards and HKEX's ESG Reporting Code. These include:

Materiality	We conduct annual materiality assessments to identify and prioritise topics that are most significant to our business and stakeholders.
Quantitative	We assess our performance using measurable targets and metrics. Detailed information on the standards, methodologies, assumptions, calculation tools and conversion factors used for emissions/consumption is available in the "Performance Data Summary" section of this Report.
Balance	We present our performance in a transparent, objective, and unbiased manner by providing all relevant and material information that fairly reflect both our positive and negative impacts.
Consistency	Unless stated otherwise, we apply consistent methodologies from prior years to ensure data comparability.

Access to this Report

This Report is available in both English and Chinese on the official websites of VPower Group (www.vpower.com) and HKEXnews (www.hkexnews.hk). In the event of any discrepancies between the English and Chinese versions, the English version shall prevail. Should you have further inquiries or suggestions on this Report and our sustainability approach, you are welcome to fill out our feedback form or contact us at esg@vpower.com.

GRI 2-3, 2-6

ABOUT VPOWER GROUP

VPower Group is one of the world's leading large-scale generator set ("**gen-set**") system integration providers and one of the leading owners and operators of gas-fired engine-based distributed power generation stations in Asia. With more than 20 years of operational excellence in the energy market, we provide reliable, flexible, and sustainable turnkey energy solutions to power the world and light up possibilities.

Headquartered in Hong Kong, we support regional economic growth by providing reliable, in-demand electricity through our two core business segments: (1) System Integration ("**SI**") business and (2) Investment, Building and Operating ("**IBO**") business.

Our solutions are customised to meet the various needs of customers in terms of fuel selection, capacity requirements, applications, and operating modes.

SI Business

Designing, integrating and selling gen-sets and power generation systems

"Plug-and-play" solutions serving diverse sectors

- Construction
- Data centre
- Hotel and hospital
- Mining
- Oil and gas
- Rail and air
- Shipping
- Telecommunication
- Utilities

IBO Business

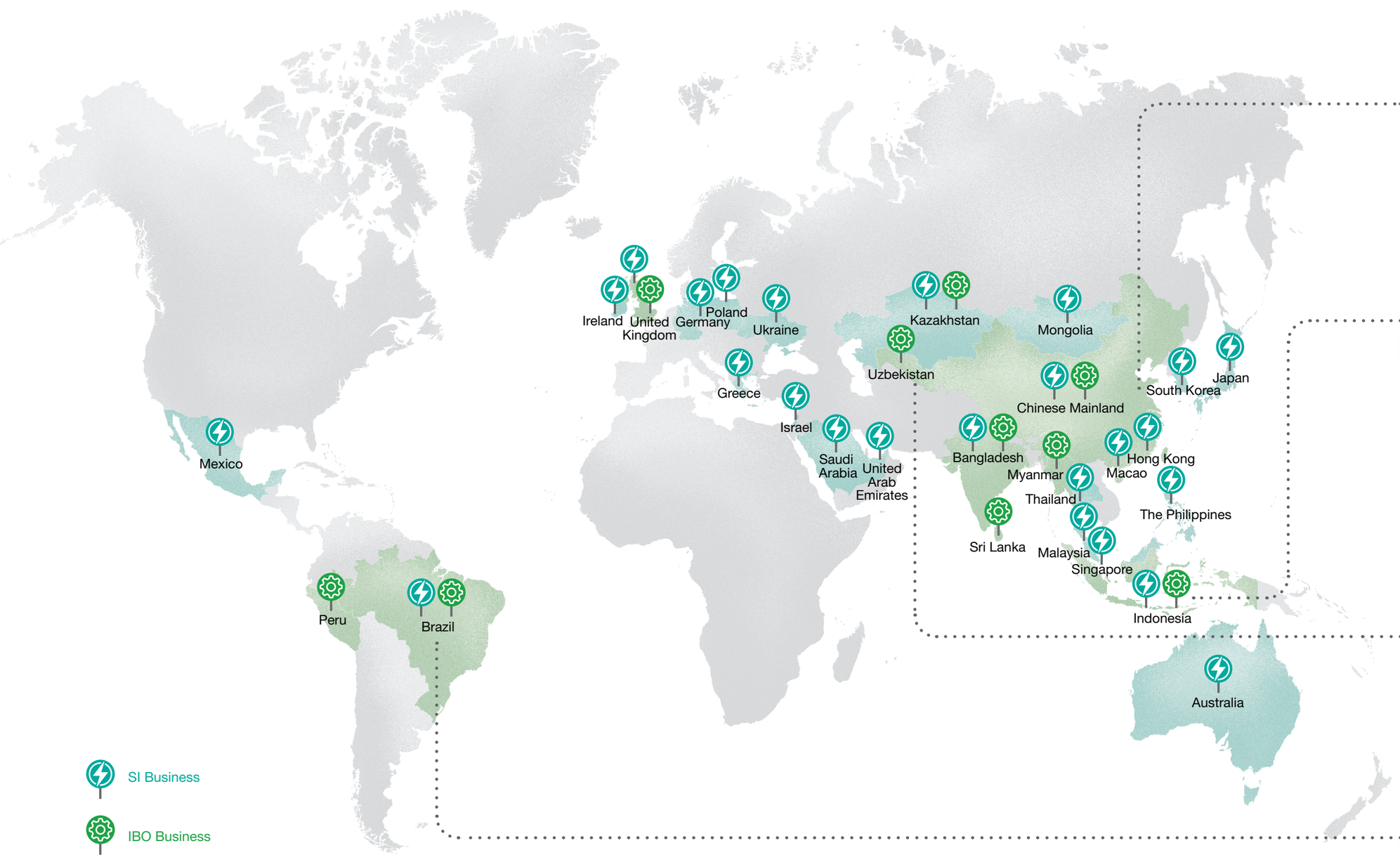
Designing, investing in, building and operating distributed power generation stations

Custom solutions serving country-owned power companies and private corporates

- Flexible and reliable electricity powering regional economies
- Sustainable electricity supporting energy transition

GLOBAL PRESENCE

We have developed a global network in the last two decades, reaching around 30 countries and regions.




Chinese Mainland


Southeast Asia


Central Asia


South America

MESSAGE FROM CHAIRMAN



Gao Zhan
Chairman

Dear Stakeholders,

The global energy landscape is undergoing a profound transition. In 2025, climate ambition continued to advance even as concern over energy security persisted amid geopolitical uncertainty and market volatility. The world needs reliable power today while progressing toward a lower-carbon future. This is the context in which VPower Group operates and the responsibility we accept.

It is my pleasure to present our 2025 Sustainability Report. This year's report sets out how we are strengthening the foundations of our business through more disciplined governance and risk management; and how we are investing in the people and partnerships that enable us to deliver safe, dependable and increasingly sustainable energy.

Powering the Energy Transition

As the global energy transition progresses at different speeds across markets, distributed power generation continues to play an important role in enabling energy access, availability, and system flexibility. We work with customers and business partners to deliver practical transition solutions – combining efficiency-led engineering, intelligent control systems, and tailored configurations befitting diverse demands.

Our climate transition roadmap remains unchanged: we will phase out pure diesel-based power generation by 2030 and aim to achieve carbon neutrality by 2050. Across our operating markets, we are translating this roadmap into investable, scalable projects – prioritising solutions that can be deployed within existing infrastructure and operating constraints. Along the Belt and Road and in other emerging markets, our focus is on (i) supporting coal-to-gas switching, (ii) utilising available lower-carbon fuels such as biodiesel, biogas, and associated gas, (iii) improving system efficiency through cogeneration and other optimisation measures, and (iv) deploying hybrid configurations that pair renewables with flexible generation. In 2025, this strategy was reflected in the expansion of our natural gas portfolio in Southeast Asia and Central Asia.

Strengthening Our Foundations

We adopt a management-led approach to sustainability, integrating ESG considerations into strategy, operations, and decision-making with clearer priorities, stronger controls, and better data. In 2025, we continued moving toward a more data-driven sustainability governance model, refining performance tracking and consolidating key metrics for transparency and accountability. We also reinforced board oversight and capability through ongoing training and information flows, enabling more effective challenge and decision-making on sustainability priorities and broader business resilience.

Risk management is gaining heightened importance across our business operations in a dynamic operating environment, in line with stakeholder expectations and the outcome of our materiality assessment. Building on the existing risk management framework, with structured reviews across strategic, financial, operational, compliance, market and ESG risk categories, we are strengthening how sustainability-related considerations can be better captured and assessed, so that risk insights can more consistently inform planning, investment decisions and operational readiness.

Our sustainability governance is guided by the United Nations Global Compact (UNGC) Ten Principles and aligned with the Sustainable Development Goals (SDGs), supporting responsible business conduct across our operations and value chain. In 2025, we updated key ethics policies and reinforced a culture of integrity through targeted training on topics including anti-corruption and conflicts of interest. We also formulated a sustainable procurement policy and supplier code of conduct, strengthening how we work with partners to manage environmental and social risks and build a more resilient value chain.

Investing in People and Communities

None of this is possible without our people and the trust of the communities we serve. We continued to invest in talent and engagement to help our people thrive and to future-proof the capabilities needed for a rapidly evolving energy landscape. In 2025, we delivered over 29,000 hours of training, averaging 69 hours per employee, and sustained progress on diversity and inclusion with women taking 32% of leadership roles.

Production safety is a non-negotiable foundation of our sustainability performance and a shared priority across our value chain. In 2025, we introduced a production safety policy with relevant safety management procedures to further strengthen accountability, reinforce a prevention-first culture, and drive consistent standards across our operations and contractor interfaces. The policy also sets out our goal of working towards zero work-related injuries and incidents.

Beyond our operations, we support the wellbeing and resilience of our neighbouring communities through a broad range of locally tailored initiatives – spanning environmental protection, health and safety, education, capacity-building, and arts and culture – and delivered through sustained partnerships and multi-year programmes to create the greatest lasting value. We also introduced a volunteer time – off scheme to encourage employee participation in community service and strengthen our shared social impact.

Looking Ahead

In the year ahead, we will continue to strengthen governance and risk discipline, improve the quality and decision-usefulness of sustainability data and disclosures, deepen responsible value chain management, and pursue transition solutions that advance energy efficiency and reliability in the markets we serve.

On behalf of the Board, I would like to thank our employees, customers, business partners, communities and shareholders for your continued trust and support. We remain committed to operating responsibly, strengthening resilience, and delivering reliable energy solutions that support inclusive development and a sustainable future.

Gao Zhan
Chairman
24 April 2026

OUR APPROACH TO SUSTAINABILITY

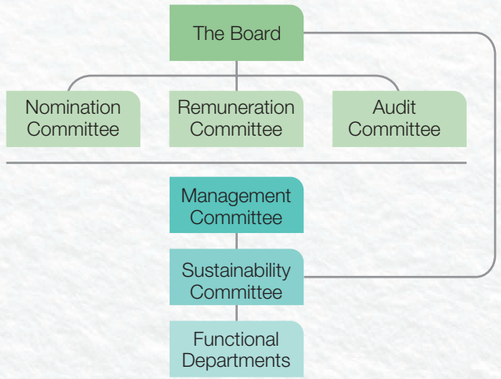
Corporate Governance

Transparency, accountability, and effective governance underpin the Group's operations. Our governance framework supports how we set strategy, manage risk and oversee performance, and is therefore integral to sustainable development and organisational resilience. The framework is based on the Corporate Governance Code as set out in Appendix C1 to the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited. It is reviewed periodically to remain aligned with regulatory developments and evolving best practices.

The Board is the Group's highest governance body and operates in accordance with the Articles of Association. It provides leadership and guidance to the Group's activities, oversees the execution of the Group's business strategies, and supports the integration of sustainability and ESG priorities into long-term planning and decision-making. In 2025, the Board held seven meetings to consider and approve a range of key matters, including material investment, financing arrangements, and the Group's financial and ESG performance.

We adopt a structured delegation-of-authority framework to ensure effective and robust governance. The Board is supported by the Audit Committee, Nomination Committee, and Remuneration Committee, each operating under written terms of reference and advising the Board on critical areas. The execution of business, sustainability, and safety strategies and the monitoring of relevant performance are managed by associated committees, which report to the Board regularly.

Governance Structure



Board Composition
(as at 31 December 2025)

- **9** Directors
- **5** Executive Directors
- **4** Non-Executive Directors (including 3 Independent Non-Executive Directors)

Board Meetings

- **7** Meetings held in 2025

Board Diversity

The Group's Board Diversity Policy formalises our commitment to maintaining an appropriate balance of skills, experience and independence. The policy is reviewed annually to ensure continued alignment with evolving regulatory requirements. As at 31 December 2025, the Board comprised five executive directors, one non-executive director and three independent non-executive directors, including one female director. This composition supports robust deliberation and balanced decision-making by bringing a range of perspectives and strengthening the Board's collective capability.

Board Refresh and Succession

The Group maintains succession planning to support continuity of leadership and governance. In 2025, upon the retirement of an executive director, the Group appointed a new executive director on the same day. This appointment was made with reference to the Board Diversity Policy. The new executive director brings extensive experience in corporate legal management, risk control, and investment and financing.

Board Skills and Expertise

Our directors collectively bring a wide spectrum of competencies that align with the organisation's strategic and operational needs, including strategic leadership, financial expertise, legal and regulatory knowledge and operational and technical expertise. They remain committed to continuous professional development to maintain the skills and knowledge required to discharge their duties as a board member effectively. Our directors receive regular internal briefings on matters relevant to the Group and participate in external seminars and training programmes where appropriate. In 2025, the directors completed 262 hours of training in aggregate (an average of 29 hours per director).

Training focused on strengthening governance effectiveness and oversight, with coverage spanning (i) listing rules and corporate governance, (ii) regulatory and market developments, and (iii) ethics and compliance, including anti-bribery, anti-corruption and integrity-related guidance. The programme also included learning on sustainability reporting and selected topics relevant to organisational capability and operational resilience, supporting the Board's ability to provide informed challenge and oversight.

Starting in 2026, regular performance reviews of Board effectiveness will be conducted, and a Board skills matrix will be developed. We expect these initiatives to help us identify key areas of the Board's performance that require enhancement, thereby facilitating more structured and focused training for our directors.

Board Training

262
Total training hours in 2025

29
Average hours per director

Current Board Skills

- Corporate Governance
- Business Strategy
- Financial Management
- Risk Management
- Industry Experience
- Corporate Sustainability

Strategic Responsiveness

To support timely and effective Board decision-making, we strengthened Board information flows and engagement arrangements. Directors are provided with a monthly report summarising key financial metrics and major business updates, ensuring consistent visibility over the Group's performance and supporting the Board's ability to exercise effective oversight and strategic guidance. We also enhanced pre-meeting communication with external directors by providing additional context on relevant agenda items in advance to facilitate informed contributions and efficient deliberation. For further information on the Group's corporate governance practices and performance, please refer to the Corporate Governance Report in the 2025 Annual Report.

