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OVERVIEW

Who We are

We are the world’s largest manufacturer of high-voltage prefabricated substations, and China’s largest EV charging equipment provider and charging network operator. Deeply engaged in the development of next-generation power systems, we provide core equipment for energy hubs and deliver energy management solutions, enhancing power system’s efficiency, flexibility, and reliability. Our business covers the R&D, manufacturing, and sales of high-voltage and medium-voltage prefabricated substations, power transformers, switchgear and EV charging equipment, as well as building and operation of EV charging networks. According to CIC, we ranked first globally by revenue in both 2023 and 2024 in the overall prefabricated substation market and in the high-voltage prefabricated substation segment. During the Track Record Period, we sold 1,242 sets of high-voltage prefabricated substations in total. According to CIC, based on metrics including revenue, number of public charging terminals, total charging volume, and total charging capacity in operation in 2023 and 2024, we ranked first among EV charging equipment providers and charging network operators in China.

Within power systems, electricity generation, transformation, transmission and distribution occur simultaneously, and power generation must be balanced with consumption in real time. As the share of renewable generation rises rapidly worldwide, and electricity demand from emerging sectors such as EVs and AI data centers grows sharply, maintaining supply-demand balance and power grid stability is becoming increasingly challenging. China has pioneered in building a robust and intelligent power grid, supported by coordinated interaction among source, grid, load and storage and complementary multiple energy sources. Its maturing pathways and standards are increasingly recognized as a global benchmark leading the energy transition.

With over 20 years of industry experience, we have been at the forefront of China’s evolving power system, developing end-to-end in-house R&D and manufacturing capabilities across high-voltage prefabricated substations and EV charging technologies. Our modular, highly integrated high-voltage prefabricated substations combine safety and reliability with flexible configuration, rapid installation, cost and land-use savings, and strong environmental performance, serving as core equipment for efficient step-up and step-down power conversion at voltage levels of up to 400 kV in power systems. On the EV charging side, our smart charging equipment goes beyond conventional charging terminals. It integrates efficient energy replenishment with bidirectional energy interaction, acting as a digital, intelligent interface between EVs and the grid. Backed by our self-developed charging safety protection technology, digital charging network platform, energy management systems, and VPP scheduling capabilities, we provide not only charging equipment but also safe, seamless EV charging services. Our charging network enables large-scale distributed EVs to operate as coordinated, dispatchable mobile energy storage resources — supporting peak shaving, valley filling, and enhancing the integration of green electricity into the grid.

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Based on the “intelligent prefabricated modularized substation products” and “intelligent cluster charging system for EVs,” our Company and our subsidiary, TELD, have each been recognized as National Manufacturing Category Champion Enterprises (國家級製造業單項冠軍企業), and our product, EV charging module, has been recognized as a National Manufacturing Category Champion Product (國家級製造業單項冠軍產品) by the MIIT. We have actively contributed to industry standard-setting and research initiatives to promote sustainable sector development. As of October 31, 2025, we have undertaken or participated in 17 national-level key research projects. Our Company has been designated as National-Local Joint Engineering Research Center for Intelligent EV Charging by the NDRC, and we have led or participated in the formulation of 57 national standards and 28 industry standards. Leveraging our industry-leading intelligent manufacturing capabilities and proven, reliable technologies, we are accelerating our international expansion and aim to promote our role in the modernization of power systems worldwide.

We have achieved the following accomplishments:

World's Largest Prefabricated substations manufacturer ⁽¹⁾ High-voltage prefabricated substation manufacturer ⁽¹⁾	China's Largest EV charging equipment provider ⁽¹⁾ EV charging network operator ⁽¹⁾	China's First Charging Network Technology 110/220kV Prefabricated Substation 110kV Vehicle-mounted Mobile Substation
National Awards National Manufacturing Category Champion Enterprises National Manufacturing Category Champion Product	20% 5-year revenue CAGR ⁽²⁾ 50% 5-year net profit CAGR ⁽²⁾	1,500+ Granted patents ⁽³⁾
60+ Countries and Regions Our products are sold to ⁽³⁾	~855,000 Total charging terminals in operation ⁽³⁾	53.3 TWh Cumulative charging volume ⁽³⁾ 50 Million Users Cumulative registered users ⁽³⁾

Notes:

- (1) In terms of revenue in both 2023 and 2024, according to CIC.
- (2) Representing the respective CAGR for revenue and net profit based on the consolidated financial statements of our Group for the years from 2020 to 2024 prepared in accordance with the relevant accounting principles and financial regulations applicable to the enterprises in the PRC.
- (3) As of October 31, 2025.

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Our Market Opportunities

Our market opportunity is built on our long-standing technological expertise and comprehensive capabilities in high-voltage power equipment. Our products and services deliver value across every critical nodes in next-generation power systems. Our prefabricated substations enable voltage step-up on the renewable power generation sites — where green electricity is connected to the grid — and voltage step-down at key grid nodes that function as regional smart power centers, forming essential power infrastructure. Beyond the grid, our intelligent charging networks connect large numbers of EVs, aggregating these distributed mobile energy storage resources, while our user-side microgrid systems enable efficient energy management and interaction at the point of consumption.

Opportunities for Our High-voltage Prefabricated Substations — Global Grid Upgrades and Next-generation Power System Development

Amid the global transition toward cleaner, low-carbon energy systems, power generation is shifting from stable, controllable thermal power to renewable energy dominated by intermittent resources such as solar and wind. Electricity generated from renewable sources must first be stepped up to high voltage to enable efficient, long-distance transmission within the grid. On the demand side, power must then be stepped down across multiple voltage levels to be safely and precisely delivered to meet the needs of cities, industrial enterprises and households. The full cycle of voltage step-up, transmission, and step-down requires highly reliable and efficient substation equipment.

Traditional substations, constrained by long construction cycles, high costs, limited flexibility, and large land requirements, are unable to support the development of next-generation power systems. Our prefabricated substations — featuring enhanced safety and reliability, factory prefabrication, modular integration, rapid deployment, and intelligent operation — overcome these limitations and provide a critical foundation for grid upgrades and next-generation power systems.

In addition, the rapid development of AI and digital economy is boosting demand for computing power and accelerating the expansion of AI data centers. These trends are raising requirements for load intensity, supply continuity and the overall reliability of power infrastructure. We are developing high-voltage AC/DC prefabricated substations tailored for AI data centers that deliver an integrated, end-to-end power conversion solution from 110/220 kV AC down to 800 V DC. The solution is enabled by a highpower SST, which converts 10/35 kV AC into 800 V DC for data center loads, and is expected to offer high reliability, improved cost efficiency, and shorter delivery cycles. With strong demand and significant market potential, this sector is poised to become a major driver of our future growth.

According to CIC, the global prefabricated substation market expanded from RMB31.0 billion in 2020 to RMB81.5 billion in 2024, representing a CAGR of 27.3%, and is projected to reach RMB179.7 billion by 2030, with a CAGR of 14.1% from 2024 to 2030. Further, the market of high-voltage prefabricated substations is expected to increase to RMB5.6 billion in 2024, and further to RMB52.6 billion by 2030, representing a CAGR of 45.2% during this period.

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Globally, many regions, such as the Middle East, are accelerating grid upgrades. Harsh conditions, including extreme heat, sand, and coastal salt spray, place higher demands on equipment protection, reliability, and ease of maintenance. Coupled with tight timelines and constrained on-site resources, these factors highlight the advantages of prefabricated substations.

As one of the world’s top five manufacturers of prefabricated substations, we offer the broadest voltage-level coverage and were among the earliest to launch high-voltage prefabricated substations, according to CIC. This foundation underpins our strong technological innovation, manufacturing, and engineering execution capabilities across the renewable power generation, grid, and load sides. These capabilities are supported by our in-house manufacturing of key prefabricated substation components, including high-voltage transformers and GIS. We believe we are well positioned to capture growth from renewable power generation, grid construction, and industrial demand.

Opportunities for EV Charging Networks — Further Development of China’s EV Market and Advancement of Vehicle-to-grid (V2G) Technologies

China is the world’s largest new energy vehicle market. With rising EV penetration, accelerating charging infrastructure development, and maturing policy framework, the EV charging network market is expanding rapidly. According to CIC, China’s EV charging network market reached RMB40.4 billion in 2024 and is expected to reach approximately RMB203.4 billion by 2030, representing a CAGR of 30.9%. Within this market, the EV charging network operation services segment is projected to grow from RMB17.3 billion in 2024 to around RMB106.5 billion by 2030, at a CAGR of approximately 35.4%, reflecting substantial long-term growth potential, supported by strengthened V2G interaction and improved operational efficiency.

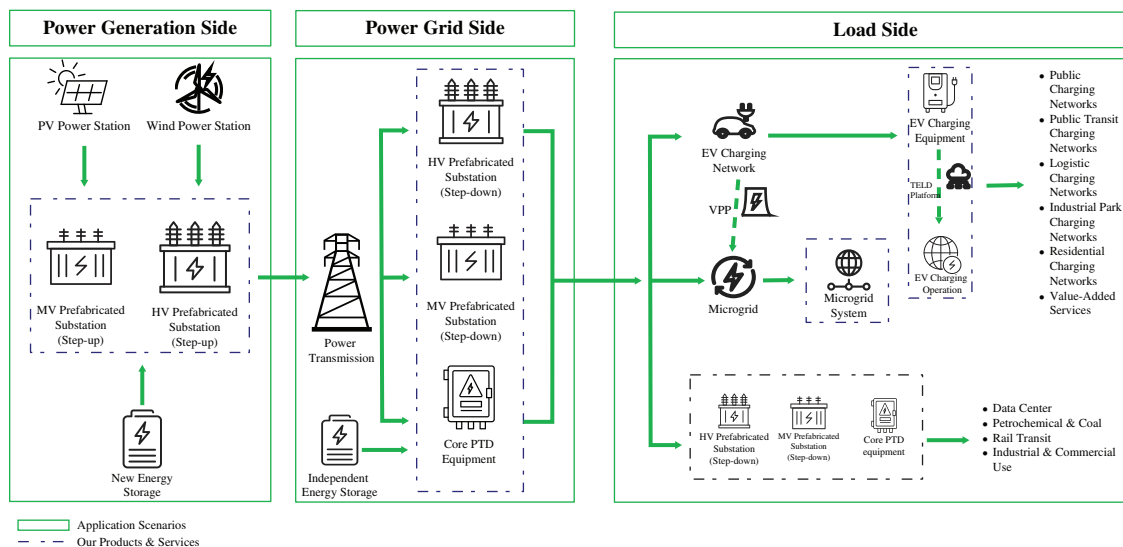
As the share of renewable power generation rises rapidly and the EV fleet expands, the power system is becoming increasingly volatile on the supply side. Uncoordinated charging by a large number of EVs could further increase peak load, placing significant stress on the system and exacerbating supply-demand imbalances.

We are not only a manufacturer of charging equipment but also a builder and operator of the EV charging network ecosystem. Our pioneering charging network technology aggregates nationwide charging terminals, providing charging services to EVs while offering the power system valuable balancing resources. Our EV charging equipment and networks enable cluster charging management and control, intelligently charging scheduling, and V2G interaction, enhancing renewable energy utilization and the grid’s real-time balancing capacity. This has made our EV charging networks a key infrastructure supporting next-generation power systems. Looking ahead, we will not only benefit from the continued expansion of charging network scale but also leverage our leading charging network operations ecosystem to capture growth opportunities from V2G interaction, VPP, and data services, continuously consolidating and enhancing our market position in the EV charging sector.

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Our Offerings

Positioned at the forefront of next-generation power system development, we have built deep expertise in prefabricated substations and EV charging network. We offer an industry-leading and diversified product portfolio that enables us to meet the wide-ranging needs of our customers. The following diagram illustrates our products and services throughout the entire “source-grid-load-storage” value chain.



Power Equipment

We possess end-to-end, in-house design and manufacturing capabilities for high-voltage power equipment, from core components to complete sets of high-voltage prefabricated substations. Our products are known for their high reliability, strong integration, and adaptability to diverse environments, and are widely used across power generation, grid systems, rail transit, oil, petrochemical and coal industries, data centers, industrial and commercial sectors, and energy storage.

Prefabricated Substation

We provide prefabricated substations covering a wide spectrum of high-voltage to medium-voltage levels, ranging between 400 kV and 6 kV. Our product portfolio includes high-voltage step-up prefabricated substations for wind, solar and energy storage, as well as step-down prefabricated substations for high-voltage and medium-voltage urban power distribution, and specialized prefabricated substations tailored for application scenarios such as railways and data centers.

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We design customized prefabricated substations that reflect application-specific requirements and customer needs. The key components, such as power transformers, switchgear, and control systems, are manufactured in our factories and highly integrated within prefabricated enclosures to form complete modular substation units. Our professional teams then carry out on-site installation and commissioning services at customer locations.

Core PTD Equipment

We develop and manufacture core PTD equipment, including HV GIS, power transformers, gas-insulated ring main units (RMUs), and MV and LV switchgear, as well as control, protection and intelligent communication systems, and integrate them into our prefabricated substations. We also supply standalone PTD equipment and solutions directly to customers such as power plants and grid operators. We also provide installation and equipment rental services tailored to customer needs, reinforcing the reliability and flexibility of our solutions.

- *Switchgear:* We design and manufacture a wide range of core switchgear, including 40.5 kV to 252 kV HV GIS, gas-insulated RMUs, and MV and LV air-insulated switchgear (AIS), which serve as core components of our high-voltage prefabricated substations and are widely used in power generation and grid applications. Our products combine advanced technology with excellent quality to meet both domestic and international market requirements.
- *Power transformers:* We design and manufacture dry-type and oil-immersed transformers across voltage classes of 110 kV, 66 kV, 35 kV, and 10 kV. Our transformers are characterized by high reliability, low energy losses, low noise, and strong overload capacity.

EV Charging Network

EV Charging Equipment Manufacturing and Sales

According to CIC, we are the first in China to launch an intelligent cluster charging system based on a charging network architecture, moving beyond the limitations of traditional single chargers. By dynamically allocating energy through a power pool of up to 100 MW per charging station, the system maximizes equipment utilization and enables advanced V2G capabilities, supporting off-peak charging and peak-time discharge. Our EV charging equipment portfolio spans intelligent cluster charging systems, renewable energy microgrid systems, and standalone charging equipment.

EV Charging Network Operation

We operate TELD Platform, digital charging network platform, to provide EV drivers with intelligent charging services and provide charging station operators with online management tools enabling more efficient operations, energy management, and user

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engagement. For the power grid, we aggregate large numbers of EV to operate VPP, participating in peak shaving and responding to grid’s supply-demand balancing request. We leverage the massive data generated by our EV charging network to provide a wide range of value-added services to participants in the EV charging ecosystem, including automakers, insurance companies, banks, and mapping service providers.

For more details about our offering, see “— Our Products and Services.”

R&D Capabilities

R&D and innovation are the core drivers of our long-term growth. Guided by a forward-looking philosophy of staying “one step ahead at every stage,” we have built a systematic R&D and innovation framework that has established strong technological barriers in both prefabricated substation and EV charging network technologies.

Our R&D has always been driven by deep insights into industry trends and a focus on defining future needs. At the early stage of our founding, we seized the opportunity arising from railway development to launch highly reliable, intelligent remote-control cabinet-type substations used in telecommunication, signaling, and stations of China’s high-speed rail. We also pioneered 35 kV prefabricated substations along the world’s highest-altitude railway — the Qinghai-Tibet Railway—delivering 105 substations over 1,000 km at elevations up to 5,000 meters. Through our in-house R&D, we have gradually expanded our substation product portfolio to serve the needs of the grid, renewable energy, coal, oil, and data center sectors. We have pioneered in-depth R&D on the modularization, system integration, and intelligentization of high-voltage prefabricated substations, aiming to transform core nodes of the high-voltage grid from customized engineering projects into standardized, flexibly configurable intelligent equipment, providing the hardware foundation for the grid to manage the growing variability of renewable power. In 2014, at the outset of China’s EV market, we pioneered the charging network technology and developed a series of products to meet the needs of the emerging EV charging infrastructure.

Our R&D efforts not only address current market needs but also proactively anticipate future trends. We are developing high-voltage AC/DC prefabricated substations tailored for AI data centers that deliver an integrated, end-to-end power conversion solution from 110/220 kV AC down to 800 V DC. The solution is enabled by a high-power SST, which converts 10/35 kV AC into 800 V DC for data center loads, and is expected to offer high reliability, improved cost efficiency, and shorter delivery cycles. In preparation for autonomous driving scenarios, we have developed products such as intelligent flexible charging pantographs for buses, intelligent flexible charging robots for heavy-duty logistics trucks, and intelligent flexible charging arms for passenger vehicles. These technologies create a safe, reliable, high-precision and highly adaptable automated charging model designed to meet the large-scale commercial deployment needs of autonomous vehicles.

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We have been granted over 1,500 patents as of October 31, 2025, of which more than 200 are invention patents.

Global Presence

We adopt internationalization as a core development strategy and are accelerating our global expansion.

- *Global presence:* Our power equipment has been deployed in over 60 countries and regions worldwide, serving a wide range of industries, including renewable energy, power grids, data centers, and mining. We have gradually built a global marketing and service network centered on the Middle East, Southeast Asia, Central Asia, Europe, and Africa.
- *Global service capabilities:* We are establishing an overseas headquarters for high-voltage prefabricated substation intelligent manufacturing in Qingdao Qianwan Comprehensive Bonded Zone, aligning with international production standards and technical specifications to enhance our products’ competitiveness in the international markets. At the same time, by optimizing capacity allocation, we have steadily improved production capability and automation to meet the growing demand of overseas markets.
- *Global partnerships:* We have established long-term, stable partnerships with leading global power equipment companies such as Siemens, ABB, and Schneider. Through our collaborations in technology and product portfolio, we have continually enhanced our global market presence and overall competitiveness.

Financial Highlights

We have achieved solid growth during the Track Record Period. Our total revenue increased by 21.1% from RMB12,690.6 million in 2023 to RMB15,374.5 million in 2024, and increased by 8.7% from RMB10,425.8 million for the ten months ended October 31, 2024 to RMB11,328.7 million in the same period in 2025. Our net profit increased by 78.3% from RMB526.8 million in 2023 to RMB939.4 million in 2024, and increased by 65.5% from RMB504.6 million for the ten months ended October 31, 2024 to RMB835.1 million in the same period in 2025. Our return on equity was 6.6%, 11.3% and 11.1% in 2023, 2024 and for the ten months ended October 31, 2025.

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OUR STRENGTHS

We believe that the following strengths drive our success and differentiate us from our competitors.

Core Equipment Provider and Ecosystem Operator for Next-generation Power Systems

We are the world’s largest manufacturer of high-voltage prefabricated substations and prefabricated substations overall measured by revenue in both 2023 and 2024, according to CIC. Among the top five global manufacturers in this segment, we offer substations with the broadest voltage coverage, and were the earliest to introduce prefabricated, integrated substations and the only one to provide 400 kV prefabricated substations. As variable renewable energy sources such as solar PV and wind, together with energy storage systems, are integrated at scale into the evolving power system, the stability and reliability of the power grid are increasingly challenged, making substations capable of achieving efficient and reliable “step-up grid connection” and “step-down power distribution” critically important. We offer prefabricated substations covering the voltage levels between 400 kV and 6 kV, meeting equipment needs across the entire value chain of next-generation power systems — from power generation side to power grid side and ultimately end use side — thereby serving as a core provider of energy hub equipment for next-generation power systems.

According to CIC, we are one of the few companies in the industry capable of designing and manufacturing charging equipment, developing charging network systems, and operating a nationwide network, covering the full EV charging value chain. Leveraging our proprietary “charging network technology,” we aggregate distributed EV charging loads into controllable resources that can respond to grid dispatch. This allows EVs to function not only as energy consumption endpoints but also as mobile energy storage units, helping balance variability caused by renewable power generation and demand fluctuations in next-generation power systems.

Our charging equipment addresses diverse scenarios, ranging from public charging, public transit vehicle charging, logistics vehicle charging, industrial park charging, and residential charging. We have proactively developed products in key future-oriented technologies, including high-power ultra-fast charging, V2G interaction, and automated charging, continuously meeting the evolving demands for intelligent energy supply infrastructure. We also actively participate in load aggregation, V2G interaction, and energy management through our leading charging network operations. According to CIC, based on metrics including EV charging equipment sales revenue, number of public charging terminals, total charging volume, and total charging capacity in operation in 2023 and 2024, we ranked first among EV charging equipment providers and charging network operators in China.

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Strong R&D Capabilities and Deep Technological Expertise Powering Continuous Innovation

We follow a forward-looking philosophy of staying “one step ahead at every stage” to drive continuous innovation. Backed by a market-oriented R&D framework with substantial resources and systemic management, we have developed leading technological capabilities in high-voltage prefabricated substations and EV charging network technologies.

Our R&D is founded on insight into industry trends and guided by a commitment to defining future needs. As China’s power system continues to evolve, substation deployment has become a critical bottleneck for further development of the next-generation power system due to long construction cycles, large land requirements, and high investment. We have pioneered in-depth R&D for modular, systematic, intelligent, and digital high-voltage prefabricated substations, aiming to transform core grid nodes from customized projects into modular, highly-integrated, flexibly configurable intelligent equipment. These prefabricated substations offer a service life of over 35 years, enabling rapid deployment, reduced land use, optimized cost efficiency, and reliable operation throughout their lifecycle. Globally, as demand for high-voltage grid infrastructure grows, this solution is reshaping conventional substation design and investment models. We are committed to advancing this innovation worldwide, positioning ourselves as a leader and standard-setter in high-voltage prefabricated substations.

We focus our R&D resources on critical equipment that determines the safety, efficiency, and flexibility of the next-generation power system — particularly step-up substations serving large renewable energy generation and energy storage bases, flexible step-down substations that stabilize the backbone grid, and distributed energy hubs that enable intelligent load-side interaction.

- *Power equipment.* We manufacture industry-leading 400 kV prefabricated substations, which meet the stringent technical requirements at a 400 kV operating voltage, including those relating to insulation, power control and protection, electrical clearances, electromagnetic compatibility, and fault protection. In 2025, we successfully launched the 66 kV offshore prefabricated substation. These fully insulated, fully sealed, maintenance-free substations are specifically designed to withstand the complex environmental challenges of offshore renewable power generation, including high humidity and heavy salt spray. Additionally, we launched the 33 kV prefabricated substations for renewable power generation that meet the standards in overseas markets. In the same year, we also introduced the 252 kV GIS as a core component of high-voltage transmission and distribution systems. Compared with LV-MV switchgear, this GIS meets the stringent multi-dimensional requirements of high-voltage applications, including insulation, arc extinguishing, manufacturing, assembly, and monitoring. We are developing high-voltage AC/DC prefabricated substations tailored for AI data centers that deliver an integrated, end-to-end power conversion solution from 110/220 kV AC down to 800 V DC. The solution is enabled by a high-power solid-state transformer (SST), which converts 10/35 kV AC into 800 V DC for data center loads, and is expected to offer high reliability, improved cost efficiency, and shorter delivery cycles.

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- *EV charging networks.* We have been a pioneer in developing a comprehensive charging network technology. We introduced group-based control, orderly charging, V2G and VPP technologies, providing solid solutions for the coordination between a vast number of EV integration and the power grid, which have now evolved into mainstream technology directions within the industry. According to CIC, we have developed China’s first digitalized, intelligent EV charging network system and established an industry-leading big data platform for EV charging networks, laying the foundation for the operation of massive numbers of connected charging terminals. Our “CMS active flexible intelligent charging system” and “two-layer safety protection technology for new energy vehicles” were acknowledged as internationally leading technologies by the China Electricity Council (中國電力企業聯合會). Our “safety management system for new energy charging network operators” was acknowledged by the MIIT as the largest safety management system supporting charging networks. In addition, our “charging network technology for ultra-large-scale electric vehicle integration” was recognized by the World New Energy Vehicle Congress (世界新能源汽車大會) as one of the “Top 10 Global Cutting-Edge Innovations in New Energy Vehicles” in 2021.
- *EV charging equipment.* In preparation for autonomous driving scenarios, we have developed products such as intelligent flexible charging pantographs for buses, intelligent flexible charging robots for heavy-duty logistics trucks, and intelligent flexible charging arms for passenger EVs. These products create a safe, reliable, high-precision and highly adaptable automated charging model designed to meet the large-scale commercial deployment needs of autonomous vehicles.

We operate a systemic, end-to-end R&D management system covering the full product lifecycle, from concept development to mass production. Our central research institute coordinates firmwide R&D strategy, while dedicated technical centers focus on specialized technology breakthroughs. We have established a multi-tier R&D organizational structure, consisting of a postdoctoral research workstation, a National-Local Joint Engineering Research Center, expert workstations and provincial-level engineering laboratories. As of October 31, 2025, we have seven entities within our Group recognized as New Technology Enterprises (高新技術企業).

We consistently invest at a high level in R&D. In 2023, 2024 and the ten months ended October 31, 2025, our R&D expenses amounted to RMB489.4 million, RMB574.6 million, and RMB432.3 million, respectively. We have built a strong and talented R&D team, with 1,104 team members as of October 31, 2025, representing 12.2% of our workforce, approximately 70% of whom hold bachelor’s degrees or above.

Our long-term R&D efforts have built a strong and competitive intellectual property portfolio. We have been granted over 1,500 patents as of October 31, 2025, of which more than 200 are invention patents. We have led or participated in the formulation of 57 national standards and 28 industry standards, including the Technical Specifications for Prefabricated Combined Equipment for Substations (《變電站預制艙式組合設備技術規範》) and have undertaken multiple national- and provincial-level major research projects.

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Robust Customer Base and Partnerships across the Industry Value Chain

We serve a portfolio of well-recognized, leading customers in the industry and have established stable and long-term cooperative relationships with them.

We supply prefabricated substations and core PTD equipment to major state-owned power grid companies, such as State Grid Corporation of China and China Southern Power Grid, and leading power generation groups including China Energy Investment Corporation Co., Ltd., China Huaneng Group., Ltd., State Power Investment Corporation, China Huadian Corporation and China Datang Corporation Limited. Our products are widely applied in core areas such as renewable power generation, construction and upgrading of grids. We also provide reliable products and solutions to customers in the infrastructure sector, such as China Railway and rail transit enterprises, as well as customers who are leading manufacturers, such as CRRC Zhuzhou and Goldwind.

In our EV charging business, we cooperate with local government investment entities and public transportation enterprises to jointly develop a nationwide public charging networks. We have also partnered with more than 80 automotive brands and their affiliated entities, including IONCHI, Audi, Porsche, and General Motors, to provide EV charging services. Further, in the digital infrastructure sector, we work with leading telecom operators, such as China Mobile, China Unicom, and China Telecom, as well as technology companies such as Alibaba and ByteDance, with our products deployed in data centers and related energy infrastructure projects.

We serve numerous leading customers in the power and energy sectors, who uphold strict standards for product safety, reliability, performance, and ongoing service capabilities. Our quality products and services, as well as proven industry experience and brand, have enabled us to establish a long-term relationship with prestigious customers, continuously reinforcing our competitive advantages within the next-generation power system and energy ecosystem.

Through our TELD Platform, we have built an open, mutually beneficial EV charging network ecosystem that connects and empowers participants across the value chain. We collaborate with local governments, leading automobile manufacturers, major mobility and logistics companies, small- and mid-sized operators, and property and site owners to jointly advance construction and operation of EV charging infrastructure. We are at the center of this ecosystem, responsible for overall system planning and for providing charging equipment, digital management platforms, and technical support, while other participants contribute according to their own resources and needs. This collaborative model helps enhance the efficiency of charging infrastructure deployment, improve operational quality and user service standards, and promotes the formation of a healthy, dynamic charging service ecosystem with strong network effects.

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Successful Global Expansion Underpinned by Quality Products and Services

We are one of the first companies to offer high-voltage prefabricated substations to overseas customers, according to CIC. We have successfully sold and delivered our products to more than 60 countries and regions as of October 31, 2025, with a strategic focus in the Middle East, Southeast Asia, Central Asia, Europe and Africa. Our prefabricated substations, as well as key equipment for substations, have passed the international standard certifications, including KEMA certification for prefabricated substations and TÜV Rheinland certification for gas-insulated RMUs, establishing strong technical and product readiness for global expansion. Our revenue from overseas markets increased by 127.7% from RMB207.3 million in 2023 to RMB471.9 million in 2024 and reached RMB1,071.9 million for the ten months ended October 31, 2025.