Sustainability Governance

Sustainability governance sets out how the Group directs, oversees and delivers its sustainability agenda. Building on our corporate governance framework, we establish clear accountability to integrate sustainability considerations into strategy, investment and project decisions, risk management and day-to-day operations. Oversight rests with the Board, while execution is driven through management-level committees, with cross-functional coordination, performance monitoring and internal reporting supported by the Sustainability Department.

The Board

The Board has overall responsibility for the Group's sustainability strategy, performance and related disclosures. It reviews and approves sustainability reports, monitors progress against our sustainability objectives, and sets direction on the Group's long-term priorities, including oversight of climate transition pathway and carbon neutrality goals.

Management Committee

The Management Committee, chaired by our Chief Executive Officer, provides executive sponsorship for the Group's sustainability agenda. It allocates resources and enables cross-functional coordination, ensuring sustainability priorities are supported and integrated into business planning.

Sustainability Committee

The Sustainability Committee, chaired by one of our Executive Vice Presidents, comprises certain senior management members and representatives from relevant functional departments. Its composition is reviewed at least annually to ensure appropriate cross-functional representation and effective oversight.

The Sustainability Committee meets quarterly and is responsible for:

1. overseeing the sustainability agenda by reviewing strategy, priorities, and material sustainability-related risks and opportunities, and escalating material matters to the Management Committee and/or the Board as needed;

2. advising on sustainability-related policies and overseeing the materiality assessment process and results to keep focus areas current and decision-useful;

3. tracking performance against environmental, social and governance metrics on a half-yearly basis and directing corrective actions to close gaps and address emerging risks and opportunities;

4. steering group-wide initiatives on environmental protection and stakeholder engagement to embed sustainability priorities into operations and practices;

5. anticipating regulatory and market developments relevant to corporate sustainability and coordinating readiness actions to meet evolving requirements and stakeholder expectations; and

6. facilitating cross-functional collaboration and integrating sustainability considerations into management systems and, where relevant, internal controls.

Our Policies

Guided by an evolving suite of sustainability-related policies approved by the Board, its Committees or the Management Committee, the Group sets clear expectations for responsible conduct across its operations.

- Anti-Bribery and Corruption Policy
- Board Diversity Policy
- Breastfeeding Friendly Policy
- Climate Change Policy
- Conflict of Interest Policy
- Employee Code of Conduct
- Environmental Management Policy
- Inside Information Policy
- Nomination Policy
- Occupational Health and Safety Policy
- Prevention of Sexual Harassment Policy
- Production Safety Policy
- Remuneration Policy
- Shareholders Communication Policy
- Supplier Code of Conduct
- Sustainable Procurement Policy
- Training Policy
- Whistleblowing Policy

HKEX Aspect B3, B5, B7
GRI 2-15, 2-16, 2-23, 2-24, 2-25, 2-26, 205, 206

Business Ethics

Ethical conduct underpins our operations. Guided by our Employee Code of Conduct (the "**Code**"), we uphold a zero-tolerance policy on bribery, corruption, fraud and other misconduct. Our approach is informed by the UNGC Ten Principles on business ethics and is structured around three pillars: governance (policies, controls and due diligence), capacity building (training and communications), and whistleblowing (speak-up channels and effective response).

Governance

The Code sets out mandatory standards of conduct for employees and applies across the Group. It is supported by a suite of policies, procedures and guidelines that translate expectations into day-to-day requirements and address key risk areas, including anti-bribery and corruption, competition and antitrust compliance, conflicts of interest, gifts and hospitality, responsible sourcing and third-party engagement, information protection and privacy, records and asset protection, respectful workplace practices, and health, safety and environment. All employees are required, upon onboarding, to review the Code, acknowledge key policies, and declare any conflicts of interest.

The Code and the supporting policies are reviewed and updated from time to time to reflect industry best practices, regulatory developments and operational needs, with Code-related administration and employee enquiries coordinated by the Human Resources Department. In 2025, we updated our Anti-Bribery and Corruption Policy and Whistleblowing Policy, enhancing requirements and governance arrangements to support consistent implementation across the Group.

We also formulated the Sustainable Procurement Policy and Supplier Code of Conduct, informed by ISO 20400. Recognising suppliers as key partners in our value chain, we seek to embed responsible sourcing and integrity considerations into procurement and supplier management in a manner proportionate to supplier risk and criticality, and to communicate expectations to key suppliers through targeted engagement.



Employee Code of Conduct Training (Brazil)



Anti-Bribery and Corruption Training (Hong Kong)

Capacity Building

We strengthen understanding and consistent application of our ethical standards by integrating core requirements into mandatory induction and annual refresher training for all employees, with targeted communications provided following policy updates or lessons learned. Delivered through a blended model of facilitated workshops and e-learning, our training combines practical scenarios and discussion to help employees spot red flags and exercise sound judgement in their daily work.

In 2025, employees at our Hong Kong headquarters participated in an anti-corruption session delivered with the support of the Independent Commission Against Corruption (ICAC), reinforcing ethical business practices and key compliance expectations under the Prevention of Bribery Ordinance. In Brazil, employees joined an interactive workshop on fostering a respectful, inclusive and collaborative workplace, reinforcing the Group's zero-tolerance approach to harassment and violence.

We aim to build deeper capability across the Group so our people are equipped with the clarity, confidence and knowledge needed to uphold our ethical standards in real-world situations. We will continue to enhance our programme through role-appropriate learning and practical guidance, with an increased focus on employees in roles with higher exposure to third-party interactions and other elevated compliance risks.

3,244
Hours of training on business ethics, including 800 hours of training on anti-corruption

100%
Hong Kong employees completed conflict of interest declarations

Whistleblowing

The Group maintains confidential reporting channels, including a dedicated mailbox (whistleblowing@vpower.com) and a postal reporting option, available to employees and all external stakeholders (including suppliers and other business partners) for reporting suspected misconduct, fraud, or policy breaches. Anonymous reports are accepted. We are committed to protecting the confidentiality of whistleblowers who report concerns in good faith and of the information they provide. Any unfair treatment, such as retaliation or dismissal, against whistleblowers is strictly prohibited.

Reports are administered by the Internal Audit Department and may be escalated to the Audit Committee, where conflicts of interest are identified. Matters are assessed and investigated as appropriate, and outcomes are reported to the Audit Committee. In 2025, no valid whistleblowing cases were recorded, and no legal cases regarding corrupt practices were brought against the Group.

Risk Management

Reflecting its critical importance to our long-term resilience, risk management was identified as one of the top ten material topics in our 2025 materiality assessment. The Group continues to enhance its risk management and internal control system to ensure our business remains adaptive to an evolving risk environment, while supporting business continuity, informed decision-making, and sustainable development.

Risk Governance

Risk Oversight

The Board holds ultimate responsibility for the Group's risk management and internal control systems. It defines the Group's risk appetite, oversees the design and implementation of risk controls, and ensures that the effectiveness of the system is reviewed at least annually. The Audit Committee assists the Board in fulfilling its oversight role by monitoring the implementation of the risk management framework and conducting semi-annual reviews of the Group's risk register. These reviews evaluate material strategic and operational exposures, including ESG-related risks.

Independent Assurance

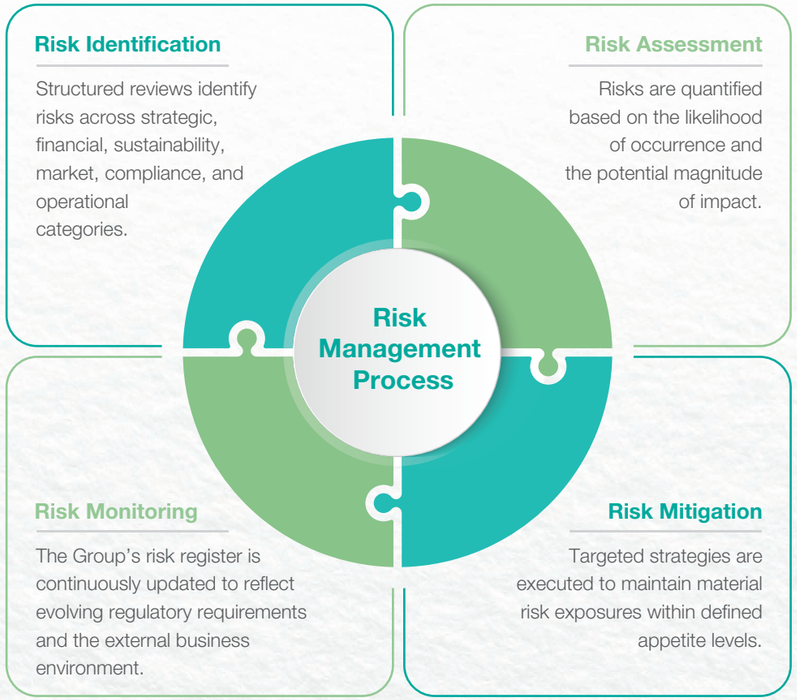
The Internal Audit Department, reporting directly to the Audit Committee, operates as an independent function to provide assurance on the effectiveness of the Group's risk management and internal control systems. It escalates material incidents, major control deficiencies, or significant shifts in the Group's risk profile to the Audit Committee and, where necessary, the Board to ensure timely strategic alignment.

Operational Management

All business and functional units are responsible for identifying, assessing, and managing risks inherent in their daily operations. They implement effective internal controls and risk mitigation measures at the source, and are regularly consulted to review relevant risks. Their frontline insights and updates on actual operational conditions are incorporated into the Group's risk register and overall risk management process, ensuring that emerging issues and changes in the operating environment are promptly reflected.

Risk Management Process

The Group employs a systematic, four-stage process to manage material exposures:





Building Resilience

The Group proactively monitors emerging risks to evaluate their implications for strategy and project execution.

Key focus areas include:

Geopolitical and Macroeconomic Volatility

The Group monitors global developments, assesses country- and project-specific risk conditions, and implements adaptive measures where appropriate to ensure operational stability.

Cybersecurity, Privacy and Data Protection

In 2025, the Group introduced an IT Code of Practice to establish standardised controls across business operations and enhance governance.

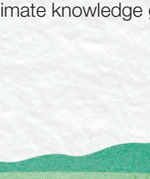
Climate-Related Risks

The Group conducts an annual climate scenario analysis to map climate-related physical and transition risks across its operations. Please refer to the "Climate-Related Disclosures" section of this Report for further information.

For more details on the Group's risk management practices and key risks of the year, please refer to the Risk Management section of the 2025 Annual Report.

Commitment to UNGC and SDGs

Our approach to sustainability is further guided by the UNGC Ten Principles and the United Nations 17 SDGs. We are integrating these principles and goals within our strategy, governance, and daily operations. In 2025, we performed a comprehensive remapping exercise across the 169 SDG targets to identify and prioritise specific SDGs that represent the strongest intersection between our business activities and global sustainable development. Through this process, we prioritised six SDGs that are most aligned with our business model, operating footprint, and long-term value creation. Our annual sustainability reporting and Communication on Progress (COP) serve as the primary channels for demonstrating our accountability and transparently communicating our performance to the global community.

SDGs	Our Commitments	Our Actions in 2025
SDG 4 — Invest in growth and development 	Invest in education and capability-building by equipping employees with the skills to grow with the business and supporting learning opportunities for the communities we serve.	• Invested in employee capability-building through targeted training and continuous development, completing more than 29,000 hours of training in 2025 (an average of 69 hours per employee) • Supported education access in communities we serve through locally relevant learning support-donating essential supplies to improve learning conditions for students in underserved areas and delivering education activities for indigenous children in the Amazon Rainforest.
SDG 7 — Provide reliable, accessible, and clean energy 	Advance reliable and accessible energy by delivering decentralised power solutions that enable practical, scalable transition pathways across our operating markets.	• Expanded lower-carbon generation options by progressing (i) coal-to-gas switching, (ii) use of lower-carbon fuels, (iii) energy efficiency optimisation, and (iv) hybrid configurations pairing renewables with flexible generation. • Grew renewable electricity generation by 141% year-on-year, reflecting continued deployment and integration of renewable capacity within our operating portfolio.
SDG 8 — Foster a safe, supportive workplace 	Foster a safe, supportive workplace anchored in occupational health, safety and well-being, underpinned by fair and inclusive employment practices that attract and retain talent, and ensure employee voice is heard and respected.	• Strengthened production safety management and emergency preparedness, across our global operations, completing 670 safety inspections, identifying 313 findings, and achieving a 100% corrective action closure rate in 2025. • Maintained a 32% female representation in executive leadership roles and a 100% return-to-work rate after maternity leave.

SDGs	Our Commitments	Our Actions in 2025
SDG 11 — Support sustainable cities and communities 	Enable continuity for critical facilities and essential services by delivering "plug-and-play" power solutions that support key sectors such as data centres, hospitals, rail and air transport, utilities, telecommunications and shipping.	• Deployed flexible generation that can operate as standby or peaking capacity and balance intermittency from solar and wind, supporting smoother integration of renewables while safeguarding grid resilience. • Promoted community well-being through disciplined environmental controls and proactive community engagement, delivering 18 targeted initiatives that covered 23 neighbouring communities and about 1,500 beneficiaries in 2025.
SDG 12 — Operate with responsibility 	Embed responsible consumption and production across our value chain by strengthening sustainable procurement and improving resource efficiency across our operations to minimise emissions, waste and local impacts.	• Formulated a sustainable procurement policy and a supplier code of conduct to embed sustainability expectations into supplier selection and engagement, strengthen environmental and social risk management, and support a more resilient value chain. • Strengthened resource stewardship through active monitoring and targeted efficiency measures across regions, reducing water consumption by 24% year-on-year in 2025.
SDG 13 — Build climate resilience 	Build climate resilience by executing our transition roadmap: phasing out pure diesel-based power generation by 2030 and aiming to achieve carbon neutrality by 2050 while strengthening climate governance, capabilities and partnerships across our value chain.	• Advanced our transition roadmap by scaling cleaner-generation solutions, including wider adoption of biomass and biofuels. • Strengthened climate readiness by launching a new learning series to deepen employees' understanding of climate risks and challenges, equipping our people with practical, actionable insights to integrate climate considerations into daily operations. • Delivered more than 1,800 hours of sustainability and climate-related training in 2025.

2025 UNGC SDG Innovation Accelerator Programme

In 2025, we participated in the UNGC SDG Innovation Accelerator for Young Professionals, a nine-month "learning by doing" programme designed to help companies activate young talent to develop and test solutions aligned with the SDGs. To bring diverse perspectives to the programme, we formed a cross-functional team of young professionals from Sustainability, Investor Relations and Business Development departments, enabling collaboration across strategy, stakeholder engagement and business relevance.

A key outcome of this participation was the launch of our "climate-ready employee capacity-building" programme in December 2025. Developed from the frameworks and tools piloted through the Accelerator, the internal programme comprises a series of bite-sized learning modules to strengthen climate awareness and build practical capabilities relevant to climate resilience and sustainability. By embedding this learning into our organisation, we aim to close climate knowledge gaps and support a workforce that can integrate climate and sustainability considerations into day-to-day decision-making as we progress our transition.