Supported by our strengths in high-voltage prefabricated substations, strong manufacturing capabilities at our production bases, and effectively managed supply chain, we have successfully delivered a number of landmark and industry-impacting projects in overseas markets. These achievements have continuously enhanced our global brand recognition and market position.

- *Power grid sector.* In 2025, we participated in formulating the prefabricated substation standards for Saudi National Grid. Additionally, we completed a project under Saudi Arabia’s Vision 2030 framework aimed at optimizing Saudi grids and enhancing power system resilience. For this project, we delivered 15 sets of 132 kV high-voltage mobile substations for the Saudi national grid within just six months. Over this period, we completed manufacturing in China, international transportation to Saudi Arabia, on-site installation and commissioning, and final grid connection and commencement of operations. This accelerated delivery met Saudi grid’s demanding timelines and stringent reliability requirements, demonstrating our end-to-end capabilities in high-voltage substation manufacturing, system integration, and the execution and delivery of complex international projects.
- *Renewable energy sector.* In 2025, we successfully delivered the core substation equipment for the 600 MW Al-Ghat wind power project in Saudi Arabia, an important exemplary project under the Kingdom’s National Renewable Energy Program. Our prefabricated substations successfully meet the demand of this large-scale centralized wind farm, achieving stable operation under challenging conditions such as high temperatures and sandstorms. This fully validates our engineering adaptability and product reliability in renewable energy generation scenarios.
- *Industrial sector.* We completed a project for a global leading EV and battery manufacturer’s production base in Subang Industrial Park of Indonesia to meet its electricity demand during peak production periods, ensuring safe and continuous power supply. All substations we supplied were manufactured in our domestic factories, minimizing on-site civil construction and engineering work. This project highlights our ability to provide reliable power solutions for Chinese enterprises operating factories in overseas locations.

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We provide highly tailored solutions that adapt to the technical standards, climate conditions, and application scenarios of different countries. For example, in the MAK project implemented in Mongolia’s extreme cold regions, our prefabricated substation is based on our advanced factory prefabrication model, effectively mitigating the adverse impact of harsh environmental conditions on on-site construction and delivery. At the same time, by combining HVAC system simulation and testing with upgrades to critical materials and structural designs, our substation equipment sustained extreme cold, ensuring reliable operation of the prefabricated substations. This project validates our technical and delivery capabilities in extreme environments. Providing customized high-voltage prefabricated substations requires long-term project experience, strong R&D capabilities, and a deep understanding of diverse global market environments. We are confident in our ability to continuously transform these technological advantages into growth for our international business.

Smart Factories and Digitally Enabled Manufacturing Drive High Efficiency and Superior Quality

We have established large-scale production clusters across our five manufacturing bases equipped with digitalized and automated production lines. The MIIT has recognized our Qingdao Base and Chengdu Base as Excellence-Level Smart Factories (卓越級智能工廠), and our Qingdao Laoshan Base as an Advanced-Level Smart Factory (先進級智能工廠). Our smart manufacturing capabilities create high-quality, low-cost, and highly efficient production advantages.

We are implementing lean manufacturing principles in our key processes and have independently planned and established multiple industry-leading digitalized production lines that significantly enhance production responsiveness and product consistency. For example, we built China’s first pulse assembly line for renewable energy prefabricated substations. Unlike the traditional flat-layout assembly approach, this line leverages modular design and automated logistics to optimize space utilization and shorten delivery cycles. For power transformer manufacturing, we employ an integrated “line-and-warehouse” design, enabling unmanned coordination between storage, logistics, and core production processes, thereby improving efficiency and continuously optimizing production flow. Additionally, we have introduced advanced visual inspection equipment such as three-dimensional automated optical inspection into precision manufacturing and testing stages, achieving fully automated inspection from core components to finished products and ensuring industry-leading product quality.

We have established a digital management system centered on intelligent factories, fully integrating product lifecycle management (PLM), enterprise resource planning (ERP), manufacturing execution system (MES), warehouse management system (WMS), Internet of Things (IoT), and quality management system (QMS) to achieve closed-loop management across the entire value chain from sales to product delivery. Through our end-to-end digital quality management system, we enable full traceability, process visualization, and self-analysis throughout production, ensuring quality can be tracked across the entire product lifecycle.

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In supply chain collaboration, we leverage an intelligent scheduling system and supplier relationship management (SRM) platform to synchronize production planning, material dispatch, and supplier delivery in real time. This significantly enhances the responsiveness and accuracy of production plans, allowing us to maintain high-quality standards while effectively controlling manufacturing costs and shortening delivery cycles.

Visionary Leadership Fuels Innovation

Our management team combines visionary leadership with a deep understanding of technology and industry-specific knowledge, guiding our Company toward continuous advancements in the power industry.

Our founder and chairman of the Board, Mr. Yu, brings over 30 years of experience in power grid and energy. His extensive expertise provides clear leadership and strong assurance for achieving our mission, strategies, and business objectives. Mr. Yu’s leadership is widely recognized within the industry. He serves as an expert involved in drafting the guidelines for “Energy Storage and Smart Grids” under the 14th Five-Year National Key R&D Programs organized by the Ministry of Science and Technology (the “MOST”) (科技部國家十四五國家重點研發計劃“儲能與智能電網”指南編制項目), an expert member of the panel for the MOST’s 2030 National Major Science and Technology Project (科技部2030國家重大科技項目), and an evaluation and review expert for the “New Energy Vehicles Program” (新能源汽車評審論證項目). He is also a member of the Expert Committee of the National Energy and Transportation Integration Development Research Institute. In the early 2000s, Mr. Yu proactively seized the historical opportunity presented by high-speed rail electrification, launching China’s first 10 kV intelligent remote-control cabinet-type substations, according to CIC, which laid the foundation for our Company in the high-end rail transit power equipment sector. In 2014, Mr. Yu, with his forward-looking strategic vision, led our Company to enter the new EV charging network sector, establishing a first-mover advantage.

Through a combination of internal talent development and recruitment of top-tier professionals, we have built a comprehensive talent matrix. We have cultivated over 200 core management team members and assembled a group of specialists across areas including power system automation, high-voltage intelligent substations, smart charging, cloud platforms, big data, intelligent control, power electronics, and renewable energy microgrids.

OUR STRATEGIES

Deepen Our Global Growth Strategy

We are committed to a comprehensive internationalization strategy combining technological innovation, value-chain collaboration, and overseas manufacturing. Leveraging our technology, products, and system-level experience from China’s next-generation power system—including intelligent substation deployment, rapid network deployment, and efficient operations—we provide modular solutions to global markets, which we believe constitute our core competitive strengths in supporting the global energy transition.

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Over the next three years, we will concentrate our resources on strategic regions such as the Middle East, Southeast Asia, Central Asia, Europe and Africa, strengthening our position in grid upgrades and renewable energy deployments. We will focus on developing strategic customers, targeting national grids and large energy groups in overseas markets to establish deep, long-term partnerships.

To enhance our global competitiveness, we are implementing an overseas production strategy. We will establish regional manufacturing centers in high-demand regions, such as the Middle East, to handle local integration and assembly, commissioning, and product customization following local technical standards and regulatory requirements. These centers will significantly reduce delivery lead times and improve responsiveness to client requirements. Beyond manufacturing, these hubs will serve as technical adaptation and service centers, where local teams will provide end-to-end support, responding rapidly to unique regional standards and environmental conditions. This approach will allow us to deliver integrated solutions that cover the entire product lifecycle, and to deeply integrate our R&D innovation and intelligent manufacturing capabilities into local markets.

Continuous Innovations to Lead the Technologies for Data Center Power Supply and Autonomous Vehicles Charging

We will continue to follow our innovation-oriented strategy, while reinforcing our existing technological advantages to maintain long-term leadership. We are intensifying R&D efforts to develop technologies for emerging scenarios, including data centers, autonomous vehicle charging.

Data centers, as core infrastructure for AI and cloud computing, demand extreme reliability, energy efficiency, and rapid deployment for the power supply provided by high-voltage substations. To address these requirements, we have made data center energy systems a key focus of our R&D initiatives. We are developing high-voltage AC/DC prefabricated substations tailored for AI data center that deliver an integrated, end-to-end power conversion solution from 110/220 kV AC down to 800 V DC. The solution is enabled by a high-power SST, which converts 10/35 kV AC into 800 V DC for data center loads, and is expected to offer high reliability, improved cost efficiency, and shorter delivery cycles. Built in a highly integrated prefabricated modular form, it leverages modular structures for streamlined engineering and manufacturing, while enabling easy expansion and relocation. The design incorporates full redundancy with cross-backup and ring-network power supply to enhance reliability. In addition, it will include a digital intelligent operation and maintenance system, using virtual device models for fault diagnosis, prediction, and proactive maintenance.

The widespread adoption of autonomous vehicles will change the requirements for charging infrastructure. Our R&D for autonomous vehicle charging focuses on achieving fully automatic, high-success-rate, and damage-free connections between charging equipment and vehicle charging ports. For autonomous logistics vehicles, we will prioritize the development of high-power-density automated charging equipment to meet fast-charging requirements. For autonomous passenger vehicles, we will continue to optimize the safety, reliability and adaptability of bottom-mounted charging equipment, further reduce costs to enable large-scale adoption of the technology, and aim to play a leader’s role in the development of automatic charging technologies and related industry standards in the autonomous driving era.

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Deepen Strategic Customer Engagement and Expand Ecosystem Partnerships

We will continue strengthening long-term partnerships with key customer on the power generation, grids and load sides. Focusing on strategic business areas such as the construction of new power systems, development of large-scale renewable energy bases, grid upgrades, rail transit, oil, petrochemical and coal industries, and data centers, we aim to deepen product penetration, further increasing our market share.

Additionally, we will target emerging industry customers with rigid power demands and stringent requirements for supply reliability and energy efficiency management:

- we will increase our sales and marketing efforts targeting large-scale cloud and internet service providers, and third-party internet data center operators to provide them with prefabricated PTD equipment, AC-DC conversion equipment, equipment and backup power systems;
- we will continue delivering highly reliable prefabricated substation products and customized energy-saving retrofit solutions to new energy battery factories, semiconductor manufacturing, and high-end chemical parks; and
- we will collaborate automotive manufacturers and autonomous driving solution providers to provide automated charging systems for autonomous vehicles, featuring automatic connection and intelligent scheduling capabilities.

We will continue to establish joint ventures with local government investment entities, public transportation enterprises, and other partners to invest in and operate EV charging networks and integrated energy systems in industrial parks. Furthermore, we will continuously build a diversified ecological partnership system to strengthen the extension of our industrial value:

- strengthening collaboration with upstream and downstream partners — vehicle manufacturers, battery enterprises, and logistics and transport operators — to jointly explore new business models across charging infrastructure, electricity, and digital energy management; and
- leveraging operational data from charging networks and power equipment to develop value-added services, expanding our business toward a “build + operate + service” multi-revenue model.

Advance Smart Manufacturing

Following the guiding principles of standardization, lean production, automation, and digitalization, we are upgrading our manufacturing system toward fully intelligent and digital operations. Over the next three to five years, we will continue to increase investment in key areas such as automated equipment, industrial robots, and industrial internet platforms, while further integrating artificial intelligence into process optimization, quality early warning, and intelligent scheduling. Our goal is to build a new generation of smart manufacturing systems that are flexible, efficient, data-driven, and capable of sustainable evolution.

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OUR PRODUCTS AND SERVICES

Overview

The following table sets forth a breakdown of our revenue by business line, in absolute amounts and as percentages of the total revenue, for the periods indicated.

	For the year ended December 31,				For the ten months ended October 31,			
	2023		2024		2024		2025	
	RMB	%	RMB	%	RMB	%	RMB	%
(unaudited)								
(in thousands, except for percentages)								
Power equipment:								
High-voltage prefabricated substations	2,281,530	18.0	2,664,790	17.3	1,860,805	17.8	2,243,633	19.8
Medium-voltage prefabricated substations	2,875,609	22.7	4,304,726	28.0	3,004,373	28.8	3,667,917	32.4
Core PTD equipment ⁽¹⁾	3,403,802	26.8	3,515,182	22.9	2,760,859	26.5	2,468,937	21.8
Subtotal	8,560,941	67.5	10,484,698	68.2	7,626,037	73.1	8,380,487	74.0
EV charging network:								
EV charging equipment	2,675,333	21.1	3,282,815	21.4	1,512,803	14.5	1,696,511	15.0
EV charging network operation services	1,454,297	11.4	1,606,963	10.4	1,286,973	12.4	1,251,751	11.0
Subtotal	4,129,630	32.5	4,889,778	31.8	2,799,776	26.9	2,948,262	26.0
Total revenue⁽²⁾	12,690,571	100.0	15,374,476	100.0	10,425,813	100.0	11,328,749	100.0

Notes:

- (1) Core PTD equipment primarily consists of HV GIS, power transformers, gas-insulated RMU, and LV-MV switchgear.
- (2) Revenue includes lease income from leasing power equipment and EV charging equipment to meet certain customers' short-term demand for certain equipment. Lease income was RMB115.4 million, RMB142.6 million, RMB118.4 million and RMB96.4 million for the years ended December 31, 2023 and 2024 and the ten months ended October 31, 2024 and 2025, respectively, accounting for 0.9%, 0.9%, 1.1% and 0.9% of our total revenue for the year ended December 31, 2023 and 2024 and for the ten months ended October 31, 2024 and 2025, respectively.

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Power Equipment Business

We are primarily engaged in the research and development, manufacturing, sales, installation, and maintenance of high-voltage and medium-voltage prefabricated substations (also known as E-houses in overseas markets), covering voltage levels from 400 kV to 6 kV, as well as core PTD equipment ranging from 252 kV to 0.4 kV. Our core PTD equipment mainly includes HV GIS, power transformers, gas-insulated RMUs, and LV-MV switchgear. This product offering enables us to address diverse customer needs across a wide range of sectors, including power generation, grid systems, rail transit, oil, petrochemical and coal industries, data centers, industrial and commercial sectors, and energy storage. Leveraging core strengths including high quality, strong cost performance, rapid manufacturing and delivery, and excellent services, we have established a leading position in the industry.

Prefabricated Substations

Substations are the central hubs of power systems, performing critical functions including voltage transformation, power distribution, system protection, and safety control. They act as bridges between power generation — including renewable energy sources — and consumption, stepping up electricity for efficient long-distance transmission and stepping it down to deliver stable power to industrial, commercial, and residential users, while preventing outages and ensuring grid safety.

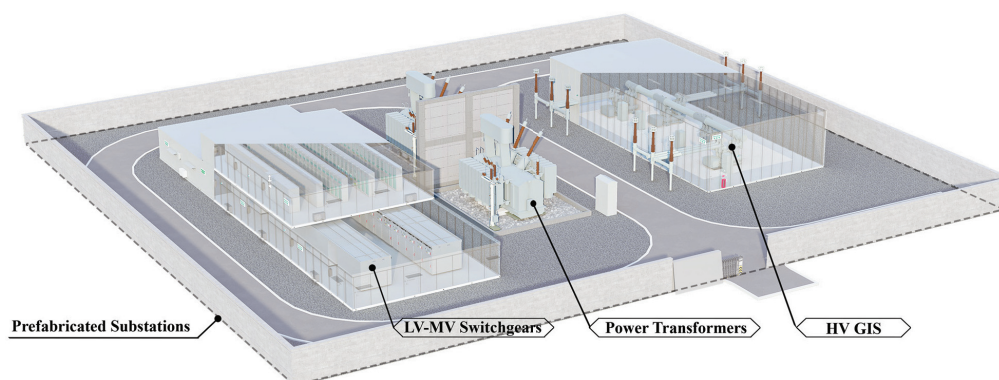
We are among the first to manufacture prefabricated substations in China, according to CIC. These innovative solutions are built on our strong manufacturing capabilities and long-term accumulated knowledge in the power industry. Our prefabricated substation consists of single or multiple containerized units, which house primary and secondary system equipment, together with control, protection, and communication systems. Where multiple units are used, they are interconnected on-site to form an integrated substation system. These units are manufactured, assembled and tested in the factory and then transported to the customer’s site for installation and commissioning. This approach significantly reduces on-site civil works, construction time and labor requirements, while improving quality consistency and operational reliability.

Our prefabricated substations are engineered-to-order products. Customers’ requirements primarily arise from grid interconnection specifications, application scenarios, site environmental conditions and operational requirements. Based on these factors, we tailor the design and configuration of each substation, including voltage level and capacity, primary and secondary equipment selection, control and protection systems, equipment layout and enclosure structure, environmental protection measures, and intelligent monitoring and communication functions. We provide these customized substations through a comprehensive process that includes overall substation design, equipment manufacturing and integration, on-site installation and commissioning, and grid connection.

In China, our prefabricated substations have been deployed in benchmark projects such as projects undertaken by state-level grid enterprises and major power generation enterprises, the Qinghai-Tibet Railway and the Beijing-Tianjin Intercity Railway. In overseas markets, our prefabricated substations have also been used in major landmark projects, including the Jakarta-Bandung High-Speed Railway and the China-Laos Railway. We have participated in drafting key industry standards, including *Technical Specification for Prefabricated Cabin Combined Equipment of Substation Part 1: Switchgear Cabin (DL/T 2821-2024)* (《變電站預制艙式組合設備技術規範第1部分：開關設備艙》), which provides essential technical guidance for the large-scale deployment of prefabricated substations.

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Our prefabricated substations typically consist of modular containerized units housing power transformers, HV GIS, switchgear, and control systems:



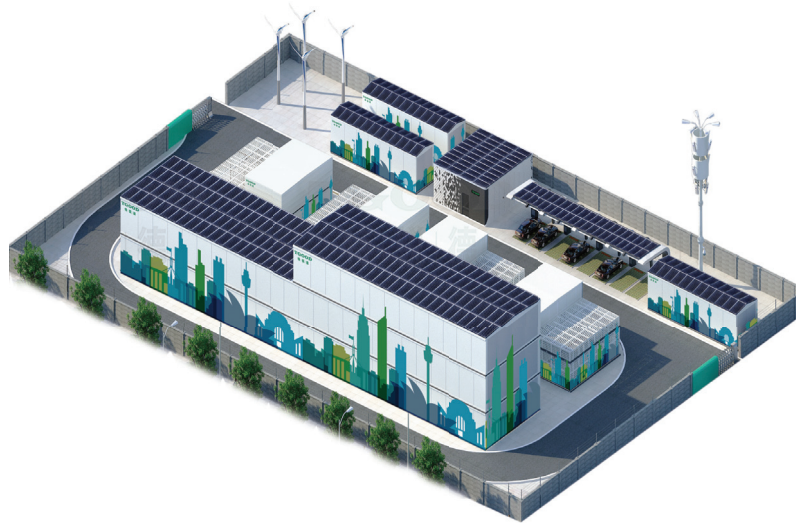
High-voltage Prefabricated Substations

High-voltage prefabricated substations are our flagship products. High-voltage substations are significantly more technically demanding than medium- and low-voltage substations and must comply with more stringent standards. They must quickly control the intense energy of electrical arcs and use carefully designed insulation, such as GIS technology, to safely manage high voltages. This high level of technical complexity makes high-voltage substations a core, high-value product.

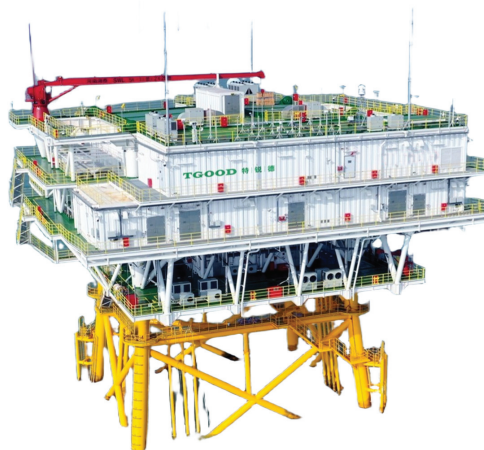
Our high-voltage prefabricated substations cover voltage levels from 400 kV to 35 kV. According to CIC, among the top five global manufacturers of prefabricated substations, we offer substations with the broadest voltage coverage. Our featured high-voltage prefabricated substation products are as follows.

- ***Substations above 110 kV.*** Prefabricated substations above 110 kV serve diverse applications across power generation, grid, and load sides. They can step up medium-voltage power from renewable energy facilities (such as large-scale wind farms, PV plants, and energy storage stations) to high-voltage levels to meet long-distance transmission requirements; they can also step down high-voltage power from the transmission grid to medium-voltage distribution levels for supply to downstream grids or end-user loads. They provide a one-stop solution, integrating substation site and project assessment, substation design, manufacturing, and installation. This series features an integrated structure with non-metallic composite exterior wall panels, combining decorative, sealing, thermal insulation, waterproofing, and fire-resistant functions. It also mitigates water leakage and condensation, eliminates corrosion and thermal bridging, and supports green, low-carbon substation deployment. Compact and flexible, our substations offer low noise, and one- to three-story installation options. Particularly, our substations designed for China’s major grids span 220 kV to 400 kV, enhancing the national backbone network and regional load capacity.

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- ***Offshore step-up substations.*** An offshore step-up substation is a core facility of an offshore wind farm. It steps up the electricity generated by the offshore wind farm to high-voltage levels to enable transmission through submarine cables to an onshore centralized control center and connection to the public grid. Designed for offshore deployment in harsh environments, our prefabricated offshore step-up substation features an integrated welded structure, and its electrical equipment meets classification society certification requirements. The interior is also equipped, in accordance with classification society standards, with fire protection, heating, ventilation, and air condition (HVAC), monitoring, and communication systems, ensuring reliable operation in high-salinity, high-corrosion, and high-humidity offshore environments. The modular cabins connect securely to the offshore platform, enabling convenient and reliable installation. Designed for full-structure lifting, the cabins remain intact even during 20° tilt or sway in transport, while meeting seismic, wind, and snow load requirements.



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- **Mobile substations.** A mobile substation is a specialized type of substation that integrates the core functions of a traditional substation built on permanent foundation and is installed on a movable vehicle chassis or skid-mounted base. This product can be rapidly transported to its destination by road, rail, or even sea, offering strong environmental adaptability and operational mobility. Our vehicle-mounted mobile substation features a compact design, enabling rapid deployment, easy assembly, and reliable power supply. They provide power for high-voltage networks during substation upgrades, equipment maintenance, temporary power supply for construction sites, emergency repairs, and natural disasters. Skid-mounted units come with a steel base, requiring no onsite foundation. Loads from the original substation can be quickly transferred to the mobile substation, minimizing onsite work and enabling flexible, rapid commissioning.



Medium-voltage Prefabricated Substations (中壓預制艙變電站)

Our medium-voltage prefabricated substations transform and distribute electricity across input voltage ranging from 6 kV to 35 kV. At the power generation side, they step up voltage to support efficient long-distance transmission. At the power consumption side, they step down voltage to deliver stable electricity to industrial, commercial, and residential users.

According to CIC, from 2023 to 2025, we consistently ranked first in centralized procurement bids from major Chinese power generation groups, demonstrating our market leadership in the medium-voltage prefabricated substation market.

Our featured medium-voltage prefabricated substation products are as follows.

- **35 kV substations.** Our 35 kV prefabricated substation series is widely applied across power generation, grid, and load-side scenarios. They can step up low-voltage electricity from renewable energy facilities (such as centralized PV plants and wind farms) to medium-voltage levels. This allows the electricity to be efficiently gathered across the site or connected directly to the local grid. It also can step down medium-voltage electricity from the upstream grid to low-voltage levels to supply end users, including industrial parks, commercial complexes, and residential communities. This product series features a compact, modular design, enabling a small footprint and short delivery cycle. It also offers robust protection and strong weather resistance, allowing reliable operation under harsh outdoor conditions such as windblown sand, salt spray, and extreme temperature variations. Particularly, our substations for renewable energy power plants are designed to

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address the large, intermittent, and unpredictable fluctuations that are common challenges in renewable power generation. They use wide-range voltage regulating transformers and flexible control systems to maintain stable system voltage during sudden changes in power and withstand frequent surges and repeated transitions between low and high loads.

- ***Battery energy storage systems (BESS) power conversion and step up substations.*** Our BESS power conversion and step up substation serves as the core equipment of an energy storage power station, with the power conversion systems (PCS), transformers, high- and low-voltage switchgear, and other devices integrated within a prefabricated cabin. During discharge by the BESS, the substation converts the DC power released by the batteries to AC through the inverter and then steps it up to meet the requirements for transmission to the grid. During charging by the BESS, the substation steps down high-voltage AC power from the grid through the transformer and converts it to DC through the converter for storage in the batteries.
- ***Railway telecontrol substations.*** Our railway telecontrol cabinet-type substations are engineered with a primary focus on power supply reliability for railway infrastructure. They mainly comprise transformers, RMUs, low-voltage switchgear, and automation devices. Equipped with real-time, intelligent monitoring and inspection systems, they establish a smart power distribution system characterized by comprehensive operational status monitoring and efficient signal processing, delivering a safer, more reliable, and eco-friendly power supply while ensuring flexible and intelligent operational management.
- ***Power distribution substations.*** Our distribution substations integrate switchgear, distribution transformers, and low-voltage devices into a compact unit, enabled by a carefully engineered wiring design. They step down 10 kV medium-voltage electricity to low-voltage levels to directly supply residential, commercial, and industrial loads. As end nodes of the distribution network, they perform voltage transformation, power distribution, circuit protection, and operational monitoring. We offer a versatile range of products — including European, American, and Chinese standard substations — adapted to different usage scenarios, environmental conditions, and protection requirements.

Our prefabricated substations are highly customized and the prices largely depend on product configurations and specifications. In 2023, 2024 and the ten months ended October 31, 2025, the sales volume of our high-voltage prefabricated substations amounted to 361, 472, and 409 sets, respectively, and the sales volume of our medium-voltage prefabricated substations amounted to 7,635, 11,019, and 9,751 sets, respectively.

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We sell our high-voltage and medium-voltage prefabricated substations primarily through tendering and bidding processes. The contracts for our sales of products or solutions often include installation, commissioning and warranty services, and the service period may be extended depending on the complexity of the products. These contracts usually require the customers to pay in installments based on key milestones, such as receipt of the equipment, completion of installation and commissioning, and final acceptance, with the remaining retention payable after the expiration of the warranty period. The warranty period varies depending on the complexity of the products and the installation environment, but generally ranges between 1 year to 2 years.

Case Study for Prefabricated Substation

Case Study 1 — 132 kV Vehicle-mounted Prefabricated Substations for Saudi Electricity Company

In early 2025, we deployed 15 sets of our 132 kV vehicle-mounted prefabricated substations for the Saudi Electricity Company across critical load centres and urban hubs in Saudi Arabia. This project addresses the urgent power demand during Saudi Arabia summer heatwaves, where temperatures frequently exceed 45°C.

Traditionally, constructing a 132 kV substation in Saudi Arabia required at least three years from design to commissioning. This rigid and lengthy process could not keep pace with the rapid surge in electricity demand and the need for flexible grid adjustments. With the introduction of our vehicle-mounted prefabricated substations, Saudi Electricity Company no longer needs to manage protracted on-site construction. Instead, we deliver a “end-to-end” service where we pre-assemble, test, and commission all core components including transformers and intelligent switchgear at our manufacturing facilities. Before leaving the factory, the entire system undergoes rigorous testing in a laboratory under simulated extreme conditions, such as high temperature and humidity. This reduces quality risks common in manual on-site construction and ensures stable operation in harsh environments. Saudi Electricity Company only needed to perform simple site levelling and rapid connection to begin power transmission on-site. We completed the delivery and power synchronization for all 15 sets in less than six months, only one-sixth of the traditional construction cycle. This high speed and product strength earned high recognition from the Saudi Electricity Company and demonstrated the leadership of our “intelligent manufacturing” to the global industry.

In addition, our mobile prefabricated substations provide flexibility as the “mobile force” of the power grid. Saudi Electricity Company can redeploy these units across different regions as demand shifts, significantly improving asset utilization and return on investment.