Stakeholder Engagement

Active stakeholder engagement is fundamental to how VPower Group manages its business and advances its sustainability agenda. Across all our operating regions, we maintain ongoing dialogue with key stakeholder groups to understand expectations and incorporate insights into strategy, risk management and day-to-day decision-making. As engagement approaches differ by stakeholder group and local context, we engage through channels and frequencies appropriate to each scenario – from regular operational communications to structured consultations – to ensure feedback is timely, practical and actionable. All stakeholders can access the Group's latest updates and disclosures through our official website, Annual Report and Sustainability Report. Stakeholders also have channels to raise concerns and provide feedback, including confidential reporting mechanisms described in the "Business Ethics" section of this Report. The outcomes of our engagement inform our materiality assessment, which is set out in the following "Materiality Assessment" section. Stakeholder inputs are consolidated, reported to the Sustainability Committee, and communicated to relevant departments to support follow-up actions and continuous improvement.

Employees

Our long-term success depends on an engaged, empowered workforce. We promote two-way engagement through accessible leadership and structured feedback channels to foster an inclusive culture, strengthen performance and development.

Mode of Engagement:
Annual engagement questionnaires, appraisals, suggestion boxes, trainings and workshops, events and activities, intranet, meetings, interviews, and other internal communications

Key sustainability topics:
- Production Safety
- Energy Efficiency
- Employee Engagement and Development

Customers

Customer expectations on reliability, service quality and sustainability shape how we design and operate our solutions. We engage closely with customers through constructive dialogue to anticipate needs, align delivery and support their objectives.

Mode of Engagement:
Customer service touchpoints (calls, emails, meetings), site visits, inspections and audits, and exhibitions

Key sustainability topics:
- Product and Service Availability and Reliability
- Technological Innovation and Product Development
- Customer Health, Safety, and Service Quality

Shareholders and Investors

In response to evolving shareholder expectations on governance, transparency and business resilience, we maintain timely, consistent engagement to support informed assessment of our performance and strategy.

Mode of Engagement:
General meetings, announcements, circulars and results disclosures, investor meetings (including roadshows and conferences), conference calls, and results briefings

Key sustainability topics:
- Strategy of Sustainable Development
- Governance Structure
- Risk Management

Communities

Communities are integral to our licence to operate and the long-term sustainability of our projects and operations. We engage respectfully and locally – listening to community needs and concerns, communicating openly and directing resources to areas where we can create meaningful impact.

Mode of Engagement:
Corporate social responsibility (CSR) programmes, employee volunteering, local hiring and capacity-building initiatives, and direct consultations

Key sustainability topics:
- Community Engagement
- Product and Service Availability and Reliability
- Grievance Mechanisms

Management and the Board

To ensure governance expectations are understood, embedded, and consistently applied across the organisation, we foster disciplined, cross-functional dialogue and timely escalation of material issues to enable well-informed decision-making.

Mode of Engagement:
Board and committee meetings, executive reports and briefings, one-on-one/group consultations, and continued professional development

Key sustainability topics:
- Strategy of Sustainable Development
- Risk Management
- Business Ethics

Suppliers and Contractors

We engage our suppliers and contractors as long-term partners – setting clear expectations, maintaining frequent communication and promoting safety, responsible, and sustainable practices to manage risks and drive shared value.

Mode of Engagement:
Tender briefings and onboarding, supplier/contractor meetings and calls, site coordination meetings, site visits, inspections and audits, performance reviews, corrective action follow-up, and training/briefings

Key sustainability topics:
- Sustainable Supply Chain Management
- Technological Innovation and Product Development
- Strategy of Sustainable Development

Governments and Regulators

Governments and regulators shape our operating environment, from compliance requirements to evolving policy expectations. We monitor regulatory developments across all operating regions to support compliance and responsible operations.

Mode of Engagement:
Regulatory filings and disclosures, meetings and briefings, policy consultations, regulator site visits and inspections

Key sustainability topics:
- Business Ethics
- Production Safety
- Greenhouse Gas Management

Industry Associations

Industry bodies provide an important channel for understanding policy direction, technical developments and emerging market expectations. We participate to share practical insights, stay informed and contribute to constructive dialogue that supports responsible industry development.

Mode of Engagement:
Standard-setting, policy consultations, knowledge exchange through working groups, and participation in exhibitions and training/workshops

Key sustainability topics:
- Technological Innovation and Product Development
- Energy Efficiency
- Circular Economy

Materiality Assessment

We conduct our materiality assessment to identify the sustainability topics that matter most to stakeholders and are most significant to our business, forming the basis of the Group's sustainability reporting. The assessment covers all countries and regions in which we operate, and considers material topics arising from both our own operations and our upstream and downstream value chains. The results inform our reporting and support our approach to sustainability strategy, risk management and target-setting.

Identifying Material Topics

We conduct an annual refresh of our materiality assessment using a structured approach to identify emerging topics and changes in stakeholder and business priorities. Topic identification and refinement are informed by six dimensions.



In 2025, we refined our material topics list to enhance disclosure clarity and alignment with stakeholder priorities with four actions:

1. consolidating similar topics to reduce duplication and clarify topic boundaries;
2. revising topic names and definitions to improve precision and consistency with commonly used terminology;
3. removing less relevant topics that are not closely connected to our business or not widely recognised as priority topics through peer benchmarking; and
4. adding emerging topics to reflect changes in the external environment and evolving stakeholder and business expectations.

Following these updates, our 2025 material topics list comprises 24 topics, categorised into 5 environmental, 14 social and 5 governance topics. These topics were subsequently assessed and prioritised to identify the Group's key material topics for the year.

Engaging with Stakeholders

To understand stakeholder perspectives and expectations, we carried out a stakeholder engagement questionnaire in January 2026, inviting stakeholders to rank the 24 material topics by perceived importance. Stakeholders engaged included employees, suppliers, contractors, business partners, clients, shareholders, investors, banks and representatives of industry associations. The questionnaire yielded 152 valid responses, representing a 69% year-on-year increase. To strengthen frontline participation, the questionnaire was distributed through regional key contacts and via both email and mobile communication channels. In parallel, we gathered internal perspectives through focus group consultations with senior management and business leaders to assess the significance of topics to business performance.

Prioritising Material Topics

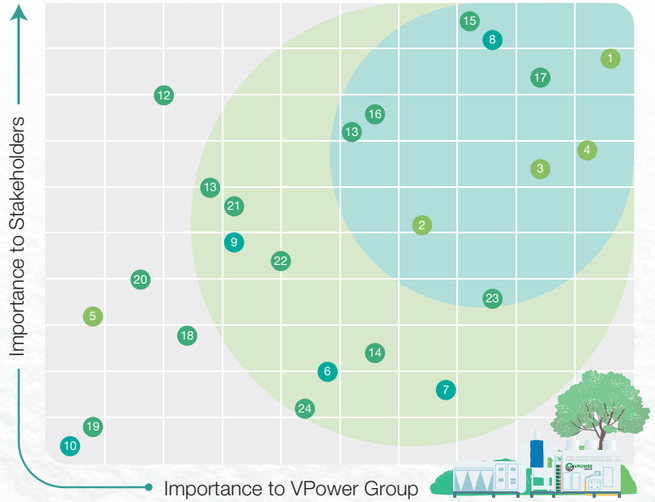
We adopt a "double materiality" approach to assess the importance of material topics through the lenses of stakeholder materiality and business materiality. Stakeholder materiality (Y-axis) reflects the perceived importance of each topic to key stakeholder groups, based on the results of the stakeholder questionnaire and aggregated stakeholder scoring. Business materiality (X-axis) reflects management's assessment of the topic's significance to the Group, informed by consultations with the management and considering potential implications for our business operations.

Mapping Material Topics

The combined results are presented in the materiality matrix on the right, which illustrates the relative positioning of topics across the two dimensions.

We identified top 10 material topics for 2025, which are shown in the highlighted area of the matrix, bolded in the table below, and addressed throughout this Report.

We also reviewed topics with notable year-on-year movements and emerging themes to inform our evolving disclosures, management focus and future reporting priorities.



Our Approach to Sustainability	Preserving Our Planet	Supporting Our Stakeholders	
1. Strategy of Sustainable Development	6. Climate Action	11. Market Presence	18. Diversity, Equity and Inclusion
2. Governance Structure	7. Greenhouse Gas Management	12. Technological Innovation and Product Development	19. Grievance Mechanisms
3. Business Ethics	**8. Energy Efficiency**	**13. Product and Service Availability and Reliability**	20. Human Rights Management
4. Risk Management	9. Circular Economy	14. Human Capital Management	21. Sustainable Supply Chain Management
5. Cybersecurity, Privacy and Data Protection	10. Biodiversity	**15. Production Safety**	22. Customer Health, Safety, and Service Quality
		16. Occupational Health	**23. Emergency Preparedness**
		17. Employee Engagement and Development	24. Community Engagement

Managing Material Topics

Among the top ten material topics identified, we outline our approach to managing the top five material topics, which represent the areas of greatest strategic relevance and stakeholder interest:

Strategy of Sustainable Development

Strategy of sustainable development remained the Group's top material topic. We are committed to strengthening our sustainability strategy by using the outcomes of our materiality assessment to review, refine and update our strategic focus. This helps ensure sustainability-related considerations are addressed in a structured and consistent manner across the Group, and remain aligned with regulatory developments, stakeholder expectations and our business priorities.

Sustainability Committee meetings are hosted quarterly to drive cross-functional alignment and to advance the integration of sustainability topics into the Group's operations. At the latest Committee meeting held in March 2026, we established the following priorities: (i) enhance sustainability policy framework, performance data and disclosure discipline; (ii) review climate transition roadmap and assess short-, medium- and long-term targets; and (iii) strengthen stakeholder engagement on sustainability and ESG-related topics, including employee and supplier training.

Energy Efficiency

Energy efficiency is our core operational priority under the "Preserving Our Planet" pillar. For our business, energy efficiency is not only an environmental consideration but a primary performance driver: it improves the amount of useful energy delivered per unit of fuel and electricity consumed, reduces emissions intensity, and enhances overall system optimisation across our solution design and operational management.

Our approach to managing energy efficiency focuses on: (i) sharpening energy management policies and monitoring performance indicators, including energy consumption and intensities; (ii) optimising system design and integration by adopting intelligent operational controls to improve generation efficiency and resource utilisation; and (iii) incorporating energy-efficiency and low-carbon value considerations into project planning and solution design to support the energy transition.

Production Safety

Production safety is fundamental to the continuity and reliability of our operations, and central to how we meet heightened compliance and accountability expectations across the markets where we operate. In 2025, we strengthened our safety governance and standards by launching a group-wide production safety policy and by establishing a management-led Safety Committee to reinforce oversight and execution discipline.

Production safety is managed through key areas: (i) strengthening the safety management system, with regular reporting and review of safety performance and major incident handling; (ii) embedding prevention-first risk controls through routine inspections, hazard identification, and emergency preparedness training and drills; and (iii) reinforcing accountability across operations and contractors through clear responsibilities, on-site supervision and stricter compliance management.

Employee Engagement and Development

Employee engagement and development is a key topic under our "Supporting Our Stakeholders" pillar. We believe that attracting and retaining high-calibre talent, particularly technical professionals, is essential to future-proofing our business. In 2025, we strengthened workforce capability through targeted learning and open, timely internal communication, delivering 29,263 training hours (an average of 69 hours per employee, 38% year-on-year increase) and rolling out initiatives to embed sustainability awareness across the organisation, including a monthly Sustainability Newsflash and the Climate-Ready Capacity-Building Programme.

Our approach to managing employee engagement and development focuses on: (i) building capability through structured training and development programmes; (ii) strengthening engagement through proactive communication and diverse initiatives that support a thriving workplace; and (iii) aligning development priorities with business and sustainable development needs.

Risk Management

Risk management is a newly added material topic in the materiality assessment. In an operating environment marked by geopolitical uncertainty, evolving regulation and shifting stakeholder expectations, effective risk management and internal controls are central to maintaining business stability and supporting long-term value creation. In 2025, we continued to reinforce our risk management and internal control system, improving our ability to anticipate uncertainty and respond with agility and rigour.

We will continue to improve risk management by: (i) strengthening risk governance, assurance and accountability through clear oversight, independent review and escalation mechanisms; (ii) advancing the discipline and consistency of risk identification, assessment, mitigation and monitoring process through biannual reviews and continuous risk register updates; and (iii) enhancing organisational resilience by strengthening risk early-warning and translating emerging risks, regulatory changes and stakeholder feedback into actionable controls for strategy, project execution and business continuity planning.

HKEX Aspects A1, A2, A3, KPI A2.3
GRI 302, 303, 305, 306

PRESERVING OUR PLANET

Guided by the Group's sustainability strategy, we manage our environmental responsibilities through a disciplined governance and management approach that prioritises regulatory compliance, operational resilience and transparent performance disclosure. Our environmental management approach is underpinned by a set of Group policies and management systems that focus on the area's most relevant to our environmental footprint and business performance – energy efficiency, emissions control, water stewardship, waste reduction, and climate resilience.

Our ISO 14001-certified environmental management system provides a structured framework to identify, assess and manage direct and indirect environmental impacts, including resource consumption, noise, waste generation, emission levels and potential impacts on neighbouring communities. Environmental risks and impacts are reviewed through regular monitoring and targeted mitigation measures, supporting timely corrective action where required. To strengthen performance management and data discipline, we introduced additional environmental performance metrics in 2025 to enhance the breadth and granularity of our data tracking across key operational impacts. For consolidated environmental data and supporting methodologies, please refer to the "Performance Data Summary" section of this Report. We refresh our compliance requirements periodically and maintained full compliance with all applicable environmental laws and regulations in 2025.



Energy

Energy efficiency is a core operational priority and a material sustainability topic for VPower Group. We continuously improve how efficiently we generate electricity, manage energy use, and reduce reliance on higher-carbon fuels to lower emissions intensity and strengthen operational resilience.

Our energy consumption is driven mainly by electricity generation activities, comprising direct fuel use as well as indirect consumption from purchased electricity. While conversion efficiency is subject to technical design limits, we focus on sustaining and optimising performance over the asset lifecycle through structured operational controls. Key levers include rigorous preventative maintenance, digital optimisation, and smart management systems that apply real-time monitoring and data analytics.

We also advance efficiency through system design and engineering solutions that unlock additional useful output from the same energy inputs, including waste heat recovery applications. Beyond efficiency upgrades, our transition pathway is supported by practical, market-ready configurations that reduce reliance on higher-carbon fuels while maintaining reliability – such as renewable-hybrid generation, high-efficiency gas-fired cogeneration, and the scaling-up of biomass and biofuel use.

The following case studies illustrate how these approaches are being applied to strengthen energy security and accelerate progress towards our 2030 and 2050 climate milestones.