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We also embedded advanced digital intelligence into these units to enable “smart substation” functions:

- *State perception and digital twin:* We utilize sensors to monitor equipment health, including partial discharge, temperature, and mechanical characteristics in real time. This data synchronizes to a cloud-based “digital twin” that mirrors the physical substation.
- *Predictive maintenance:* Based on big data and AI algorithms, our system anticipates potential failures. This allows operators to shift from reactive repairs to proactive, on-demand maintenance, effectively avoiding unplanned outages.
- *Automated operation and remote control:* Our system supports remote monitoring, operation, and diagnosis. This is particularly valuable in Saudi Arabia’s vast territory, as it reduces the need for on-site personnel, providing significant safety and cost advantages.

Case Study 2 — 110 kV Prefabricated Substation Project

In 2025, we deployed 110 kV prefabricated substations for a leading battery manufacturer’s factory. The battery manufacturer required a fast, one-stop service to support its manufacturing expansion. The project featured a 110 kV prefabricated substation with four 63 MVA transformers.

We managed the entire project lifecycle, from initial design, equipment manufacturing and procurement to installation, testing, and final commissioning. By deploying our high-voltage prefabricated substation technology, a substantial proportion of our equipment was pre-installed at our factories prior to delivery. This allowed us to compress the on-site installation period to only 15 days, significantly shorter than the industry standard installation time. The entire project took only four months, significantly reducing the factory’s manufacturing launching time.

Core PTD Equipment

Our core PTD equipment includes HV GIS, power transformers, gas-insulated RMUs, and LV-MV switchgear, which can be supplied as standalone products or integrated into our prefabricated substations.

HV GIS

Our HV GIS products include gas-insulated switchgear (GIS) and hybrid GIS (HGIS). Our GIS product integrates circuit breakers, disconnectors, grounding switches, current transformers, voltage transformers, lightning arresters, busbars, and other primary high-voltage components into a single metal enclosure to form a complete, separate unit. Covering voltage levels from 40.5 kV to 252 kV, our GIS products utilize the insulating properties of gas (SF₆, SF₆/N₂ gas mixtures, or clean air) to minimize the effects of external environmental conditions

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on their operation. The products offer reliable operation, a compact footprint, and strong cost effectiveness. According to CIC, we are among the few manufacturers in China capable of manufacturing 252 kV GIS, a process that demands advanced technical expertise and rigorous qualifications.

Our hybrid GIS (HGIS), covering voltage levels between 40.5 kV to 145 kV, combines the advantages of traditional air-insulated switchgear (AIS) and GIS. Our hybrid GIS encloses the circuit breaker, disconnecter, and earthing switch — components that are precise, sensitive to environmental conditions, and require high insulation performance — within an SF₆-filled sealed gas compartment. The components connected to the transformer and busbar are placed in air and connected to the sealed core section through bushings. Its factory-prefabricated modular structure helps customers expand substations with limited space. It also mitigates the challenges of conducting on-site installation and commissioning during power outages.



The prices of our HV GIS products depend on product configurations and specifications. During the Track Record Period, the price for a single set of our HV GIS typically ranged between RMB0.4 million to RMB1.2 million. In 2023, 2024 and the ten months ended October 31, 2025, the sales volume of our HV GIS amounted to 99, 175, and 123 sets, respectively.

Power Transformers

Power transformers adjust voltage levels within AC power systems. We offer a comprehensive range of power transformers with voltage levels up to 110 kV and capacities up to 100,000 kVA, and are developing transformer products tailored for specialized applications such as data center power distribution.

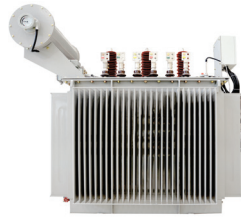
- ***Dry-type power transformer.*** Our dry-type power transformer is usually used for various indoor applications including industrial, commercial, and residential power supply.
- ***Oil-immersed transformer.*** We employ a structure design including laminated iron cores, submerging the core and windings in insulating oil. Its fully sealed structure allows it to operate reliably in diverse environments, including outdoor settings, high altitudes, heavily polluted areas, and coastal regions.

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**Epoxy Resin Cast Dry-Type
Power Transformer**



Oil-Immersed Transformer



**Oil-Immersed Amorphous Alloy
Transformer**



The prices of our power transformers depend on product configurations and specifications. During the Track Record Period, the price for a single set of our power transformers typically ranged between RMB0.16 million to RMB3.1 million. In 2023, 2024 and the ten months ended October 31, 2025, the sales volume of our power transformers amounted to 4,660, 6,897, and 3,706 sets, respectively.

Gas-insulated RMUs

Our gas-insulated RMUs are compact switchgear cabinets, specifically engineered for power distribution systems covering voltage levels from 12 kV to 40.5 kV. They feature advanced insulation for superior safety and an ultra-compact modular design.

We enclose high-voltage components, including circuit breakers, disconnectors, and current transformers, within a sealed, metal cubicle using SF₆ and eco-friendly gases, and employ the technology that safely interrupts electrical arcs to ensure reliable electrical isolation. For complex operating environments, our gas-insulated RMUs are equipped with multiple protection mechanisms, including resistance to dust and moisture, performance stability verified through high- and low-temperature testing for extreme cold or hot conditions, and safety features to prevent operational errors. Our RMUs have been certified by international industry authorities, including CESI (Centro Elettrotecnico Sperimentale Italiano), TÜV Rheinland (Technischer Überwachungsverein), ASTA (Association of Short-circuit Testing Authorities), and KEMA (Keuring Van Elektrotechnische Materialen) type test.

TGP Series



TGS Series



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The prices of our gas-insulated RMUs depend on product configurations and specifications. During the Track Record Period, the price for a single set of our gas-insulated RMUs typically ranged between RMB0.09 million to RMB0.52 million. In 2023, 2024 and the ten months ended October 31, 2025, the sales volume of our RMU amounted to 2,503, 854, and 836 sets, respectively.

LV-MV switchgear

LV-MV switchgear is core equipment in power distribution systems, performing power distribution and control functions. Our designs emphasize both functionality and safety. We primarily offer two product series: MV switchgear covering voltage levels from 6 kV to 35 kV, suitable for medium-scale industrial and commercial distribution applications; and LV switchgear with voltage level up to 690 V, meeting high-capacity and high-reliability power requirements.

Our LV-MV switchgear adopts a modular, intelligent architecture, enabling stable operation in extreme environments such as high temperature, high humidity, and strong electromagnetic interference. They are widely used in various scenarios, including power grid substations, railway power supply systems, power distribution centers of mining enterprises, transportation hubs, energy storage stations, and data centers.

MV Switchgear



LV Switchgear



The prices of our LV-MV switchgear depend on product configurations and specifications. During the Track Record Period, the price for a single set of our LV-MV switchgear typically ranged from RMB0.04 million to RMB0.19 million. In 2023, 2024 and the ten months ended October 31, 2025, the sales volume of our LV-MV switchgear amounted to 2,290, 2,168, and 1,855 sets, respectively.

EV Charging Network Business

According to CIC, we are a leading EV charging equipment provider and charging network operator in PRC in terms of revenue in both 2023 and 2024. We design, research and develop, manufacture, sell, install, and maintain EV charging equipment, and we operate EV charging networks. Through our intelligent EV charging platform, the TELD Platform, we provide EV users with comprehensive charging services and charging station operators with full operational support.

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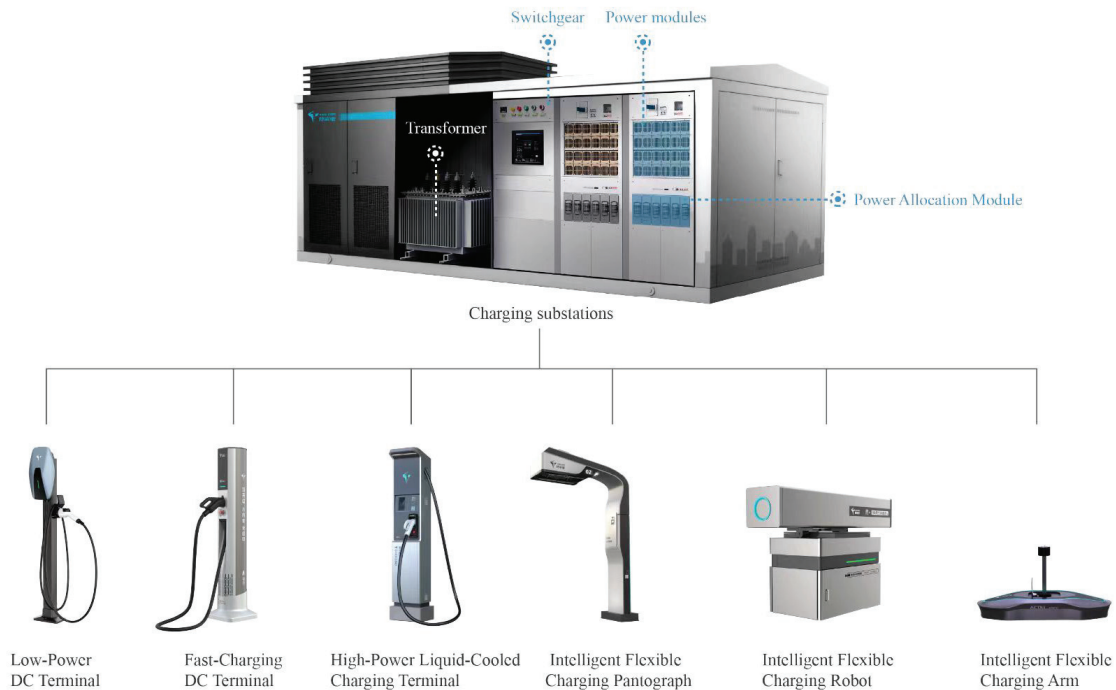
EV Charging Equipment

We sell EV charging equipment and provide construction and maintenance services of charging stations. We introduce an innovative charging network architecture that could leverage EVs as mobile energy storage resources. This architecture overcomes the limitations of traditional single-charger systems, whose charging piles operate independently and cannot be centrally managed. By consolidating the charging modules of all charging equipment into a shared power pool, our network can flexibly adjust output based on distribution grid capacity and different EV types.

Intelligent Cluster Charging System

We pioneered the industry’s first intelligent cluster charging system to address the limitations of traditional standalone EV chargers, according to CIC. Our system comprises charging substations, control cabinets, and charging terminals, and is adaptable to complex, large-scale energy distribution. We can also integrate PV and energy storage within the system to alleviate grid pressure.

The following picture illustrates the key hardware in our intelligent cluster charging system:



We use charging substations or charging control cabinets to centrally manage and intelligently distribute power to multiple charging terminals within a charging station. Charging substations and charging control cabinets are designed for different power supply conditions. For stations supplied by the high-voltage grid, we install charging substations, which mainly consist of transformers, SiC charging modules, power distribution modules, switchgear and control systems. The transformers step down high-voltage electricity to safe and suitable levels, ensuring stable charging operations and protecting charging equipment and

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EVs. We install charging control cabinets at stations supplied by low-voltage power, which do not require voltage conversion and therefore do not include transformers. These charging control cabinets mainly integrate SiC charging modules, power distribution modules, switchgear and control components to allocate power and manage system operations.

We offer a comprehensive range of charging cabinets to meet diverse application needs, including our megawatt-level air-cooled noise-reduction control cabinets for high-capacity urban charging stations, EU-standard control cabinets tailored to European markets, 720 kW liquid-cooled control cabinets designed for high-intensity ultra-fast charging, and DutyMax series of megawatt-level charging substations and control cabinets for heavy logistics trucks.

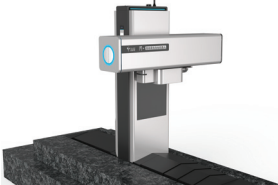
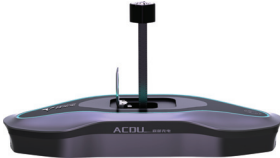
The charging module performs power conversion and precise power regulation throughout the charging process. It converts grid-supplied AC into the DC required by the EV’s battery while maintaining stable output to prevent battery damage from overcurrent. Our charging control cabinet is equipped with multiple SiC charging modules operating in parallel, enabling ultra-fast charging capacity beyond that of a single module. Leveraging intelligent control and “flexible power sharing” technology, the system dynamically allocates charging modules across different terminals based on real-time vehicle charging demand, maximizing efficiency and utilization.

The power allocation module serves as the core component enabling intelligent power scheduling. Positioned between the SiC charging modules and the charging terminals, it dynamically routes power from multiple charging modules to specific charging terminals based on real-time demand. By eliminating the fixed power limits of traditional “all-in-one” charging piles, it allows charging system to flexibly allocate power among multiple EVs based on each vehicle’s battery management system requests.

We deploy charging terminals as the direct power interfaces for EVs. Each charging terminal delivers power reliably, supports compatibility with a wide range of EV models, and provides user-friendly interaction features within a durable, weather-resistant enclosure. In addition to standard DC charging terminals, we also offer advanced terminals designed to support specialized charging scenarios.

Product	Features
<i>High-Power Liquid-Cooled Charging Terminal</i> 	• Supports a maximum charging current of up to 1,000A and a maximum charging voltage of up to 1,000V, delivering a fast charging experience; • Utilizes a high-efficiency liquid cooling control system, achieving low power consumption and low noise even under high-current charging conditions, ensuring stable operation and user comfort; • Real-time monitoring of temperature, cooling pipeline pressure and coolant tank liquid levels.

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Product	Features
<i>Intelligent Flexible Charging Pantograph</i> 	• Designed for high-power automated charging of electric buses, supporting both manned and automated charging scenarios; • Capable of high-power fast charging, with a maximum charging current of up to 1,000A and a maximum charging voltage of up to 1,000 V; • Automatically identifies EV information, enabling automatic charging and settlement without requiring the driver to leave the vehicle; • Features a compact footprint, allowing flexible installation at depots or roadside locations; • Incorporates multiple protection functions, including pressure-following control, foreign object detection, and winter snow-melting, ensuring reliable operation under harsh conditions with a mechanical service life of up to 100,000 cycles.
<i>Intelligent Flexible Charging Robot</i>  	• Designed for lateral automated charging of heavy-duty trucks, automated guided vehicles (AGVs), and other specialized vehicles; • Supports a maximum charging current of up to 1,600A and a charging voltage of up to 1,000 V; • Capable of coordinating with autonomous driving systems of the vehicle to automatically identify the vehicle and initiate charging.
<i>Intelligent Flexible Charging Arm</i> 	• Designed for underbody automated charging of various types of electric passenger vehicles; • Supports a maximum charging current of up to 250 A and a maximum charging voltage of up to 1,000 V; • Utilizes rigid-to-flexible chain-drive technology, enabling automatic connection through unidirectional movement only; • Incorporates passive flexible alignment and correction technology to effectively accommodate parking position deviations.