Future-Proofing Our Asset Portfolio

In Brazil, we are upgrading existing biodiesel power stations to renewable-hybrid generation by integrating solar power. In 2025, the project generated over 3 GWh of solar power, representing a 141% year-on-year increase. Phase II expansion is underway, with 5.05 GW of total solar capacity in the pipeline and battery storage integration to enhance operational flexibility, reduce reliance on conventional fossil-based generation, and enable more efficient dispatch.



1,700 tonnes of CO_2e emissions avoided through hybrid generation in 2025 (Brazil Project)

Advancing Regional Energy Security

We support energy security and access in Belt and Road markets by deploying solutions designed for efficiency and reliability under local operating conditions. In Central Asia, our natural gas projects apply high-efficiency cogeneration systems supported by advanced waste heat recovery units, converting thermal energy that would otherwise be lost into useful outputs – electricity, hot water or steam – to support local communities. These configurations can increase overall system efficiency by nearly 35 percentage points, reducing emissions intensity per unit of electricity delivered.



28,800 tonnes of expected CO_2e emissions avoided per year (Uzbekistan Project)

Scaling Up Biomass Energy

Progress towards our 2030 goal of phasing out pure diesel-based power generation is supported by expanding alternative fuel pathways across our portfolio, including biodiesel and biogas projects in Southeast Asia, South America and the Chinese Mainland. These solutions provide transition-ready options that can be integrated into existing assets and operating models, supporting reliable electricity supply while reducing dependence on conventional fossil fuels.



128,612 tonnes of CO_2e emissions avoided through biomass generation in 2025 (Brazil, Indonesia, Shandong Projects)

HKEX Aspect A1, KPI A1.1, KPI A1.5, A2, KPI A2.4
GRI 303, 305

Emissions

Managing greenhouse gases (GHG) emissions and air pollutants is integral to our climate response and to maintaining reliable operations. Building on the energy-efficiency and fuel-transition measures described in the preceding section, we focus on understanding our emissions profile, strengthening data discipline and implementing practical mitigation measures across our assets and operations. We prepare an annual GHG emissions inventory covering direct emissions (Scope 1), energy indirect emissions (Scope 2) and other indirect emissions (Scope 3) in accordance with the Greenhouse Gas Protocol and present disclosures aligned with the HKEX ESG Reporting Code.

Our disclosed Scope 3 emissions are primarily attributable to purchased goods and services (Category 1) and business travel (Category 6). We are enhancing our value-chain assessment and plan to further expand Scope 3 coverage to enable more comprehensive tracking and disclosure over time. In parallel, key air pollutants – sulphur dioxide (SO_2), nitrogen oxides (NO_x) and respirable suspended particulates – are measured and monitored monthly to support timely operational control and compliance management. Detailed information on the methodologies and emission factors used for GHG emissions is available in the "Performance Data Summary" section of this Report.

GHG Emissions

Direct (Scope 1) Emissions
180,391.87
Tonnes CO_2e

Indirect (Scope 2) Emissions
364.12
Tonnes CO_2e

Other Indirect (Scope 3) Emissions
274.98
Tonnes CO_2e

Total Gross GHG Emissions
181,030.97
Tonnes CO_2e

−

GHG Emissions Offset
39,618.72
Tonnes CO_2e

=

Net GHG Emissions
141,412.25
Tonnes CO_2e

We monitor GHG emissions intensity across our offices, Shenzhen Factory and IBO projects to track emissions efficiency and support operational decision-making. For all categories, intensity is calculated on a gross basis and covers Scopes 1, 2 and 3. From 2023 to 2025, our IBO projects' GHG emissions intensity improved approximately 28%. This reflects a combination of higher generating efficiency, continued deployment of renewable-hybrid configurations, and a shift in fuel mix towards lower-emissions options. Year-on-year movements also reflect ongoing enhancements to our emissions accounting approach, including the adoption of more precise, location-based emission factors. Building on this foundation, we plan to develop formal reduction targets to support responsible long-term management of our emissions profile.

Water

Our operations are inherently low in water consumption. Consistent with our commitment to responsible resource stewardship, we will continue to enhance efficiency, minimise avoidable use, and strengthen management practices to ensure our water footprint remains well controlled as part of our broader sustainability commitments.

To enhance transparency and align with evolving disclosure expectations, we expanded our reporting in 2025 to include water withdrawal by source. We consumed 52,692 m^3 of water in 2025, representing a 25% decrease year-on-year. We experienced no material issues in sourcing water; all water consumed was sourced from municipal supplies, with no withdrawals from groundwater or surface water. Detailed information is available in the "Performance Data Summary" section of this Report.

We continue to strengthen our water management practices through: (i) strategic planning to evaluate sustainable water sourcing options and design fit-for-purpose water management systems; (ii) operational optimisation through measures such as closed-loop cooling systems and water-efficient equipment; and (iii) resource recovery via on-site wastewater treatment and recycling to maximise reuse, reduce reliance on freshwater, and support compliance with local discharge requirements. We will also progressively enhance water-stress screening for our operating footprint as part of our ongoing environmental risk review process.

Waste

We manage waste in accordance with applicable laws and regulations and engage qualified service providers for collection, transportation and treatment where required. In 2025, we did not record material non-compliance incidents relating to waste handling and disposal. Our environmental data system captures site-level waste data, which is tracked by weight on a monthly basis, supporting monitoring of waste generation trends and the identification of opportunities to reduce waste at source and improve segregation and recycling performance. We will continue enhancing data quality and exploring the development of waste reduction targets in future reporting cycles.

Waste is managed through recycling/reuse where practicable, and treatment/disposal by licensed contractors in accordance with local requirements. Non-hazardous waste (including paper and paper products, plastics, glass, aluminium and other metals) is mainly generated from office operations and general activities, while hazardous waste (including waste lubricant oil, steel/iron, and other regulated waste streams) primarily arises from the maintenance and operation of power generation equipment. In 2025, we recorded a 95% recycling rate for waste oil, reflecting continual improvement in waste oil recovery and recycling arrangements from 91% and 81% in 2024 and 2023 respectively.

25%
Decrease in water consumption

95%
Waste oil recycling rate

HKEX Aspect A1, KPI A1.3, A1.4, A1.6, A2.1, A2.2
GRI 302, 303, 306

Waste Reduction and Recycling Initiatives

Turning Used Oil Drums into Community Assets

In Amazonas, Brazil, we repurposed used lubricant oil drums from our power stations by collaborating with a local artist to transform them into educational art installations supporting community engagement and environmental awareness. The drums were donated to local communities and schools for reuse as items such as gardening pots and waste bins. Since 2020, we have repurposed 687 oil drums through this initiative.



Promoting Green Office Practices



We continued to strengthen green office practices by making recycling more accessible and reducing the environmental footprint of day-to-day operations. We enhanced waste segregation at source by establishing dedicated recycling areas and providing clearly labelled segregation bins for key recyclable streams, supporting more consistent diversion of recyclables from general waste. Recyclable waste collected is sent to community recycling channels on a weekly basis for further processing.

In parallel, we reduced the impact of office paper use through more responsible procurement choices. We have adopted PEFC-certified, 100% post-consumer recycled printing paper and bamboo pulp alternatives for tissue and towel products in Hong Kong and are promoting this initiative to other office operations, helping to lower reliance on virgin fibre and support more sustainable sourcing.

Engaging Employees in Recycling Initiatives

We encourage employees to adopt practical waste reduction habits in their daily work and personal lives through targeted engagement initiatives. During festive periods, we run programmes such as red packet recycling and post-holiday food donations to reduce avoidable waste and encourage more mindful consumption. We also facilitate the collection of unwanted medicines through recognised take-back channels, supporting responsible handling and reducing the risk of improper disposal. Collectively, these initiatives reinforce recycling behaviours, strengthen awareness, and support ongoing efforts to reduce general waste from office operations.



Consumption, Emissions and Intensities

	Offices	Shenzhen Factory	IBO projects
Energy	Consumption: 1,142 GJ Intensity: 5.77 GJ/employee YoY +2.9% driven by expanded operational footprint, increased headcount, and higher fleet utilisation	Consumption: 1,079 GJ Intensity: 4.35 GJ/HK$'000,000 of revenue from SI business YoY +28.5% due to revenue decrease	Consumption: 7,320,339 GJ Intensity: 0.0188 GJ/kWh of electricity generated YoY +0.7% due to a slight drop in fuel-based power generation efficiency
Water	Consumption: 774 m^3 Intensity: 1.64 m^3/employee YoY: +6.7% due to commissioning of new office spaces and growth in headcount	Consumption: 4,032 m^3 Intensity: 16.26 m^3/HK$'000,000 of revenue from SI business YoY +155.1% due to revenue decrease	Consumption: 47,886 m^3 Intensity: 0.000033 m^3/kWh of electricity generated YoY -7.7% due to enhanced water management

	Non-Hazardous Waste			Hazardous Waste Oil
Waste	Waste Generated: 7,023 kg Intensity: 35.47 kg/employee YoY +33.7% due to commissioning of new office spaces and growth in headcount	Waste Generated: 8,595 kg Intensity: 34.66 kg/HK$'000,000 of revenue from SI business YoY +112% due to revenue decrease	Waste Generated: 55,750 kg Intensity: 0.000039 kg/kWh of electricity generated YoY +26.2% due to expansion of operating project portfolio	Waste Generated: 297,674 L Intensity: 0.00021 L/kWh of electricity generated YoY +146.4% due to expansion of operating project portfolio
Emission	Intensity: 1.88 tonnes CO_2e/employee YoY +2.3% due to increased business travels and higher fleet utilisation	Intensity: 0.41 tonnes CO_2e/HK$'000,000 of revenue from SI business YoY +78% due to revenue decrease	Intensity: 0.00013 tonnes CO_2e/kWh of electricity generated YoY -19% due to increased uptake of biomass and renewable energy	

Climate-Related Disclosures

VPower Group recognises that climate change can create both material risks and meaningful opportunities for our business. We are committed to minimising our environmental footprint and improving resource efficiency across our operations. Our Climate Change Policy sets out how we identify, assess and manage climate-related risks, and guides the development of mitigation, adaptation and resilience actions aligned with internationally recognised best practice.

We disclose our climate-related risks and opportunities in accordance with Part D: Climate-related Disclosure of the HKEX ESG Reporting Code, covering the four pillars of **governance, strategy, risk management, and metrics and targets**. We also reference the International Financial Reporting Standards (IFRS) S1 General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 Climate-related Disclosures, as adopted locally under the Hong Kong Financial Reporting Standards (HKFRS), and are working to strengthen our disclosure capabilities on sector-specific metrics as defined by the Sustainability Accounting Standards Board (SASB) under the International Sustainability Standards Board (ISSB).

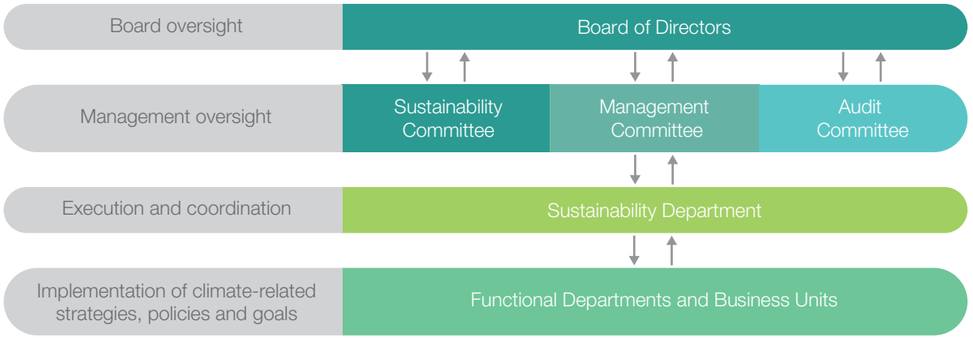
We have assessed climate-related risks and opportunities since 2021 to better understand how physical and transition factors may affect our operations and stakeholders across the value chain. We consider these risks and opportunities within business development planning, asset management and enhancement, and day-to-day operations. In 2025, we used downscaled projections sourced from the Intergovernmental Panel on Climate Change (IPCC) AR6/CMIP6, the Coordinated Regional Climate Downscaling Experiment (CORDEX), relevant academic research, and the Network for Greening the Financial System (NGFS) to support our climate scenario analysis. We will continue to strengthen our understanding of potential financial impacts arising from climate-related risks and opportunities, to inform stakeholder engagement, communication of our sustainability initiatives, and alignment of procurement practices with industry good practice.

This section describes our approach to identifying, assessing and managing climate-related risks and opportunities, and provides integrated disclosures – including metrics and standardised qualitative information – on how climate-related matters influence our business.

Governance

Climate-related risks and opportunities are governed within the Group's established sustainability governance framework. The Board retains overall accountability for the Group's sustainability strategy, performance and disclosures, and provides direction on long-term priorities, including oversight of our climate transition pathway and carbon neutrality goal. Day-to-day implementation is delegated through management structures, with climate matters addressed through the Group's risk management and internal control environment and overseen through relevant committees.

We have established a suite of sustainability-related policies to guide our response to climate-related impacts and to support the protection of nature and local communities. These policies are reviewed and updated periodically, as appropriate. For an overview, please refer to the "Sustainability Governance" section of this Report.



The Board

The Board provides oversight of the Group's governance on climate-related risks and opportunities. It reviews the Group's climate transition roadmap and associated milestones, and annually considers climate-related matters as part of its oversight of strategy, and risk management. The Board also oversees the Group's climate-related risk appetite. Significant climate related matters are reported to the Board as required for decision making.

Audit Committee

On behalf of the Board, the Audit Committee oversees the effectiveness of the Group's risk management and internal control systems, within which climate related risks form an integral part and are assessed, monitored and reported. The Audit Committee conducts biannual reviews of the continued effectiveness of risk management and internal controls, drawing on reviews of the Group risk register.

Management Committee

Chaired by the Chief Executive Officer, the Management Committee provides executive sponsorship for the Group's sustainability agenda by allocating resources and enabling cross-functional coordination. For climate-related matters, it provides decision-making support where issues have material implications for business planning, major investments and project decisions, with a focus on safeguarding financial resilience and long-term business continuity.

Sustainability Committee

The Sustainability Committee is chaired by an Executive Vice President responsible for sustainability and ESG management, and comprises other senior management members and representatives from relevant functions. It oversees implementation of the Group's sustainability agenda and meets quarterly to review sustainability strategy, performance and priorities, and to anticipate relevant regulatory and market developments and coordinate readiness actions. The Committee keeps material sustainability-related risks and opportunities under review, including climate-related matters, and reviews climate-related policies, targets, scenario analysis outputs and disclosure inputs for escalation to the Management Committee and/or the Board as appropriate.

Skills, Competencies and Capacity Building

The Board and relevant committee members bring a mix of expertise across governance, risk management, finance, operations and sustainability, supporting effective oversight of climate-related risks and opportunities. To maintain appropriate capability as reporting requirements and market expectations evolve, the Group promotes ongoing learning through internal briefings and external engagement. In December 2025, we launched a climate-ready capacity-building programme comprising practical, bite-sized thematic modules delivered across our operating regions. The programme is designed to strengthen climate awareness and technical capability, and to support employees in integrating climate considerations into day-to-day operational decision-making as we progress our transition.

Beyond internal initiatives, we engage externally to enhance climate readiness and inform our approach to risk management and disclosure. We collaborate with our controlling shareholder and industry partners on energy-transition opportunities and knowledge transfer, and participate in technical workshops organised by bodies including the Hong Kong Quality Assurance Agency (HKQAA) and the Business Environment Council (BEC) to benchmark climate risk management practices. As a member of the Federation of Hong Kong Industries, we take part in environmental initiatives and recognition programmes to assess our sustainability performance against industry practices. These engagement activities help the Group remain informed of emerging standards, tools and stakeholder expectations relevant to climate governance.

Strategy

Building climate resilience is a core focus under our sustainability strategy. It reflects our intent to anticipate, assess and respond to climate-related risks and opportunities in a structured, forward-looking manner, and to future-proof our assets, operations and value chain. We conduct quantitative and qualitative climate scenario analysis to evaluate how physical and transition factors may affect the Group over time and to inform our climate transition planning, mitigation measures and strategic priorities. Scenario analysis is conducted annually to reflect emerging risks and opportunities across our global operational footprint. We map assets to their respective operational contexts and geographic locations to evaluate exposure and sensitivity to relevant climate hazards and transition drivers. Insights are used to strengthen climate resilience across defined time horizons and inform milestones along our climate transition roadmap.

Climate-related Physical Risks

Risk Factor	Impacted Regions	Risk Level	Timeframe	Potential Non-financial Impacts	Potential Financial Impacts	Mitigation Measures
Acute						
Heatwaves	Central Asia Southeast Asia South America	Low-Medium	Short-term	• Increased health and safety risks (especially for outdoor work) • Reduced workforce productivity • Impacts on operational planning and site accessibility • Workforce and community displacement • Increased rate of grid outages affecting station operations and off-taker demand patterns	• Increased operating and maintenance costs, asset and critical components wear, and auxiliary power consumption • Compromised power generation capacity and efficiency • Potential contractual performance risk and revenue loss during prolonged operational disruptions, unplanned downtime, and supply delays • Increased insurance premiums	• Enhance gen-set heat-/corrosion-resilience and cooling efficiency • Implement site-level hazard-mapping and contingency planning for high-risk scenarios • Conduct regular inspections, emergency response drills, and employee/contractor training • Engage with employees, local communities and authorities to support resilience and recovery programmes where applicable
Typhoons	Hong Kong Chinese Mainland Southeast Asia	Low				
Floods and landslides	Southeast Asia South America	Low				
Wildfires	Southeast Asia South America	Low				
Chronic						
Rise in mean temperature	Hong Kong Chinese Mainland Central Asia Southeast Asia	Low	Medium – Long-term	• Increased rate of compound extreme weather events, causing prolonged downtime and higher recovery/repair costs • Persistent impacts on operational planning, site accessibility, and workforce productivity • Increased health and safety risks, including exposure to and incidence of infectious diseases and sanitation issues	• Increased operating and maintenance costs, asset and critical components wear, and auxiliary power consumption • Increased project lifecycle capital expenditures and insurance premiums	• Implement predictive maintenance and targeted upgrades addressing high-impact chronic stressors • Integrate geotechnical monitoring and forecasting into control modules and operating procedures • Conduct rigorous climate-related physical risk impact assessments for all future project sites
Shifts in weather patterns	Hong Kong Chinese Mainland Southeast Asia South America	Low-Medium				

Climate-related Transition Risks

Risk Factor	Risk Level	Timeframe	Potential Non-financial Impacts	Potential Financial Impacts	Mitigation Measures
Policy & Legal	Low	Medium – Long-term	• Increased reporting/assurance requirements on disclosing climate-related financial information, including management of climate-related risks and opportunities • Higher compliance complexity across jurisdictions • Tighter operation limits and stricter permit issuances where required	• Increased compliance and legal costs • Increased capital expenditures for emissions controls and potential carbon costs • Reduced access to subsidies and green financing	• Regularly monitor changes in laws, policies and regulations to ensure compliance and readiness • Strengthen sustainability and climate-related financial disclosures in alignment with reporting guidelines, rules and regulations (HKEX, HKFRS, IFRS) and industry-specific guidelines (SASB) • Conduct interim reviews of our climate transition roadmap to assess progress and gaps
Technology	Medium	Medium – Long-term	• Accelerated obsolescence of single-fuel configurations • Workforce skills gap in response to power generation system digitalisation and hybridisation	• Incremental capital expenditures for energy-efficiency upgrades, hybridisation and targeted retrofits • Stranding risk for inflexible assets	• Focus business strategy and offerings on peaking, backup, and resilience support • Upgrade existing thermal power stations to hybrid generation mode with microgrid systems supporting dispatch flexibility and reliability • Upskill operators for hybrid and digital controls
Market	Medium	Short – Medium-term	• Shifts in client preferences and off-taker requirements towards low-carbon energy supply • Reduced competitiveness as renewables and battery storage solutions outcompete thermal generation in cost-effectiveness and sustainability performance	• Contractual repricing pressure • Higher fuel price and dispatch revenues volatility	• Regularly analyse emerging market and industry trends • Invest in research and development to reduce emissions intensity • Decarbonise our fuel mix by increasing the ratio of renewable, biomass, and other low-carbon energy sources
Reputation & Stakeholder	Low	Medium – Long-term	• Increased scrutiny from investors and communities • Increased pressure to develop credible transition plans in line with more ambitious policies and regulations	• Reduced investor appetite and availability of capital	• Maintain close communication with stakeholders to understand their concerns and expectations and share our climate resilience efforts

Climate-related Opportunities

Opportunity Factor	Timeframe	Potential Non-financial Impacts	Potential Financial Impacts	Our Responses
Policy incentives and public programmes supporting low-carbon transition	Medium – Long-term	• Increased importance of engaging with policymakers and public sectors by piloting or supporting key initiatives • Enhanced credibility and reputational benefits by showing support for the government's decarbonisation and electricity market reform policies	• Reduced operating costs • Potential subsidies • Improved bid competitiveness	• Monitor policy developments, demand response and incentive programmes • Apply for subsidy schemes when available to fund energy efficiency improvements, hybridisation, and climate-related projects
Rising demand for resilient and sustainable power	Short – Medium-term	• Expanded market presence in countries and regions with growing demand for distributed, quickly deployable power to support electrification and energy transition plans • Stronger strategic partnerships with utilities and critical infrastructure clients through black-start, islanding, and continuity services	• Improved competitiveness in tenders where resilience and environmental performance are factored in	• Deploy "plug-and-play" solutions customised to meet the various needs in terms of fuel selection, capacity requirements, applications, and operating modes • Leverage real-time monitoring and analytics with artificial intelligence (AI) and Internet of Things (IoT) technologies to enhance reliability performance, energy efficiency, and lower emissions intensity
Hybridisation	Short – Medium-term	• Improved operational flexibility and reliability • Lower emissions intensity and air pollutant footprint • Enhanced credibility and reputational benefits among off-takers and communities via measurable decarbonisation	• Increased revenue streams supported by stable dispatch and flexible power generation sources • Reduced stranding risk and extended asset life by repositioning thermal assets as flexibility/backup • Fuel savings and margin uplift	• Invest in hybrid upgrades of two operating power projects in Brazil to incorporate solar and battery storage capacity • Explore opportunities for scaling beyond pilots
Transition Finance	Short – Medium-term	• Stronger internal capital allocation discipline aligned to transition milestones • Improved governance and auditability of emissions and ESG performance data	• Broader funding access via sustainability-linked and transition instruments	• Implement asset-level ESG performance data systems • Publish climate transition roadmap, review and disclose progress on an annual basis

Climate Transition Roadmap

We use insights from the climate-related risks and opportunities identified through our annual scenario analyses to inform the Group's climate transition roadmap, which sets out our commitments and goals across short-, medium- and long-term horizons, outlining a structured pathway to achieving carbon neutrality by 2050.

2025 – 2030 Short-term	2031 – 2040 Medium-term	2041 – 2050 Long-term
Phase out pure diesel-based generation by 2030 across operating projects.	Accelerate energy-efficiency and emissions-intensity improvements through technology upgrades and operational excellence, including reducing fuel and resource consumption intensities.	Expand "transition solutions" offerings to support off-taker decarbonisation and grid resilience.
Systematically assess climate-related physical and transition risks affecting existing assets, operational efficiency, and supply chain stability through annual scenario analysis	Scale lower-carbon energy sources by increasing the share of biomass, renewables, and other alternatives where technically and commercially viable.	Sustain resilient operations under long-term climate pathways through adaptation planning for chronic physical risks, and periodically reassess business portfolio alignment with a net-zero economy.
Embed climate resilience into operational and strategic planning, including site-level hazard considerations, appropriate risk mitigation and insurance coverage for acute physical risks.		Strengthen value-chain decarbonisation partnerships with upstream and downstream counterparties to scale practical transition solutions.

Current and Anticipated Financial Effects

The Group expects its financial position, financial performance and cash flows to increasingly reflect our strategic transition choices as we continue to enhance efficiency and resilience across our asset portfolio. Over the short to medium term, these actions may increase investment outflows; over the medium to long term, we expect operational and financial upside through improved fuel efficiency, reduced emissions intensity and strengthened competitiveness in meeting off-takers' requirements for more resilient and sustainable power solutions. Based on current assessments, incorporating energy-efficiency and climate-resilience measures into upgrades for existing operating projects and investment decisions for new projects is not expected to have a material adverse impact on the Group's financial performance or cash flows.

The Group will continue to work on a complete quantitative breakdown of how climate-related risks and opportunities affected our operating expenses, revenues and financing costs and to strengthen internal data, processes and capability to enhance quantification in future reporting periods.

Risk Management

We adopt a structured approach to identify and assess climate-related risks and opportunities using recognised external scenario frameworks, applying contrasting climate pathways to test the resilience of our strategy and operations and to inform the prioritisation of adaptation and transition actions.

For physical risks, we reference the IPCC's Shared Socio-economic Pathways (SSPs) to consider how different global emissions pathways may influence acute and chronic hazards relevant to our assets. For transition risks and opportunities, we reference NGFS climate scenarios to assess potential changes in policy ambition, technology deployment and market dynamics that may affect customer requirements, operating costs and competitiveness in the distributed power generation sector.

Climate Projections for Physical Risks (IPCC SSPs)

Climate Scenario	Pathway	Description
SSP1-2.6	Low-Emissions	A sustainability-focused pathway with comparatively lower greenhouse gas emissions, broadly consistent with efforts aligned to the Paris Agreement.
SSP5-8.5	High-Emissions	A fossil fuel–intensive pathway with higher greenhouse gas emissions, associated with stronger warming and higher physical risk exposure.

Climate Projections for Transition Risks (NGFS)

Climate Scenario	Description
Current Policies 3℃ + warming	Assumes only currently implemented policies are maintained. Emissions decline slowly, with comparatively limited additional policy tightening and a slower pace of low-carbon technology deployment and market change.
Net Zero 2050 1.5℃ warming	Assumes rapid and stringent policy action. Net carbon emissions reach around zero by 2050, supported by accelerated low-carbon technology deployment, electrification, efficiency improvements and, where applicable, carbon removal.

Metric and Targets

We track and analyse climate-related metrics and targets to effectively manage our climate-related risks and opportunities and drive continual improvement. Our primary target focuses on reducing the carbon emissions intensity measured in terms of carbon emissions per kilowatt-hour (kWh) of electricity generated. This target directly helps us evaluate and continuously enhance our energy efficiency performance.

Metric	Target Type	Target
Carbon emissions per kWh of electricity generated	Intensity	Scientific reduction of the carbon emissions intensity across our operating projects

HKEX Aspect B1, B3, KPI B1.1, B1.2
GRI 2-7, 2-15, 2-20, 401, 403, 404, 405, 406

SUPPORTING OUR STAKEHOLDERS

Our ability to deliver reliable power solutions and to create long-term value depends on the trust and collaboration of the stakeholders connected to our operations. We build and sustain this trust through transparent engagement, sound management practices and continuous improvement. This section outlines how we support our key stakeholder groups – employees, suppliers, clients and communities – across the markets where we operate, with a focus on safeguarding people, strengthening capability, and upholding service quality and integrity throughout our value chain.

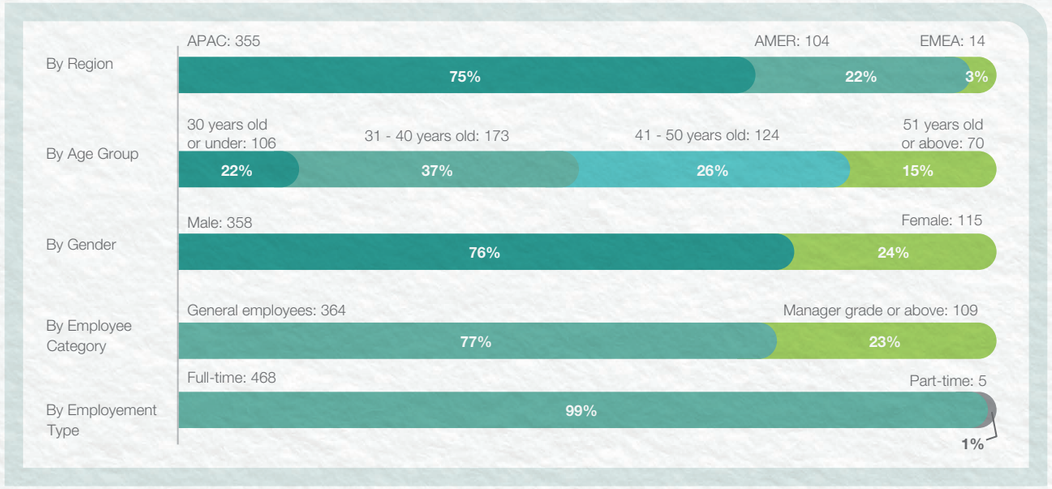
Our approach is underpinned by clear roles, shared accountability and established policies and procedures. Dedicated functions, including human resources, operations, health, safety, and environment (HSE), sustainability, procurement, and business development, work together to identify stakeholder priorities and integrate them into decision-making and operational controls. We also maintain confidential channels for employees and external stakeholders to raise concerns, with reports administered by Internal Audit Department and escalated where appropriate for independent oversight and follow-up. For a comprehensive overview of how we engage with stakeholders, please refer to the "Stakeholder Engagement" section of this Report.

Employees

Our people strategy focuses on building the capability and culture required to operate safely and scale responsibly. In 2025, our materiality assessment identified Employee Engagement and Development, Production Safety, and Occupational Health among the Group's top material people-related topics, reflecting the importance of capability-building and robust health and safety management in supporting operational performance and organisational resilience.