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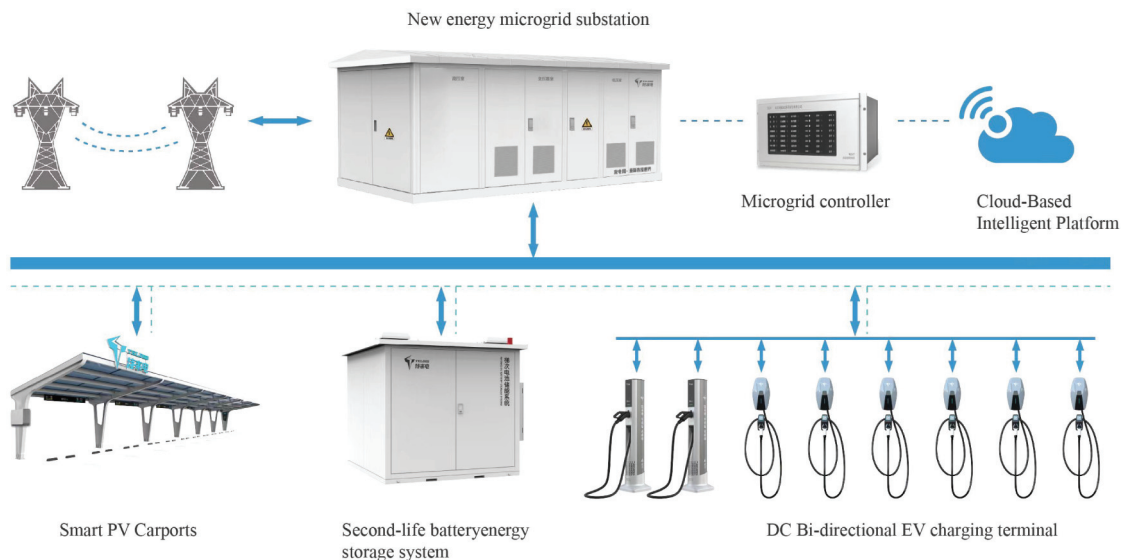
We have established comprehensive EV charging networks across diverse scenarios to meet a wide range of charging needs, including:

- **Public charging networks:** serve commercial use vehicles and private EVs at transportation hubs, shopping malls, highway service areas, and select public spaces.
- **Public transit charging networks:** cover city, intercity, and rural bus fleets, primarily at depots and terminal stations.
- **Logistics charging networks:** serve urban logistics vehicles at stations near logistics hubs, key routes, and drivers’ residential areas to ensure operational efficiency.
- **Industrial park charging networks:** serve employees’ EVs during working hours, enabling the development of on-site microgrids through coordinated energy management.
- **Residential charging networks:** serve private passenger EVs within residential communities.

Renewable Energy Microgrid System

We have developed a microgrid system which utilizes EVs as dispatchable energy storage units, and manages multiple vehicle batteries as a single pooled resource to enable bidirectional, orderly power flow with the grid. This system integrates distributed PV power generation, EV charging and discharging equipment and second-life energy storage batteries through a renewable energy substation, a microgrid controller and a cloud-based intelligent platform. The equipment within our microgrid system features standardized and modular designs, allowing flexible configuration, expansion, and future capacity upgrades.

The following picture illustrates the key equipment and platform in our renewable energy microgrid system:



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- *Renewable energy substation.* The substation, together with a control cabinet, serves as the microgrid system’s integrated power distribution and control system. This substation performs functions, including medium- and low-voltage transformation, connection to PV power generation and energy storage systems, and charging and discharging management. It executes dispatch commands from the cloud-based intelligent platform and performs power allocation and start-stop control for multiple charging and discharging terminals and second-life energy storage batteries within the microgrid, achieving efficient, safe and economically optimized operation of the microgrid.
- *Microgrid controller.* The microgrid controller serves as the on-site central controller. It monitors in real time the system’s power sources, including PV power generation and energy storage, the system loads in the form of charging demand, and the grid status. It directly controls all charging and discharging equipment to execute the prescribed dispatch strategy thereby ensuring safe and reliable system operation.
- *Bidirectional terminals.* The bidirectional EV charging and discharging terminals consist of both high-power and low-power DC devices. They are directly connected to EVs and enable the information exchange and bidirectional flow of electricity. These terminals are capable of rapidly responding to control instructions, allowing them to complete charging, discharging, start or stop, power regulation or power-direction switching within a short period of time.
- *Smart PV carport.* These carports which integrate PV power generation, energy storage and charging functions can provide localized PV power for the system. Electricity generated by the carport’s PV panels is prioritized for vehicle charging or storage in the energy storage system, reducing the microgrid’s reliance on the external grid and lowering electricity-related carbon emissions.
- *Second-life energy storage batteries.* These batteries serve as an important buffering and regulating unit within the microgrid. It can supplement discharging capacity when vehicle availability is low or discharging demand is high. When PV power generation is abundant but charging demand is insufficient, it also absorbs excess electricity, functioning as an energy storage resource.
- *Cloud-based intelligent platform.* This platform formulates dispatch strategies for power allocation and terminal scheduling. It forecasts PV power generation, vehicle plug-in times, and electricity demand. Based on the volume of electricity exchanged, and considering economic and carbon-emission objectives together with grid stability and energy efficiency, it determines the optimal power schedule for each charging and discharging terminal in each time period.

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Standalone Charging Equipment

Our standalone charging equipment are categorized into AC and DC types based on their power output forms, with two major product series, GB Standard and EU Standard, specifically engineered to meet the diverse requirements of the domestic and international markets.

The table below sets out key metrics of our EV charging equipment, including intelligent cluster charging system, renewable energy microgrid system, and standalone charging equipment, during the Track Record Period.

	For the year ended December 31,				For the ten months ended October 31,	
	2023		2024		2025	
	Sales Volume	Average Sales Price	Sales Volume	Average Sales Price	Sales Volume	Average Sales Price
	(MW)	(RMB/W)	(MW)	(RMB/W)	(MW)	(RMB/W)
EV charging equipment . . .	6,266	0.43	7,672	0.43	5,632	0.30

EV Charging Network Operation

We independently, or in collaboration with local partners, including local governments, deploy and operate EV charging stations across China. We also participate in large-scale projects initiated by government authorities or industrial leaders through a “build-operate-transfer” (BOT) framework. As of October 31, 2025, our TELD Platform connects 69,517 EV charging stations, comprising 854,809 charging terminals nationwide through both self-operated and partner-operated stations, and has more than 50 million registered users.

For our self-operated charging stations, we provide EV charging services to individual and enterprise EV users and charge service fees based on the electricity volume consumed by the users in accordance with our applicable fee rates. For our third-party-operated charging stations, we charge operators a fee for the operational and management tools that we provide through our TELD Platform, which is determined based on a percentage of the fees paid by EV users or a fixed amount per charging terminal.

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Our TELD Platform

Our TELD Platform is a self-developed, digital system and interface designed for both EV drivers and charging station operators. For EV drivers, the platform provides functions such as station navigation, charging, payment, and vehicle and battery diagnostics. For charging station operators, it offers digital tools including equipment connectivity and monitoring, operations management, safety management, pricing and settlement, user and membership management, and data analytics.

To expand our charging network and the coverage of the TELD Platform, local execution capability is important. We therefore often establish joint venture companies with local governments or local partners to co-invest in charging stations. These partners typically provide local resources, such as sites, traffic and fleet resources, and on-site coordination, while we contribute technology, equipment, and platform capabilities.

As a result, certain collaborating partners, including our joint ventures and associates, serve as both our customers and suppliers. They may buy charging equipment and subscribe to TELD Platform services from us, while we may procure support services from them in connection with station operations and charging services to EV drivers charging services. This overlap arises from our adoption of a model to leverage local partners’ resources to achieve cost efficiency for our charging network development. All such arrangements are subject to our internal approval and control procedures, and comply with relevant laws and regulations, to ensure they are conducted on normal commercial terms. For further details of transactions with our joint ventures, associates and other related parties, see “Financial Information — Related Party Transactions” and Note 44 to the Accountants’ Report in Appendix I to this document.

Value-added Services

Our charging network successfully connects users, EVs, batteries, and energy systems and generates massive amount of data. Through in-depth data analysis, the charging network can provide a wide range of value-added services for users and power grid operators.

We operate a VPP platform that aggregates distributed charging stations and EV charging loads into dispatchable, flexible resources. Through real-time coordination with grid dispatch and load management authorities, we provide peak-shaving services and respond to grid’s supply–demand balancing request, generating service fees. As of January 31, 2026, we had established interfaces with 39 power dispatch centers, VPP operation centers and load management centers, enabling us to manage and dispatch more than 10,000 charging stations.

In addition, leveraging the data accumulated on our TELD Platform on a daily basis, we provide value-added services to advertisers, map service providers, insurers, automakers and banks, thereby delivering high-quality charging services to EV owners while creating additional value for ecosystem partners.

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RESEARCH AND DEVELOPMENT

Our ability to create new technologies is the engine of our business. We are confident in our ability to develop industry-leading products and solutions for next-generation power systems. We have built a strong and talented R&D team, with 1,104 team members as of October 31, 2025, representing 12.2% of our workforce, approximately 70% of whom hold bachelor’s degrees or above.

Our Core Technologies

Through years of dedicated R&D efforts, we have developed a suite of core technologies in prefabricated substations and EV charging networks.

Structure Frame Technology for Prefabricated Substations

We have developed proprietary core-and-perimeter structural system (the “bedrock structure”) for the cabin frame structure of prefabricated substations. Prefabricated substations designed with this “bedrock structure” feature a framework composed of a “core wall” and a “closely spaced column frame.” The core wall, located inside a prefabricated cabin, provides structural support to meet overall wind and seismic resistance requirements and can also serve as a cable corridor for cable routing, effectively saving space and reducing manufacturing costs. The peripheral closely spaced column frame, constructed with a steel structure, enhances the overall robustness of the cabin and enables effective integration of the external enclosure and internal fireproof and thermal insulation decorative layers. This “bedrock structure” enables effective modular integration of power equipment, environmental and auxiliary control equipment, air duct and interior finishes in the substation, allowing them to meet transportation requirements and be assembled on site. It is the foundation of our capability to manufacture large-scale prefabricated substations.

Intelligent Operation and Maintenance Empowered by Digital Twin Technology for Prefabricated Substations

We integrate cutting-edge technologies across multiple fields — including digital twin, big data, machine vision, edge computing, and the Internet of Things (IoT) — to develop intelligent operation and maintenance technology covering the entire lifecycle of prefabricated substations. Our intelligent prefabricated substation operation and maintenance technology addresses key pain points of traditional substation maintenance, such as fragmented management, heavy reliance on manual labor, and delayed fault response, enhancing intelligence, operational efficiency, and safety of substations.

Built upon digital twin and building information modeling (BIM) technologies, this system digitally replicates each physical substation. Multi-dimensional sensors collect real-time operational data of substations, which, combined with big data analytics and fault diagnosis algorithms, enable early risk warnings and precise lifespan assessments. This approach effectively replaces the traditional “post-failure maintenance” model and reduces the

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risk of unplanned outages. The system also employs machine vision-based intelligent inspection technology to achieve full-coverage monitoring of substations, substantially reducing the need for manual inspections. AI technologies are applied for environmental control and energy management, leveraging deep learning to dynamically optimize internal conditions and energy-consuming equipment, improving overall energy efficiency. By applying edge computing and IoT technologies, intelligent auxiliary control modules ensure protocol compatibility and coordinated control among multiple subsystems — including fire protection, security, and environmental systems, enabling holistic awareness of substation operations and emergency response planning. All substation operational data is reflected in real time within the digital twin model, providing clear visualization of equipment status and precise, data-driven support for operation and maintenance decision-making.

Dual-layer Battery Safety Protection Technology

We have developed an EV battery safety protection system based on both real-time and historical charging and discharging data. We build multi-dimensional safety evaluation models to continuously monitor battery conditions. At the equipment level, we apply dynamic threshold detection through high-frequency data interaction to provide real-time protection. At the TELD Platform level, we analyze historical operating data to provide online monitoring and early warnings, forming a dual-layer protection mechanism that reduces safety risks such as thermal runaway.

Automated EV Charging Technology

We have developed the industry’s first fully automated charging technology for EVs to address the growing trend of autonomous driving. By integrating automated mechanical control with high-durability connection technologies, we enable automated charging across multiple EV types. For buses, our intelligent pantograph systems ensure stable high power transfer. For heavy-duty trucks, our charging robots tolerate large parking deviations through flexible alignment. Our intelligent flexible charging arm for passenger EVs and urban logistics vehicles adopts a rigid-to-flexible chain drive technology and achieves automatic connection through one-directional motion.

All-Scenario Ultra-High-Power Flexible EV Charging Technology

We integrate power distribution, conversion, and control systems into compact, modular charging stations. This design enables us to form scalable power pools of up to 100 MW. Our system dynamically adjusts charging strategies to allocate SiC charging modules in the power pool rationally. Supported by advanced liquid-cooling and safety technologies, we deliver ultra-fast charging of up to 1,000 kW for passenger vehicles, 1,000 kW for buses, and 4 MW dual-connector charging capability specifically for heavy-duty trucks.