As of 31 December 2025, the Group's direct workforce comprised 473 employees, representing a 24% year-on-year increase. Our workforce spans multiple countries and regions; where appropriate, we prioritise local recruitment to strengthen on-the-ground capability and contribute to the communities in which we operate. The following employee profile summarises the workforce distribution by region, age group, gender, job grade, and employment type.

2025 Employee Profile[1]



[1] Asia Pacific (APAC), the Americas (AMER), Europe, Middle East, and Africa (EMEA)

Talent Attraction and Retention

We attract and retain talent through fair, transparent and compliant employment practices, recognising that workforce capability is essential to sustaining performance and supporting responsible scale-up across our operating locations. As we expand and commission new projects, we aim to recruit responsibly and provide a workplace where employees feel supported, treated fairly and able to develop over time.

The Group's recruitment policy and procedures set out a standardised process for staff requisition, interview assessment and offer approval. Selection decisions are based on role-related requirements, skills and experience, and recruitment is conducted in compliance with applicable data protection, anti-discrimination and immigration requirements.

We maintain a market-referenced remuneration and benefits framework to support attraction and retention. Under our compensation and benefit policy, employee remuneration is aligned with job grading and performance, supported by a structured salary range framework that is periodically benchmarked. Employees may also be eligible for variable pay and long-term incentives (where applicable). Retention is further supported through annual performance reviews that enable objective assessment, development planning and performance-based progression. Remuneration arrangements for directors are governed separately. The Remuneration Committee considers the directors' remuneration structure and provides recommendations to the Board. Climate related considerations are not currently factored into the Group's remuneration policy. The Group will consider incorporating such factors where appropriate, taking into account the business environment and prevailing industry practice.

In 2025, our new hire rate increased 13 percentage points compared to the previous reporting year, reflecting recruitment needs arising from new project commissions and workforce upskilling. Importantly, this growth was accompanied by improved retention, as overall and voluntary turnover for permanent employees decreased 4 and 2 percentage points, respectively.

New Hire Rate	Overall Turnover Rate	Voluntary Turnover Rate
34%	**13%**	**7%**
(2024: 21%)	(2024: 17%)	(2024: 9%)

HKEX Aspect B1, B2, B3, B4, KPI B2.3
GRI 2-7, 2-16, 401, 403, 404, 405

Employee Engagement

Our long-term success depends on the commitment, capability and well-being of our people. We therefore encourage open, two-way engagement – so employees can stay informed, share views and help shape improvements in how we operate. Communication and engagement take place through multiple channels, including annual engagement questionnaires, performance appraisals, suggestion boxes, training and workshops, staff events and activities, the intranet and regular meetings, interviews and other internal communications. These channels help ensure employees are kept updated on developments across the Group and provide structured avenues for us to understand employees' interests and concerns. In 2025, 128 employees participated in our anonymous stakeholder engagement survey, representing a response rate of approximately 27% of the workforce across nine operating regions. Key themes arising from employee feedback are analysed and discussed at Sustainability Committee meetings to strengthen management oversight and support follow-up actions.

To strengthen ESG awareness and participation, we launched an internal sustainability newsflash in 2025. Issued monthly, it shares updates on our corporate social responsibility and sustainability initiatives across different teams and locations, highlights global awareness days, and provides practical sustainability knowledge. The newsflash also features employee stories – such as community projects, workplace green initiatives and everyday practices – helping colleagues see how individual actions contribute to the Group's wider sustainability progress.

Growth and Development

We manage employee development through a structured training approach designed to strengthen role competence and support consistent operating standards across the Group. Training needs are identified with reference to role requirements, operational priorities and annual performance reviews, and are incorporated into annual training plans. Training participation and completion are documented to support governance, traceability and competency management.

Training is delivered through induction and orientation for new joiners, department-led on-the-job training to build practical capability, and external learning programmes where specialist skills are required. Training plans and content are reviewed and updated based on operational feedback, regulatory developments and lessons learned. Enhanced role-specific training is provided for employees in high-risk or critical roles to strengthen job readiness and operational control. To encourage continuous professional development, we also support eligible employees in maintaining role-relevant professional memberships, subject to internal review and documentation requirements.

In 2025, employees completed over 29,000 training hours. Average training hours per employee increased to 69 hours. Training covered key competency areas, including ethics and compliance, environmental management, operational and technical capability building, and leadership development. All employees received an annual performance review.



Building an inclusive workspace through collaboration and connection



Supporting breastfeeding mothers with private, accessible nursing rooms

Diversity, Equity, and Inclusion (DEI)

Our recruitment practices promote equal opportunity, forbid forced and child labour, and comply with applicable employment laws and regulations in the jurisdictions in which we operate. We aim to build a respectful workplace where employees are treated with dignity and fairness, and where employment-related decisions reflect role requirements and merit. Our Employee Code of Conduct sets clear expectations for professional behaviour and provides zero tolerance for discrimination, harassment and other misconduct. We also set out similar expectations for value chain partners through our Supplier Code of Conduct, which we plan to communicate to key suppliers in the near future.

Diversity

Diverse perspectives often arise from differences in experience, skills, backgrounds, cultures and identities. As an equal opportunity employer, the Group maintains zero tolerance for discrimination on any grounds set out in the Employee Code of Conduct and applicable laws. Progress is tracked through internal reporting on workforce composition. In 2025, 32% of executive leadership roles were occupied by women. Diversity at the Board level also remains an important consideration. For details, please refer to the "Corporate Governance" section of this Report.

Equity

We apply fair and consistent employment practices across the employment cycle, including recruitment, onboarding, performance management, learning and development, promotion and internal mobility. To strengthen transparency in remuneration practices, the Group introduced a gender pay ratio metric by employee category in 2025. The metric provides a reference point to support ongoing review of remuneration practices.

Inclusion

We view inclusion as shaping how employees experience the workplace day to day – through respectful interactions, the confidence to raise concerns, and practical support for work and personal responsibilities. We provide family-friendly arrangements, including maternity leave, paternity leave, and support for breastfeeding mothers through workplace arrangements such as private nursing spaces and breastfeeding breaks. In 2025, the Group's maternity leave retention rate was 100%, representing the percentage of female employees who remained employed 12 months after completing maternity leave. We received a UNICEF certificate of appreciation for being a breastfeeding-friendly workplace for the fifth consecutive year.

2025 DEI and Training Performance Highlights

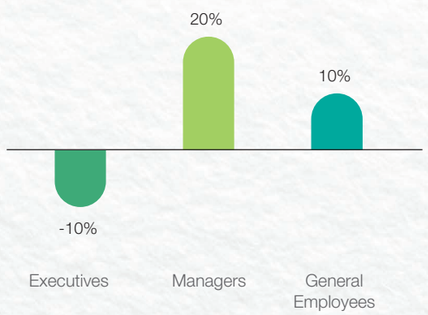
32%
Female representation in executive leadership roles
(YoY -)

29,263
Total training hours
(YoY +53%)

100%
Maternity leave retention rate
(YoY +25%)

69
Average training hours per employee
(YoY +38%)

Gender pay gap by employee category



The gender pay gap represents the percentage difference between the median salaries of female and male employees, relative to the female median salary.

Training hours distribution by topic



Production Safety

For VPower Group, production safety underpins the reliability of our system integration solutions delivery and the stable operation of our power projects, central to meeting increasingly stringent compliance and accountability expectations.

Governance

In 2025, we took a more structured, Group-wide approach by introducing Production Safety Policy to set consistent expectations for our employees and contractors, and by establishing a management-led Safety Committee, chaired by the Chief Executive Officer, to strengthen oversight and execution discipline. The Committee meets quarterly to review performance, key risks and major incidents (if any), and the effectiveness of corrective and preventive actions. Safety roles and responsibilities are defined and cascaded across business units, project sites and contractor teams to ensure that safety expectations are translated into day-to-day controls at the frontline.

Management System and Controls

We continued to enhance our safety management system through stronger internal coordination, clearer reporting lines and more standardised documentation across operating regions. Our governance framework is supported by periodic reviews of policies and operational guidelines, enabling us to respond to evolving risk profiles associated with both factory activities and power station operations. We reference ISO 45001 as a guiding framework for occupational health and safety management, and integrate it into operating procedures, training plans and on-site supervision arrangements.

We manage production safety through a prevention-first approach, focused on three control levers:

- Accountability across operations and contractors – reinforcing compliance expectations through defined responsibilities, contractor onboarding requirements and site-level supervision.
- Routine assurance and inspections – using planned checks to identify risks and hazards early.
- Emergency preparedness – strengthening readiness for operational incidents and external disruptions through planning, drills and contingency arrangements.

2025 Safety Performance Highlights

0
Work-related Fatalities
(YoY -)

1
Work-related Injuries
(YoY -2)

0.23
Work-related Injuries Rate
(YoY -0.49)

14,570
Hours of Health and Safety Training
(YoY +12%)

670
Safety Inspections

100%
Findings Resolution Rate
(YoY -)

In 2025, we conducted 670 safety inspections globally (including both internal and external inspections) with 313 safety findings identified. Through defined follow-up processes and corrective actions, we achieved a 100% resolution rate for the findings identified during the year. Our employees completed a total of 14,570 hours of health and safety training to enhance awareness, averaging 34 hours per employee.

We maintained and/or developed comprehensive contingency plans addressing a broad range of scenarios, including natural disasters, operational incidents and civil security issues. Where appropriate, we also engage with relevant external authorities and public-sector stakeholders to support oversight and reinforce our safety and public responsibility profile in the regions where we operate.

Production Safety Month (June 2025)

To further embed a proactive safety culture, we launched a Group-wide "Production Safety Month" campaign in June 2025 across regional offices, the Shenzhen Factory and global power stations. During the campaign, 440 employees participated and completed approximately 1,800 hours of safety training and emergency response drills. By emphasising practical exercises and scenario-based drills, the campaign strengthened real-world incident response capabilities and reinforced consistent safety expectations across diverse operational settings.



We further strengthened our safety communications toolkit during the year. In July 2025, we issued the Production Safety and Emergency Preparedness Guidebook: a step-by-step guide on planning drills, inspections, and safety training, with practical tips, case studies, and best practices; and the Workplace Safety Booklet: a practical reference for day-to-day risk awareness covering common office and facility risks such as fire and electrical safety, working at heights, and first aid response. Both resources were prepared in localised language versions where appropriate, to improve clarity and adoption among local employees and frontline operators, and to support consistent understanding across our global footprint.



Occupational Health

We manage occupational health with the same level of rigour as production safety, recognising that a healthy workplace supports employees' long-term wellbeing and helps prevent work-related illness through systematic risk identification and control. We comply with applicable local laws and regulations in the jurisdictions where we operate and maintain procedures to support the prevention, monitoring and reporting of occupational health risks. In 2025, the Group recorded zero reported cases of occupational diseases.

Governance

Our occupational health management is implemented through a clear division of responsibilities across functions and operating units. The Human Resources Department leads the establishment and periodic review of the Group's occupational health management framework, including maintaining relevant policies and procedures, setting processes for occupational disease prevention, monitoring and reporting, and organising employee training and awareness programmes. The Operations Department and regional/site teams are responsible for implementation at power stations and the Shenzhen Factory, including conducting occupational health risk assessments, applying control measures, and performing periodic work environment monitoring.

2025 Health and Well-being Initiatives

In 2025, we rolled out employee health and well-being initiatives across our operating regions. Programmes were adapted to local needs to enhance relevance and participation, and were delivered through a mix of expert-led talks, health screenings, diagnostic testing, vaccinations (where applicable), and practical education sessions.

These initiatives focused on occupational disease prevention, common workplace health risks, stress management and mental well-being, and general health literacy education, including mindful lifestyle choices. In Hong Kong, we organised a series of workshops and employee engagement activities that offer practical guidance on workplace health topics, reinforced through interactive activities integrating health education with team participation and cultural elements. For example, during the 2025 Dragon Boat Festival, the Hong Kong headquarters office held a well-being session that incorporated nutrition education through interactive activities on comparing nutritional values and building balanced meal choices for different dietary needs.

Health Awareness Campaigns

In Brazil, we continued to implement annual health awareness theme-month campaigns to promote awareness and preventive education:

- White January – mental health awareness
- Green April – autism awareness and inclusion
- Pink October – breast cancer awareness
- Blue November – prostate cancer awareness
- Red and Orange December – prevention and awareness on skin cancer, HIV/AIDS and other sexually transmitted infections



Suppliers

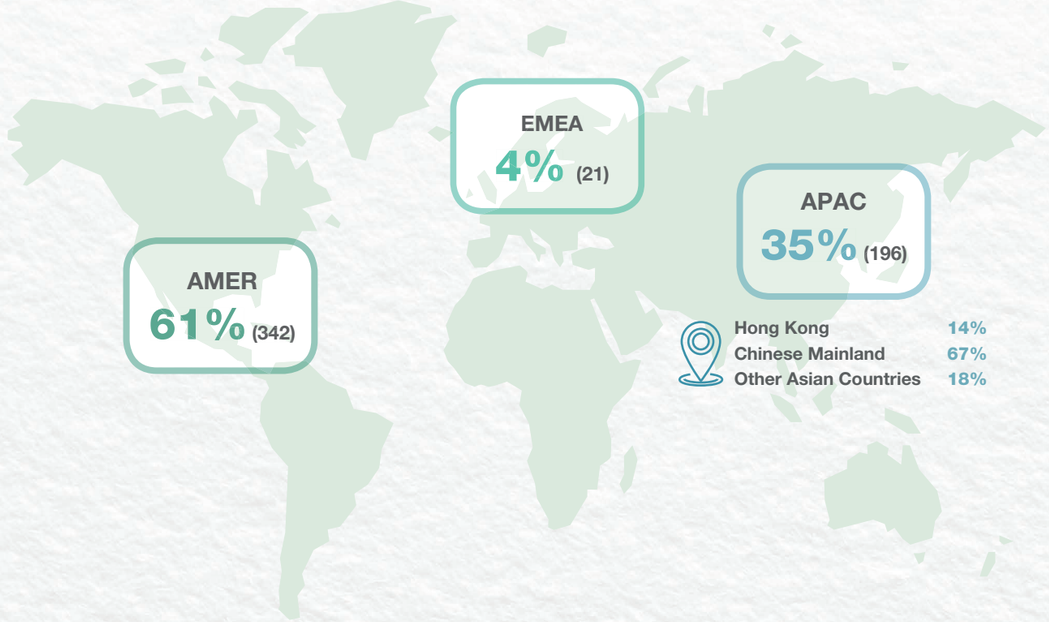
Responsible supply chain management is fundamental to safeguarding product and service quality, maintaining safe and reliable operations, and meeting our ethical and sustainability commitments. We promote responsible procurement practices by integrating ESG considerations into supplier selection and management, to strengthen supply continuity and enhance value-chain resilience.