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Key R&D Projects

Our key research projects during the Track Record Period include:

No.	Project Name	Description
1	High-voltage Prefabricated Substation for Data Center	We are developing high-voltage AC/DC prefabricated substations tailored for AI data centers that are connected to high-voltage grids and can provide DC power supply. These substations are designed to perform 110/220 kV high-voltage transformation, 10 kV medium-voltage distribution, and 800V DC distribution, offering high reliability, cost efficiency and reduced delivery cycles.
2	SST	We are developing SSTs for data centers that replace traditional bulky transformers using high-frequency power electronics, reducing size by over 60% while increasing supply efficiency. The SST delivers stable DC, supports bidirectional power flow, manages power quality in real time, and integrates with renewable energy and energy storage systems to provide flexible and reliable power.
3	110 kV High-voltage 100 MW Digital Super Charging Station	We launched our 110 kV, 100 MW digital super charging station in 2025. Leveraging our proprietary manufacturing expertise, we integrate energy generation, grid, load, storage, charging, and discharging into a single controllable ecosystem.
4	Intelligent Flexible Charging Arm	We launched the intelligent flexible charging arm 2.0 in 2025. The equipment supports a maximum charging current of 250A and features cost-effective performance, a concealed spatial design and robust durability. Leveraging bottom-mount docking technology, the system enables automatic vehicle-to-charger alignment and connection, thereby simplifying the charging process and improving operational efficiency. It is designed to meet the automatic charging requirements of autonomous and unmanned vehicles.

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MANUFACTURING AND SUPPLY CHAIN

Raw Materials and Supply Chain Management

During the Track Record Period up to the Latest Practicable Date, the raw materials for our power equipment manufacturing primarily consist of copper, grain-oriented silicon steel, power transformer oil, and aluminum, and the components we need to purchase for manufacturing the EV charging equipment primarily include printed circuit boards, magnetic components, power semiconductors, and structural components. All such raw materials and components are mainly sourced within the PRC. We maintained a stable supply chain and adequate inventory of these key raw materials.

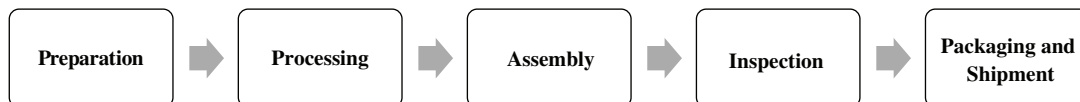
We have adopted various approaches to ensure the stability of our supply chain. Suppliers are graded into three tiers based on the quality of their products or services, and are required to strictly follow our quality standards. To mitigate price volatility and secure material availability, we have entered into framework supply agreements with some of our suppliers. During the Track Record Period, we did not experience material supply interruptions, early termination of contracts, or failure to secure sufficient raw materials. For more details, see “Risk Factors — Risks Relating to Our Business and Industry — Price fluctuation and inadequate supply of materials and equipment for our production could adversely affect our business, results of operations and financial condition.”

Manufacturing Process

Manufacturing Framework

Our manufacturing strategy focuses on maintaining product quality and enhancing operational efficiency. We manufacture key components of our products in-house and utilize outsourcing for non-critical parts, ensuring a cost-effective and flexible supply chain.

Prefabricated Substation, Gas-insulated RMUs, and LV-MV Switchgear

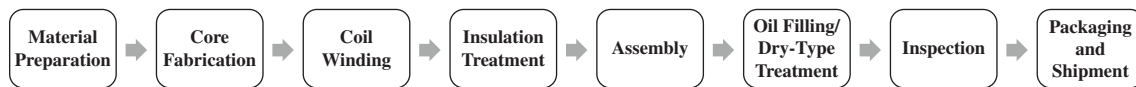


- **Preparation:** We conduct comprehensive assessments and technical analyses before manufacturing. We prepare customized designs based on our clients’ specific requirements and technical parameters. To ensure operational excellence, every design undergoes a rigorous internal quality audit and strict document control protocol.
- **Processing:** We leverage precision cutting and forming technologies to manufacture components and enclosures. Through high-strength structural welding, we ensure the mechanical strength of our casings and frames. Furthermore, we apply advanced surface coating treatments to enhance their anti-corrosion performance.

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- **Assembly:** We assemble the internal structures of our products, including the installation of circuit breakers, busbars, and secondary wiring, as well as external non-core components. Based on a prefabrication model, we finalize technical specifications and integrate core systems such as transformers and control units at our facilities to ensure the entire system functions reliably.
- **Inspection:** We conduct inspections at each critical stage and perform comprehensive functional testing to verify product performance before packaging and shipping.
- **Packaging and Shipping:** After final quality inspection, we package the finished products and manage the logistics to deliver them to our customers.

Power Transformer



- **Material Preparation:** Our process begins with the procurement and inspection of key raw materials, such as silicon steel sheets, copper or aluminum conductors, and specialized insulation materials. We conduct incoming quality control to ensure all materials meet our internal standards and industry specifications before entering production.
- **Core Fabrication:** We fabricate core by cutting and stacking silicon steel laminations.
- **Coil Winding:** We utilize advanced winding machines to wind insulated conductors into coils.
- **Insulation Treatment:** We apply specialized insulation treatments to the windings and active parts, typically through vacuum drying.
- **Assembly:** We assemble the core and windings into the transformer tank and install necessary accessories, such as bushings and tap changers.
- **Oil Filling/Dry-Type Treatment:** Depending on the product type, we either vacuum-fill the tank with insulating oil or apply resin casting for our dry-type power transformers to ensure optimal insulation.
- **Inspection:** We conduct inspections at each critical stage and perform comprehensive functional testing to verify product performance before packaging and shipping.
- **Packaging and Shipping:** After final test, we package the finished power transformers and manage the logistics to deliver them to our customers.

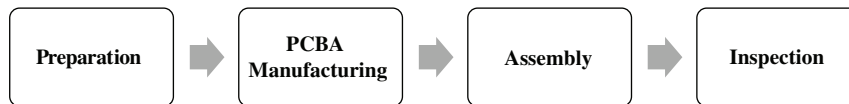
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Charging Equipment:



- **Preparation:** Our process begins with the procurement and inspection of key raw materials, such as copper busbars, wiring harnesses, sheet metal enclosures, and control units. We conduct incoming quality control to ensure all materials meet our internal standards and industry specifications before entering manufacturing.
- **Assembly:** During this stage, we employ parallel processes for busbar processing, wire harness manufacturing, and sheet metal fabrication.
- **Wire Harness Testing:** Each wire harness is tested to verify electrical continuity and insulation integrity, ensuring compliance with quality and safety requirements before assembly.
- **Inspection:** All finished products must pass multiple rounds of quality inspection to ensure robust reliability. We execute stringent final quality control procedures, including a review of the automated test data.
- **Packaging and Shipping:** After successfully passing all final tests, we package the verified charging units with protective materials and manage the logistics to ensure secure and timely delivery to our customers.

Charging Modules:



- **Preparation:** Our manufacturing process begins with raw material procurement and incoming quality control procedures. We inspect electronic components, semiconductor devices and other key materials to ensure compliance with applicable industry standards and internal quality requirements before they enter the manufacturing process.
- **PCBA Manufacturing:** Following material approval, we manufacture printed circuit boards using highly automated manufacturing processes, including surface mount technology (SMT) and dual-in-line package (DIP) processes.
- **Assembly:** Upon completion of PCBA manufacturing, we conduct solder inspection, PCBA testing and potting or spray coating to enhance electrical performance and environmental adaptability. PCBAs are then assembled with heat sinks, enclosures and structural components to form complete charging module sub-assemblies.
- **Inspection:** We conduct inspections at each critical stage and perform comprehensive functional testing to verify product performance.

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Manufacturing Facilities

During the Track Record Period, we manufactured most of our products at our own facilities. As of the Latest Practicable Date, we primarily operated 5 manufacturing bases. The table below sets forth details of our manufacturing bases:

Manufacturing Base	Location	Owned/ Leased	Gross Floor/ Land Area ⁽¹⁾	Commencement of Manufacturing	Key Products and Functions
Qingdao Laoshan Base	Qingdao, Shandong, China	Owned	Gross floor area of approximately 104,595 sq.m.	2012	Manufacturing of charging substations and control cabinet, modules, and charging terminals
Qingdao Jiaozhou Base	Qingdao, Shandong, China	Owned	Gross floor area of approximately 153,197 sq.m.	2015	Manufacturing of prefabricated substations, and core PTD equipment
Chengdu Base	Chengdu, Sichuan, China	Owned	Gross land area of approximately 117,003 sq.m.	2020	Manufacturing of prefabricated substations, and core PTD equipment
Yichang Base	Yichang, Hubei, China	Leased	Gross floor area of approximately 39,540 sq.m.	2019	Manufacturing of prefabricated substations, and core PTD equipment
Tangshan Base	Tangshan, Hebei, China	Leased	Gross floor area of approximately 5,264 sq.m.	2024	Manufacturing of charging terminals

Note:

(1) The gross floor/land area of our manufacturing facilities includes dedicated office spaces.

Set forth below are the production capacity, production volume and utilization rates of our major products for the periods indicated:

Product	Year Ended December 31,						Ten Months Ended October 31,		
	2023			2024			2025		
	Production Capacity	Production Volume	Utilization Rate	Production Capacity	Production Volume	Utilization Rate	Production Capacity	Production Volume	Utilization Rate
	(units)	(units)	%	(units)	(units)	%	(units)	(units)	%
Prefabricated cabinets	14,380	12,724	88.5	17,601	17,648	100.3	16,630	16,464	99.0
Core PTD equipment	52,610	47,145	89.6	57,078	47,980	84.1	52,180	45,191	86.6
Charging substations and charging control cabinets	15,495	14,274	92.1	11,370	10,677	93.9	8,640	7,900	91.4
Modules ⁽¹⁾	–	–	–	–	–	–	103,680	87,361	84.3
Charging terminals	119,520	112,412	94.1	101,724	97,796	96.1	158,880	146,692	92.3

Note:

(1) We commenced module manufacturing from 2025.

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Warehousing, Logistics and Inventory Management

Our inventories primarily consist of raw materials, work in progress, finished goods, contract fulfilment costs, goods in transit. For more information, please see “Financial Information — Discussion of Key Items of Consolidated Statements of Financial Position — Inventories.” We manage our inventories through integrated digital systems, which support effective warehouse operations and inventory oversight. We routinely monitor our inventories and ensure that all goods in transit are effectively managed.

We achieve highly efficient warehouse management through our integrated digital systems powered by Internet of Things (IoT) and barcode/radio-frequency identification (RFID) technologies. By utilizing portable service assistant (PDA) handheld devices, we have realized automated data collection across all operational stages. This technological integration allows us to maintain real-time and accurate oversight of our inventory levels. Furthermore, our warehouse management system is flexibly integrated with our broader information ecosystem, including Enterprise Resource Planning (ERP), Systems, Applications, and Products in Data Processing (SAP), Manufacturing Execution System (MES), and Supplier Relationship Management (SRM) systems, ensuring seamless data flow and operational synergy across our entire organization.

Our products are typically delivered directly from our warehouses to the venue specified by our customers, with the shipping costs borne by us. We engage qualified third-party logistics service providers for delivery to our customers in compliance with product specifications.

Quality Control

We emphasize product quality in our manufacturing operations. Our quality standards meet or exceed all applicable PRC quality standards. We have obtained a series of certificates including ISO 9001 for our quality management system, QC 080000 for our hazardous substance process management system, ISO 10012:2003 for our measurement management systems, IATF 16949 for our international standard for automotive quality management system. In our manufacturing processes, we strictly comply with internationally recognized welding standards and have successively obtained welding system certifications, including ISO 3834, EN 1090 (European standard) and AISC (U.S. standard), which provide reliable assurance for our product quality. In addition, we place emphasis on environmental protection and occupational health and safety management, and have obtained certifications including ISO 14001 for environmental management systems and ISO 45001 for occupational health and safety management systems.

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SALES, MARKETING AND PRICING

Sales and Marketing for Power Equipment Business

We have established domestic and international sales networks and maintain dedicated sales teams to serve our power equipment customers worldwide. As of October 31, 2025, our power equipment sales team consist of over 100 personnel dedicated to overseas markets. We market and sell power equipment directly to end customers. We typically participate in tendering and bidding processes initiated by our customers and also secure orders through strategic cooperation arrangements and repeat purchases by existing customers. With respect to sales through tendering and bidding processes, we participate in tenders in strict compliance with applicable laws and regulations, as well as the customer’s specific requirements. The tendering and bidding processes generally include the following stages:

- **Tender Information Collection and Evaluation:** We typically obtain the bidding opportunities through tender invitations or other customer communications and we will perform an initial assessment of key factors, including project scale, technical requirements, delivery schedule and the customer’s budget.
- **Feasibility Assessment:** We will coordinate our contract management, legal, finance and sales teams to evaluate the commercial, technical and compliance feasibility of the tender and to determine whether to participate in the bidding process.
- **Bidding Document Preparation and Submission:** If we decide to participate in the bidding process, we establish a dedicated team to prepare bidding documents in accordance with the tender announcement and tender requirements, including commercial, technical and pricing proposals. We submit the bidding documents in the required format and within the specified timeframe. We also arrange for the payment of bid deposits as required.
- **Tender Result Confirmation and Contract Execution:** Typically, it takes 1 to 3 months for our customers to announce the tender results based on their assessments on bidders. If we are selected as the successful bidder, we negotiate contract terms with the customer and, upon reaching agreement, execute the formal contract.

For sales that do not involve a tender and bidding process, such as strategic cooperation arrangements and repeat purchases by existing customers, customers typically contact us directly to discuss their demands, including configuration and specifications, and delivery timelines. We then develop technical solutions and pricing proposals for the customer’s review. Following commercial discussions on products details, pricing, contractual terms and delivery schedules, we execute a formal contract and commence project implementation.

See “— Our Customers — Summary of Contract Terms with Major Customers” for salient terms of our sales agreements.

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Sales and Marketing for EV Charging Network Business

We promote sales of our EV charging equipment by providing solutions tailored to the needs of five core scenarios — public charging, public transit charging, logistics fleet charging, industrial park charging, and residential charging. For our EV charging network operation services, we leverage our proprietary mobile app and nationwide station network to engage users and attract traffic through partnerships with EV charging ecosystem participants and social media promotion. In addition, we enhance user retention through a membership program and online and offline marketing activities.

As of October 31, 2025, our EV charging marketing team includes approximately 500 professionals across our headquarters and 22 regional offices in China. Our headquarters formulates and manages sales and business development strategies, and regional teams carry out local marketing activities and interactions with customers.

Direct Sales

We primarily adopt a direct sales model for our EV charging equipment and maintain robust relationships with key customers, such as charging station operators and public transit operators. We engage these customers through competitive tenders and bilateral negotiations. We also offer standalone charging equipment on e-commerce platforms.