2025 Supply Chain Profile

The Group aims to develop a geographically diversified supplier network to support our business exposure in different regions and operational stability. In 2025, our supplier pool comprised approximately 560 suppliers, with around 35% located in Asia and the remainder across Europe, the Middle East and the Americas.

Given the nature of our business, our procurement is primarily focused on specialised power generation equipment and services, including generator sets and major components (e.g. engines and alternators), spare parts and maintenance-related materials, and operating inputs such as fuel- and oil-related products and other site consumables. For critical assets, we prioritise sourcing from world-class suppliers to support higher and more consistent standards of quality and reliability, reduce operational and safety risks over the asset lifecycle, and, where applicable, leverage suppliers' stronger management systems and sustainability performance.

Global Supplier Distribution



Sustainable Procurement Framework

In 2025, we formulated our Sustainable Procurement Policy, developed with reference to ISO 20400:2017 Guidance on sustainable procurement and the UNGC Ten Principles, together with the Sustainable Procurement Procedure and Supplier Code of Conduct. Together, these governing documents provide a consistent basis for integrating environmental, social and ethical considerations into procurement decisions, strengthening supply continuity and supporting responsible business conduct across our value chain.

We maintain structured procurement processes covering need identification, sourcing, supplier selection, contracting and record management. Procurement activities are conducted through established procurement channels to support fairness, transparency and cost-effectiveness, underpinned by market benchmarking and cost analysis where appropriate. Employees engaging in procurement activities are required to comply with the sustainable procurement governing documents and the Group's Employee Code of Conduct, including conflict of interest declarations and anti-bribery requirements. Connected party transactions are handled through established controls to ensure compliance with relevant requirements.

Responsible Sourcing

We apply a risk-based approach to responsible sourcing, embedding ESG considerations across key stages of the supply chain. Where comparable commercial terms apply, we give preference to suppliers with certified management systems and, where relevant, to products with recognised environmental labels or lower-carbon attributes. Supplier performance is monitored across dimensions such as pricing, quality and service, with evaluation criteria calibrated to supplier category and risk profile. We apply clear exclusionary criteria to suppliers that fail to meet our basic requirements or demonstrate insufficient improvement over time, and we shall maintain mechanisms to restrict engagement with suppliers that present unacceptable compliance or sustainability risks.

Recognising vulnerabilities in global supply chains – including price volatility, geopolitical instability, climate-related impacts and logistical disruption – we adopt proactive mitigation measures. These include cultivating long-term partnerships with key suppliers and diversifying sourcing regions and channels to reduce geographic concentration risk. Where appropriate, we also leverage the resources and networks of our controlling shareholder and business partners to support operational stability and continuity of supply for critical equipment and services.

The Supplier Code of Conduct sets out our minimum expectations on suppliers across six areas: management systems, health and safety, business ethics, environmental protection, community relations, and labour rights. Suppliers are expected to uphold fundamental labour practices, including prohibitions on child labour and forced labour, and to cooperate with reasonable requests for information disclosure, document verification and, where applicable, assessment activities. We encourage our direct suppliers to communicate these expectations to their own suppliers and contractors to promote responsible practices through the value chain. As a next step, we are preparing for the full implementation of the Supplier Code of Conduct with key partners to support shared standards and continuous improvement.



HKEX Aspect B6, KPIs B6.1, B6.4, B6.5
GRI 2-6, 416

Clients

As a long-term partner to utilities, infrastructure operators and corporates across diverse sectors, VPower Group leverages over two decades of operational experience to provide turnkey energy solutions through SI and IBO business segments. Across both segments, we focus on the client outcomes that matter most – quality, continuity of supply, operational flexibility, and responsible performance – supported by end-to-end capabilities spanning research and development (R&D), engineering, manufacturing, commissioning and ongoing operations. For an overview of our business profile and global footprint, please refer to the "About VPower Group" section of this Report.

Innovation

We advance technological innovation to improve efficiency, uptime and sustainability performance for clients across our solutions and operations.



Our R&D work focuses on four practical areas:

- **Enhancing digital and intelligent operations** through monitoring, visualisation and analytics, enabling remote monitoring, data-driven analysis and operational optimisation, to improve reliability and responsiveness.
- **Optimising system efficiency and flexibility** through cogeneration and waste-heat recovery solutions that reuse heat from operations, and by integrating battery energy storage systems (BESS) where appropriate to smooth load fluctuations and improve overall energy efficiency.
- **Improving environmental performance** through more efficient and cleaner configurations, and measures to reduce operating impacts such as noise and vibration.
- **Developing carbon management solutions**, including modular carbon capture concepts that can be deployed in a flexible, scalable manner across distributed power stations.

Our dedicated system integration factory in Shenzhen, China retained its high-tech enterprise recognition in 2025. We also contributed to the development of three national standards, helping to strengthen industry consistency and transparency, supporting safer, more reliable and higher-quality applications across the sector.

30+
R&D headcounts

6
R&D projects completed

10.87
HK$ million of R&D expenditure

7%
of the Group's total workforce as at 31 December 2025

6
New patents

4.38%
R&D expenditure as percentage of SI business revenue

Production

Our production activities centre on safe, controlled system integration – assembling procured engines and key components into modularised power solutions, supported by robust quality and safety management.



Our Shenzhen Factory is certified to ISO 9001 (Quality Management), ISO 14001 (Environmental Management) and ISO 45001 (Occupational Health and Safety). We source core components from industry-leading engine suppliers and apply rigorous quality control aligned with international standards. Under our inspection control procedure, each generator set undergoes thorough testing and commissioning prior to delivery to support consistent performance and safe operation.

Alongside quality management, we maintain a strong focus on production safety. In 2025, the Shenzhen Factory carried out 24 scheduled safety inspections with a 100% findings closure rate. To strengthen safety awareness and emergency readiness, the factory also held a dedicated "Fire Safety Month" in December, featuring targeted training sessions and emergency response activities.

Applications

We apply our capabilities to deliver fit-for-purpose electricity solutions – helping clients maintain continuity of supply, adapt to changing operating needs, and meet responsible performance expectations across diverse markets.



SI Business: We serve clients across critical sectors and applications, supporting electricity needs across a wide range of operating contexts – from standby and peak support to continuous supply. In 2025, we further expanded our presence in Europe, Southeast Asia and Central Asia, and entered new application areas such as wellhead gas-to-power and BESS. Demand from the data centre sector continued to grow, driven by the rapid expansion of digital infrastructure. In markets where grid connection timelines can constrain project delivery, we provide on-site power solutions to support schedule certainty and stable operations, while improving energy efficiency and reducing reliance on external grid availability.

IBO Business: We design, invest in, build and operate distributed power generation stations, providing electricity solutions across both the public and private sectors, with a focus on regions where power demand is growing. Depending on client needs and grid readiness, we offer both grid-connected solutions and independent power stations, supporting secure supply in remote or grid-constrained locations. We also maintain close engagement with local stakeholders and support transparent operations, including hosting client safety inspections and government visits as part of ongoing site management.

Product and Service Responsibility: Supported by our global service capabilities, we provide technical support to clients across the project and operating lifecycle. In 2025, we recorded zero product recalls, zero quality- or safety-related complaints, no breaches relating to advertising and labelling or customer data privacy.

HKEX Aspect B8, KPI B8.1, B8.2
GRI 413

Communities

Communities are integral to our licence to operate and to the long-term sustainability of our projects. We engage at the local level – listening to community needs and concerns, communicating openly, and directing resources to areas where we can contribute practical, lasting value. Alongside providing reliable energy solutions, we seek to support community wellbeing and resilience through tailored programmes that reflect the context of each operating area.

Our community engagement is guided by respect, transparency and two-way communication. We connect with local stakeholders through a mix of community consultations, engagement programmes, employee volunteering, local hiring and capability-building initiatives, and partnerships with schools, community organisations and service providers. Where relevant, we aim to align our engagement with operational realities – such as health and safety, environmental stewardship and service continuity – so that community priorities are considered alongside business needs.

In 2025, we delivered 18 targeted community initiatives across 6 countries, reaching approximately 23 neighbouring communities and 1,472 local beneficiaries. Our employees contributed approximately 1,900 volunteer hours, reflecting growing participation in community service. We were also recognised under the Federation of Hong Kong Industries (FHKI) Industry Cares Recognition Scheme, receiving the 3-Year+ recognition for our sustained commitment to corporate social responsibility.

2025 Community Engagement Highlights

6 Countries Worldwide

18 Targeted Initiatives

23 Neighbouring Communities

1,900 Employee Volunteer Hours

1,472 Local Beneficiaries

3-Year+ Industry Cares Award Recognition



Supporting Post-earthquake Emergency Response

Following the earthquake on 28 March 2025 in Myanmar, we deployed four containerised mobile office units to support continuity of essential coordination functions during the emergency period. Our employees also mobilised a voluntary donation initiative, contributing monetary support alongside essential food and drinking water to affected communities in various regions of the country. These actions reflect our commitment to supporting community resilience with timely, practical assistance during emergency situations.



Investing in Education and Community Health

We also invest in community capability by supporting education and basic health needs in the areas where we operate, focusing on practical inputs that local institutions can put to immediate use and delivering consistent support over time to strengthen long-term impact.

In Brazil, we delivered environmental education sessions at two schools near our power stations, engaging around 30 students and teachers, including indigenous children. Sessions covered topics such as how electricity is generated, responsible consumption, and selective waste collection – helping build everyday awareness on energy and environmental responsibility.



In Iquitos, Peru, where we operate through a joint venture partnership, we donated 83 sets of school supplies and 22 first aid kits to local schools and health centres, with intended beneficiaries including over a thousand students and residents.



Enabling Employee-led Volunteering

To strengthen a culture of community participation, we introduced a volunteer time-off scheme at our Hong Kong headquarters in August 2025. Employees who complete verified volunteer service are eligible for equivalent paid time off, recognising community contribution and encouraging broader participation. By making volunteering more accessible, we aim to support employee-led community service that complements local partner needs.

The programme gained early momentum: in the first four months, employees logged around 130 hours of volunteer service across a range of causes, including:

- caring for elderly communities,
- promoting animal rescue and adoption,
- assisting at waste recycling stations,
- supporting food donation initiatives,
- participating in urban clean-ups, and
- supporting public education.

PERFORMANCE DATA SUMMARY

Environmental Aspect

GHG Emissions	Unit	2025	2024	2023
Scope 1 – Direct Emissions[1, 2]				
Offices	tonne CO_2e	43.39	26.12	43.28
Shenzhen Factory	tonne CO_2e	33.60	68.26	29.22
IBO Projects[3]	tonne CO_2e	180,314.83	222,803.49	210,622.37
Scope 2 – Energy Indirect Emissions[4, 5]				
Offices	tonne CO_2e	79.42	86.09	105.49
Shenzhen Factory	tonne CO_2e	67.24	69.49	68.83
IBO Projects	tonne CO_2e	217.46	264.28	245.87
Scope 3 – Other Indirect Emissions[6]				
Offices	tonne CO_2e	249.38	196.38	236.23
Shenzhen Factory	tonne CO_2e	19.67	3.03	4.92
IBO Projects	tonne CO_2e	23.57	36.79	75.53
Gross GHG Emissions				
Total Gross GHG Emissions	tonne CO_2e	181,048.56	223,557.74	211,431.75
GHG Emissions Intensities				
Offices	tonne CO_2e/ employee	1.88	1.84	2.36
Offices	tonne CO_2e/m^2 of floor area	0.11	0.10	0.12
Shenzhen Factory	tonne CO_2e/ HK$'000,000 revenue	0.49	0.23	0.15
IBO projects	tonne CO_2e/kWh of electricity generated	0.00013	0.00015	0.00018

1. GHG emission calculations are based on the *Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard and the Guidelines to Account for and Report on Greenhouse Gas Emissions and Removals for Buildings in Hong Kong* published by the Environmental Protection Department (EPD) and the Electrical and Mechanical Services Department (EMSD) of the Hong Kong Government.
2. Reporting boundaries for GHG emissions, air emissions, and energy consumption are defined by the "operational control" approach. Under this framework, we exclude IBO projects in Indonesia and Uzbekistan, where off-takers regulate fuel supply and operational dispatch. However, to provide a comprehensive view of the environmental footprint of our managed assets, we recorded a supplementary consumption of 42,929,669 litres of biodiesel (Indonesia) and 42,679,078 cubic metres of natural gas (Uzbekistan and Indonesia), totalling 486,994.78 tonnes of Scope 1 emissions during the reporting period.
3. Direct CO_2 emissions from biogas and biodiesel combustion from IBO projects (Shandong: 13,028 tonnes; Brazil: 178,455 tonnes) are reported separately from the Scope 1 emissions inventory, as per the GHG Protocol. Non-CO_2 GHG emissions (i.e., CH_4) from these sources are included in Scope 1 emissions.
4. Scope 2 emissions refer to indirect GHG emissions from purchased electricity.
5. Emission factors are sourced from official governmental guidelines within the relevant jurisdictions of operation, the "IEA Emission Factors" published by the International Energy Agency (IEA), and sustainability reports from local utility companies. We are prioritising the use of more accurate, location-based emission factors to ensure a precise reflection of the carbon footprint across our diverse operational sites.
6. Scope 3 emissions include indirect GHG emissions from paper disposal, electricity consumption for water/wastewater treatment, and business air travel, calculated via the International Civil Aviation Organization (ICAO) Carbon Emissions Calculator.

GHG Emissions	Unit	2025	2024	2023
GHG Emissions Offset[7]				
Total Offsets	tonne CO_2e	39,618.72	51,358.75	85,579.34
Net GHG Emissions[8]				
Net GHG Emissions	tonne CO_2e	141,429.84	172,198.98	125,852.40

Air Emissions	Unit	2025	2024	2023
Shenzhen Factory				
Sulphur dioxide (SO_2)	tonne	0.004	0.018	0.003
Nitrogen oxides (NO_x)	tonne	0.56	1.52	0.47
Particulate matter (PM)	tonne	0.02	0.04	0.02
IBO projects				
Sulphur dioxide (SO_2)	tonne	75.50	122.04	92.79
Nitrogen oxides (NO_x)	tonne	3,425.23	3,098.55	2,777.96
Particulate matter (PM)	tonne	104.17	82.89	66.28

7. GHG emissions offset only includes offsets achieved by our environmental projects or technologies, such as the use of Combined Heat and Power (CHP) systems.
8. Net GHG emissions are calculated as total gross GHG emissions less any emissions that are offset by VPower Group's business activities.

Energy	Unit	2025	2024	2023
Electricity Consumption				
Offices	kWh	160,106	163,614	186,440
Shenzhen Factory	kWh	152,722	157,818	156,334
IBO Projects	kWh	281,140	741,445	991,162
Biogas Consumption				
Shandong Project	m^3	22,821,988	27,876,654	41,038,290
Liquid Fuel Consumption				
Offices	L	15,711	9,789	14,987
Shenzhen Factory	L	14,686	40,869	13,617
IBO Projects	L	75,217,833	72,872,060	65,047,419
Total Energy Consumption				
Offices	GJ	1,142	942	1,211
Shenzhen Factory	GJ	1,079	2,040	1,053
IBO Projects	GJ	7,320,339	7,125,780	8,233,713
Total Energy Consumption Intensities				
Offices	GJ/employee	5.77	5.61	7.43
Offices	GJ/m^2 of floor area	0.33	0.29	0.38
Shenzhen Factory	GJ/HK$'000,000 of revenue	4.35	3.38	1.56
IBO Projects	GJ/kWh of electricity generated	0.0188	0.0187	0.0187

Water	Unit	2025	2024	2023
Water Withdrawal				
Municipal Supplies	m^3	52,692	61,881	78,750
Groundwater	m^3	–	7,875	12,162
Surface Water	m^3	–	–	592
Water Consumption[9]				
Total Water Consumption	m^3	52,692	70,016	91,744
Offices	m^3	774	583	558
Shenzhen Factory	m^3	4,032	3,842	4,111
IBO Projects	m^3	47,886	65,591	87,075
Water Consumption Intensities				
Overall	m^3/employee	112	184	251
Offices	m^3/m^2 of floor area	0.22	0.18	0.17
Shenzhen Factory	m^3/HK$'000,000 of revenue	16.26	6.37	6.09
IBO Projects	m^3/kWh of electricity generated	0.000033	0.000036	0.000053

9. The Group adopts a precautionary approach by reporting water withdrawal as equivalent to total water consumption where data for water discharge is unavailable. During the reporting period, the Group did not encounter any significant challenges or constraints in sourcing water fit for purpose.

Waste	Unit	2025	2024	2023
Waste Generation				
Total Waste Generated		369,594	293,066	360,084
Non-Hazardous Waste Generated		71,368	58,640	68,505
Offices	kg	7,023	4,456	3,542
Shenzhen Factory	kg	8,595	9,854	9,707
IBO Projects[10]	kg	55,750	44,330	55,256
Hazardous Solid Waste Generated		45,204	68,603	88,738
Shenzhen Factory	kg	919	–	630
IBO Projects	kg	44,284	68,603	88,108
Hazardous Waste Oil Generated				
IBO Projects	L	297,674	195,086	238,637
Waste Generation Intensities				
Overall	kg/employee	781.38	771.23	986.53
Non-Hazardous Waste Intensities				
Office	kg/m^2 of floor area	2.02	1.39	1.10
Shenzhen Factory	kg/HK$'000,000 of revenue	34.66	16.34	14.37
IBO Projects[10]	kg/kWh of electricity generated	0.000039	0.000031	0.000048
Hazardous Waste Intensities				
Hazardous Solid Waste	kg/HK$'000,000 of revenue	164.01	45.12	59.25
Hazardous Waste Oil	L/kWh of electricity generated	0.00021	0.00008	0.00021
Waste Recycling Rate				
Waste Oil	%	95	91	81
Waste Battery	%	100	100	100
Waste Steel	%	100	100	100

10. Non-hazardous waste generated in 2023 and 2024 has been restated to reflect a refinement in our data collection methodology and a realignment of reporting boundaries.

Social Aspect

	Unit	2025	2024	2023
Employment Profile[1]				
Total number of employees	no.	473	380	365
By Age Group				
<30	no.	106	56	45
31-40	no.	173	130	141
41-50	no.	124	126	113
>50	no.	70	68	66
By Gender				
Male	no.	358	286	279
Female	no.	115	94	86
By Employment Type				
Full-time	no.	468	376	363
Part-time	no.	5	4	2
By Contract				
Permanent	no.	323	313	283
Temporary	no.	150	67	82
By Region				
Hong Kong & Chinese Mainland	no.	248	231	226
Other Asian countries	no.	118	45	37
Other countries	no.	107	104	102
Diversity (ratio of male to female)				
By Employee Category				
General employees	ratio	3.3: 1	3.2: 1	3.3 : 1
Managers	ratio	2.7: 1	3.0: 1	2.6 : 1
Executives	ratio	2.1: 1	2.1: 1	3.2 : 1
Gender Pay Ratio (male to female)[2]				
By Employee Category				
General employees	ratio	0.9: 1	1.1: 1	1.1: 1
Managers	ratio	0.8: 1	0.7: 1	0.7: 1
Executives	ratio	1.1: 1	1.1: 1	0.8: 1

1. Contractors and subcontractors, with whom we have no direct employment relationship, are excluded from the "Employment Profile". We separately disclose information on non-employee workers engaged in our operations in the "Non-Employee Workers" section.
2. Gender pay ratios are calculated for full-time employees only, using median base pay by employee category (job grades).

	Unit	2025	2024	2023
Employee Turnover (including voluntary turnover)				
Overall	no. (%)	54 (13)	64 (17)	86 (22)
By Age Group				
<30	no. (%)	18 (22)	18 (33)	27 (44)
31-40	no. (%)	9 (6)	26 (20)	33 (21)
41-50	no. (%)	14 (11)	11 (8)	17 (17)
>50	no. (%)	13 (19)	9 (15)	8 (13)
By Gender				
Male	no. (%)	30 (9)	42 (15)	54 (19)
Female	no. (%)	24 (23)	22 (24)	32 (34)
By Region				
Hong Kong & Chinese Mainland	no. (%)	30 (13)	33 (14)	45 (19)
Other Asian countries	no. (%)	8 (10)	18 (44)	20 (54)
Other countries	no. (%)	16 (15)	13 (13)	21 (19)
Voluntary Turnover[3, 4]				
Overall	no. (%)	29 (7)	35 (9)	52 (14)
By Age Group				
<30	no. (%)	10 (12)	9 (18)	17 (20)
31-40	no. (%)	7 (5)	18 (13)	22 (12)
41-50	no. (%)	8 (6)	3 (3)	10 (8)
>50	no. (%)	4 (6)	5 (7)	3 (5)
By Gender				
Male	no. (%)	16 (5)	26 (9)	28 (10)
Female	no. (%)	13 (12)	9 (10)	24 (26)
By Region				
Hong Kong & Chinese Mainland	no. (%)	14 (6)	21 (9)	26 (11)
Other Asian countries	no. (%)	4 (5)	7 (17)	16 (43)
Other countries	no. (%)	11 (10)	8 (8)	10 (9)

3. Voluntary turnover refers to employee-initiated resignations and excludes dismissals, company-initiated terminations, end of fixed-term contracts, retirements, deaths, and internal transfers.
4. Voluntary turnover covers full-time permanent employees, except in the Chinese Mainland, where both permanent and fixed-term contract employees are included to reflect local legislation.

	Unit	2025	2024	2023
New Hires				
Overall	no. (%)	147 (34)	79 (21)	51 (13)
By Age Group				
<30	no. (%)	79 (98)	37 (73)	14 (23)
31-40	no. (%)	50 (33)	23 (17)	26 (17)
41-50	no. (%)	12 (10)	16 (13)	7 (7)
>50	no. (%)	6 (9)	3 (4)	4 (6)
By Gender				
Male	no. (%)	103 (32)	48 (17)	33 (11)
Female	no. (%)	44 (42)	31 (34)	18 (19)
By Region				
Hong Kong & Chinese Mainland	no. (%)	47 (20)	38 (17)	24 (10)
Other Asian countries	no. (%)	81 (99)	26 (63)	13 (35)
Other countries	no. (%)	19 (18)	15 (15)	14 (13)
Training				
Overall	hours	29,263	19,071	16,750
On average	hours	69	50	46
Average by Gender				
Male	hours	51	58	53
Female	hours	35	26	24
Average by Employee Category				
General employees	hours	73	60	55
Managers	hours	29	25	23
Executives and Directors of the Board	hours	13	13	11
Percentage Trained by Gender				
Male	%	77%	94%	60%
Female	%	71%	100%	69%
Percentage Trained by Employee Category				
General employees	%	84%	92%	61%
Managers	%	79%	100%	66%
Executives and Directors of the Board	%	85%	100%	96%

	Unit	2025	2024	2023
Parental Leave				
Total number of employees that were entitled to parental leave				
Male	no.	353	294	279
Female	no.	113	94	86
Total number of employees that took parental leave				
Male	no.	2	7	5
Female	no.	5	5	5
Total number of employees that returned to work in the reporting period after parental leave within the same year				
Male	no.	2	7	5
Female	no.	4	4	5
Total number of employees that returned to work after parental leave ended in the previous year that were still employed 12 months after their return to work				
Male	no.	3	4	5
Female	no.	4	4	3
Return to work rate				
Male	%	100%	100%	100%
Female	%	80%	80%	100%
Retention rate				
Male	%	67%	80%	63%
Female	%	100%	80%	100%
Health and Safety				
Total working hours[5]	hours	885,119	828,768	808,963
Fatalities[6, 7]	no. (%)	0 (0)	0 (0)	0 (0)
High-consequence injuries (excluding fatalities)[7, 8]	no. (%)	0 (0)	0 (0)	0 (0)
Number of injuries[9]	no.	1	3	0
Rate of injuries[7]	–	0.23	0.72	0
Lost days due to injuries	days	21	63	0
Reported cases of occupational diseases	no.	0	0	0

5. Total working hours are calculated by multiplying the total number of employees per month by working days in the month and standard hours (8) per day.
6. VPower Group recorded zero work-related fatalities among employees during each of the past five reporting years.
7. Safety metrics are calculated in accordance with GRI 403:2018
   - Rate of fatalities = (Number of work-related fatalities ÷ Total working hours) x 200,000
   - Rate of high-consequence injuries (excluding fatalities) = (Number of high-consequence work-related injuries ÷ Total working hours) x 200,000
   - Rate of injuries = (Number of work-related injuries ÷ Total working hours) x 200,000
8. A high-consequence injury (excluding fatalities) is a work-related injury from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within six months.
9. Work-related injuries include fatalities, high-consequence injuries, and other recordable injuries as defined under GRI 403:2018.

	Unit	2025	2024	2023
Coverage by health and safety management system	%	100%	100%	–
Non-employee Workers				
Total number of non-employee workers	no.	365	417	359
By Age Group				
<30	no.	220	214	165
31-40	no.	109	136	138
41-50	no.	33	56	46
>50	no.	3	11	10
By Gender				
Male	no.	340	383	330
Female	no.	25	34	29
By Region				
Hong Kong & Chinese Mainland	no.	28	35	38
Other Asian countries	no.	312	357	296
Other countries	no.	25	25	25
Community Engagement[10]				
Community engagement initiatives	no.	18	15	14
Beneficiary communities	no.	23	26	14
Employees participating in community engagement initiatives	no.	152	105	186
Hours employees contributed towards community engagement initiatives	no.	1,900	1,404	1,848

10. Community engagement data includes contributions and initiatives undertaken by the Group's joint ventures to reflect the full scope of our social impact.

HKEX Aspect A1, A2, A3, A4, B1, B2, B4, B7
GRI 2-27, 206

LEGAL COMPLIANCE

In line with the HKEX ESG Reporting Code and our commitment to transparency and accountability, we disclose our compliance performance in this Sustainability Report, including any material incidents of non-compliance, where applicable. In 2025, there were no confirmed incidents of non-compliance with relevant laws and regulations that had a material impact on the Group. We identify laws and regulations based on the nature and scale of our operations and potential impacts across the jurisdictions in which we operate.

Aspects	**A. Environmental**	**B. Social**		
Jurisdictions	**Environmental Protection**	**Employment and Labour**	**Health and Safety**	**Anti-Corruption**
People's Republic of China	1. Environmental Protection Law 2. Environmental Impact Assessment Law 3. Air Pollution Prevention and Control Law 4. Solid Waste Pollution Prevention and Control Law 5. Regulations on the Environmental Management of Construction Projects 6. Measures for the Administration of Pollutant Discharge Permitting	7. Labour Law 8. Labour Contract Law 9. Social Insurance Law	10. Work Safety Law 11. Prevention and Control of Occupational Diseases Law	12. Anti-Unfair Competition Law
Hong Kong	No engagement in operational activities which may generate material environmental impacts.	1. Employment Ordinance 2. Mandatory Provident Fund Schemes Ordinance	3. Occupational Safety and Health Ordinance 4. Employees' Compensation Ordinance	5. Prevention of Bribery Ordinance
Uzbekistan	1. Law on Nature Protection 2. Law on Ecological Control 3. Law on Atmospheric Air Protection 4. Law on Environmental Expertise, Environmental Impact Assessment, and Strategic Environmental Assessment	5. Labour Code 6. Law on State Social Insurance	7. Law on Labour Protection	8. Law on Combating Corruption 9. Presidential Decree on Anti-Corruption System Enhancement (UP-270/2025)
Indonesia	1. Law 32/2009 (Environmental Protection and Management) 2. Government Regulation ("GR") 22/2021 (Implementation of Environmental Protection and Management) 3. Law 17/2019 (Water Resources) 4. Minister of Environment and Forestry Regulation 93/2018 (Emissions Monitoring) 5. Minister of Environment and Forestry Regulation 19/2021 (Non-Hazardous Waste Management)	6. Law 13/2003 (Manpower) 7. Law 6/2023 (Job Creation) 8. Social Security Laws (Law 40/2004 and 24/2011) 9. GR 35/2021 (Fixed-Term Employment, Outsourcing, and Termination) 10. GR 36/2021 (Wages)	11. Law 1/1970 (Occupational Safety) 12. GR 50/2012 (Implementation of Occupational Safety and Health Management Systems) 13. Minister of Manpower Regulation 5/2021 (Implementation of Work Accident, Death, and Old-Age Insurance)	14. Law 31/1999 (Eradication of the Criminal Act of Corruption)
Brazil	1. National Environmental Policy Act (Law 6,938/1981) 2. National Air Quality Policy (Law 14,850/2024) 3. National Policy on Climate Change (Law 12,187/2009) 4. National Policy on Solid Waste (Law 12,305/2010) 5. National Water Resources Policy (Law 9,433/1997) 6. CONAMA Resolution 01/1986 (Environmental Impact Report) 7. CONAMA Resolution 237/1997 (Environmental Licensing) 8. Environmental Crimes Law (Law 9,605/1998) 9. Brazilian Forest Code (Law No. 12,651/2012)	10. Consolidation of Labour Laws 11. Equal Pay Law (Law 14,611/2023) 12. Social Security Laws (Law 8,212/1991 and 8,213/1991)	13. Consolidation of Labour Laws (Chapter V on Safety) 14. Regulatory Standard NR-01 (General Provisions and Occupational Risk Management) 15. Regulatory Standard NR-10 – Safety in Electrical Installations and Services	16. Law 8,429/1992 (Administrative Misconduct) 17. Brazilian Clean Company Act (Law 12,846/2013) as regulated by Decree 11,129/2022 18. Bidding and Administrative Contracts Law (Law 14,133/2021) 19. Constitutional Amendment EC 132/2023 (Tax Reform Transition)