Distributorship

We also cooperate with a limited number of distributors as a supplementary sales channel to broaden our customer base. Distributors purchase products from us and we have a seller-buyer relationship with them. In 2023, 2024 and the ten months ended October 31, 2025, we had 102, 127, and 106 distributors, respectively. We have maintained good business relationships with our distributors. In 2023, 2024, and the ten months ended October 31, 2025, our EV charging network business revenue generated from our distributors amounted to RMB87.1 million, RMB100.3 million and RMB56.0 million, respectively, accounting for approximately 0.7%, 0.7% and 0.5%, respectively, of our total revenue in the same periods.

In selecting our distributors, we consider factors such as their industry experience, financial conditions, marketing capabilities, warehousing and delivery capabilities, business scales and the breadth and quality of sales network. We manage our distributors through distribution agreements. We typically grant them exclusive rights within assigned territories and set sales targets periodically. We determine product prices based on market conditions and may require advance payments or grant credit terms based on each distributor’s credit standing.

A supervisor of Xi’an TELD, one of our principal subsidiaries, also served as supervisor of one of our distributors, Ningbo Jichong TELD Charging Network Technology Co., Ltd. (“Ningbo Jichong”). Additionally, Ningbo TELD New Energy Co., Ltd., one of our subsidiaries, holds a 20% equity interest in Ningbo Jichong. During the Track Record Period, our total sales amount to Ningbo Jichong was less than RMB1.0 million. To our best knowledge and after reasonable inquiry, as of the Latest Practicable Date, save as disclosed above, all other distributors are Independent Third Parties to us.

BUSINESS

Pricing

We generate revenue mainly through sales of products, and provision of installation, maintenance and lease services. We determine our prices based on various factors, mainly including raw material costs, products specification, project complexity, manufacturing costs and capacity, markets demand, and product competitiveness, which varies among different projects.

WARRANTY AND POST-SALE SERVICES

Warranty

We provide standard warranty terms to our customers. The warranty period varies depending on the complexity of the products and the installation environment, but generally ranges between 1 year to 2 years. Our warranty period entitles the customer to free repair and maintenance services. We set specific exclusions from the standard warranty coverage under certain circumstances as agreed by customers.

We accrue warranty expenses for potential claims in connection with repair and replacement of our products under the warranties we provide based on the sales volume and the projected unit costs required for warranty services. In 2023, 2024 and ten months ended October 31, 2024 and 2025, our warranty expenses amounted to RMB80.6 million, RMB114.4 million, RMB62.3 million and RMB65.7 million, respectively, representing 0.6%, 0.7%, 0.6% and 0.6% of the total revenue for the corresponding years or periods.

Post-Sale Services

We place great emphasis on after-sales service and have established policies that combine unified guiding principles with flexibility tailored to the characteristics of different business lines. We generally require our staff to respond to customer requests within 24 hours and propose solutions within 48 hours. To ensure timely response, we typically assign dedicated service teams from subsidiaries or branches in close proximity to relevant customers, and these teams conduct regular site visits to collect feedback and enhance service quality.

BUSINESS

OUR CUSTOMERS

Our major customers consist of power grid operators, power generation enterprises, transportation infrastructure entities, and general industrial users. Revenue generated from our largest customer in each year or period during the Track Record Period accounted for 10.3%, 9.2% and 9.0%, respectively, of our revenue for the respective year or period. Revenue generated from our five largest customers in each year or period during the Track Record Period accounted for 27.3%, 26.9% and 30.4%, respectively, of our revenue for the respective year or period.

Major Customers

The table below sets out certain details of our five largest suppliers for the periods indicated:

Customers	Major products provided	Year of commencement of business relationship	Credit period	Settlement method	Revenue	Percentage of total revenue
(RMB'000)						
For the ten months ended October 31, 2025						
Customer A ⁽¹⁾	Prefabricated substations	Over 10 years	Usually 60 business days	Bank transfer & bank's acceptance note	1,015,784	9.0%
Customer B ⁽²⁾	Transformers and switchgear	Over 10 years	Usually 60 days	Bank transfer & bank's acceptance note	861,012	7.6%
Saudi Electricity Company ⁽³⁾	Prefabricated substations	Less than 5 years	Usually 0 day	Bank transfer	586,892	5.2%
Customer C ⁽⁴⁾	Prefabricated substations	Over 10 years	Usually 30 days	Bank transfer	530,512	4.7%
Customer D ⁽⁵⁾	Substations and switchgear	Over 10 years	Usually 28 days or 60 days	Bank transfer	446,796	3.9%

BUSINESS

Customers	Major products provided	The duration of business relationships	Credit period	Settlement method	Revenue	Percentage of total revenue
(RMB'000)						

For the year ended December 31, 2024

Customer B . .	Transformers and switchgear	Over 10 years	Usually 60 days	Bank transfer & bank's acceptance note	1,418,317	9.2%
Customer A . .	Prefabricated substations	Over 10 years	Usually 30 days	Bank transfer & bank's acceptance note	1,006,267	6.5%
Customer E ⁽⁶⁾ .	Prefabricated substations	Over 10 years	Usually 30 business days	Bank transfer	747,072	4.9%
Customer C . .	Prefabricated substations	Over 10 years	Usually 30 days	Bank transfer	493,195	3.2%
Customer F ⁽⁷⁾ .	Prefabricated substations	5 to 10 years	Usually 30 days	Bank transfer & bank's acceptance note	466,720	3.0%

Customers	Major products provided	The duration of business relationships	Credit period	Settlement method	Revenue	Percentage of total revenue
(RMB'000)						

For the year ended December 31, 2023

Customer B . .	Transformers and switchgear	Over 10 years	Usually 60 days	Bank transfer & bank's acceptance note	1,308,114	10.3%
Customer A . .	Prefabricated substations	Over 10 years	Usually 15 to 30 days	Bank transfer & bank's acceptance note	906,530	7.1%
Customer C . .	Prefabricated substations	Over 10 years	Usually 30 days	Bank transfer	669,091	5.3%
Customer G ⁽⁸⁾ .	Prefabricated substations	Over 10 years	Usually 30 days	Bank transfer	295,994	2.3%
Customer F . .	Prefabricated substations	5 to 10 years	Usually 30 days	Bank transfer & bank's acceptance note	285,613	2.3%

BUSINESS

Notes:

- (1) Customer A: A state-owned company headquartered in Beijing, mainly engaged in investment, planning, design, and construction of global energy, water resources, and infrastructure projects.
- (2) Customer B: A state-owned company headquartered in Beijing, mainly engaged in investment, construction, and operation of power grids.
- (3) Saudi Electricity Company: A Saudi state-owned company headquartered in Riyadh, mainly engaged in electric power generation and electricity transmission.
- (4) Customer C: A state-owned company headquartered in Beijing, mainly engaged in the investment, construction, and operation of diverse power sources.
- (5) Customer D: A state-owned company headquartered in Beijing, mainly engaged in passenger and freight transport services by railway.
- (6) Customer E: A state-owned company headquartered in Beijing, mainly engaged in the investment, construction, and operation of power generation assets.
- (7) Customer F: A state-owned company headquartered in Beijing, mainly engaged in comprehensive solutions for the energy, power, and infrastructure industries.
- (8) Customer G: A state-owned company headquartered in Beijing, mainly engaged in power generation, heat production and supply, development of primary energy related with electricity such as coal and relevant technical service.

To the best of our knowledge, all of our five largest customers in each year/period during the Track Record Period were Independent Third Parties. As of the Latest Practicable Date, none of our Directors, their associates or any of our Shareholders (who or which to the knowledge of the Directors owned more than 5% of our issued share capital) had any interest in any of our five largest customers in each year/period during the Track Record Period.

Summary of Contract Terms with Major Customers

During the Track Record Period, our major customers were primarily those who procured power equipment and EV charging equipment from us. The salient terms and conditions of these agreements with our major customers are summarized below:

- ***Payment and credit term.*** We generally follow a installment payment method, where customers are required to pay certain amount of deposit in advance and the remaining amount based on milestones progress. We typically grant our customers a credit period of approximately 30 days to 60 days from the date of billing invoice.
- ***Shipment and delivery.*** We assume the cost and risks associated with the shipment of ordered products and services to locations designated by our customers. The risks transfer to customers after they confirm receipt of our products.
- ***Product return arrangements.*** We typically do not allow our customers to return products to us except for product quality issues within the warranty period.
- ***Logistics.*** We are under the obligation to ship our products to locations designated by our direct sales customers.

BUSINESS

- **Product warranty and assurance.** The warranty period varies depending on the complexity of the products and the installation environment, but generally ranges between 1 year to 2 years.

OUR SUPPLIERS

Major Suppliers

Our suppliers mainly include electrical component suppliers, commodity raw material suppliers, and outsourced manufacturing service providers. The amount of our purchases from the five largest suppliers in each year or period during the Track Record Period accounted for 10.1%, 13.1% and 12.3%, respectively, of our cost of sales for the respective year or period. The largest supplier in each year or period during the Track Record Period accounted for 2.5%, 3.9% and 3.6% of our cost of sales, respectively. The table below sets out certain details of our five largest suppliers for the periods indicated:

The following tables set forth the details of our five largest suppliers during the Track Record Period.

Suppliers	Major products/services provided	The duration of business relationships	Credit period	Settlement method	Purchase	Percentage of total cost of sales
						(RMB'000)
For the ten months ended October 31, 2025						
Supplier A ⁽¹⁾	Magnet wire	Over 10 years	Usually 30 days	Bank transfer	300,462	3.6%
Supplier B ⁽²⁾	Copper strip	Around 5 years	Usually 30 days	Bank transfer	220,926	2.7%
Supplier C ⁽³⁾	Transformer tank; radiator	5 to 10 years	Usually 30 days	Supply Chain Finance	188,873	2.3%
Supplier D ⁽⁴⁾	Copper busbar	5 to 10 years	Usually 50 days	Telegraphic Transfer	156,370	1.9%
Supplier E ⁽⁵⁾	Construction services for high-voltage prefabricated substations	Less than 5 years	15 business days for banks from receipt of funds/payments from customer	Bank transfer	155,077	1.9%

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Suppliers	Major products/services provided	The duration of business relationships	Credit period	Settlement method	Purchase	Percentage of total cost of sales
						(RMB'000)

For the year ended December 31, 2024

Supplier A . . .	Magnet wire	Over 10 years	Usually 30 days	Bank transfer	447,561	3.9%
Supplier C . . .	Transformer tank; radiator	5 to 10 years	Usually 30 days	Supply Chain Finance	356,342	3.1%
Supplier B . . .	Copper strip	Around 5 years	Usually 30 days	Bank transfer	321,598	2.8%
Supplier F ⁽⁶⁾ . . .	Silicon steel sheets	Less 5 years	Usually 0 day ⁽⁹⁾	Bank transfer	183,009	1.6%
Supplier G ⁽⁷⁾ . . .	Transformer	Over 10 years	Usually 0 day ⁽⁹⁾	Bank transfer & bank's acceptance note	182,488	1.6%

Suppliers	Major products/services provided	The duration of business relationships	Credit period	Settlement method	Purchase	Percentage of total cost of sales
						(RMB'000)

For the year ended December 31, 2023

Supplier C . . .	Transformer tank; radiator	5 to 10 years	Usually 20 days	Supply Chain Finance	235,194	2.5%
Supplier A . . .	Magnet wire	Over 10 years	Usually 0 day ⁽⁹⁾	Bank transfer	229,700	2.5%
Supplier G . . .	Transformer	Over 10 years	Usually 0 day ⁽⁹⁾	Bank transfer	183,770	2.0%
Supplier B . . .	Copper strip	Around 5 years	Usually 30 days	Bank transfer	162,769	1.7%
Supplier H ⁽⁸⁾ . . .	Silicon steel sheets	5 to 10 years	Usually 0 day ⁽⁹⁾	Bank transfer	138,338	1.5%

BUSINESS

Notes:

- (1) Supplier A: A privately-owned PRC company located in Nantong, mainly engaged in the non-ferrous metal smelting and rolling processing industry.
- (2) Supplier B: A privately-owned PRC company located in Huzhou, mainly engaged in the research and development of ecological environment materials in the PRC.
- (3) Supplier C: A privately-owned PRC company located in Qingdao, mainly engaged in the manufacturing of mechanical and electrical equipment in the PRC.
- (4) Supplier D: A wholly owned subsidiary of a Shenzhen Stock Exchange listed company, mainly engaged in the non-ferrous metal smelting and rolling processing industry.
- (5) Supplier E: A 100% Saudi-owned construction company, mainly engaged in the installation and commissioning of power transmission lines as well as the installation, maintenance, and modernisation of gas turbines.
- (6) Supplier F: A privately-owned PRC company located in Changzhou, mainly engaged in the manufacturing of electrical machinery and equipment in the PRC.
- (7) Supplier G: A state-owned company headquartered in Shanghai, mainly engaged in high-end manufacturing and comprehensive solutions for electrical equipment.
- (8) Supplier H: A privately-owned PRC company, located in Changzhou, mainly engaged in the sales of electrical equipment, electromagnetic wires, metal products and metal materials in the PRC.
- (9) With respect to commodity raw materials purchases, our payment obligation arises upon the supplier's delivery of the materials.

Our Directors confirm that we had not experienced any significant material fluctuation in prices set by our suppliers, material breach of contract on the part of our suppliers or delay in delivery of our orders from our suppliers during the Track Record Period. As of the Latest Practicable Date, none of our Directors, their associates or any of our Shareholders (who or which to the knowledge of the Directors owned more than 5% of our issued share capital) had any interest in any of our five largest suppliers in each year or period during the Track Record Period.

Summary of Contract Terms with Major Suppliers

Because of the diversity of our products and services, we procure various materials and services from a wide variety of suppliers. The key commercial terms of our agreements with suppliers are set out below:

- **Payment and Credit Term.** Payments are generally made with progress linked to contract performance. For suppliers agree to use a back-to-back payment arrangement, our obligation to make payments to our suppliers is linked to our receipt of the corresponding payment from our customer.
- **Shipment and Delivery.** Suppliers assume the cost and risks associated with the shipment of ordered products and services to locations designated by us or our customers.

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- Price. Depending on the type of materials and suppliers involved, prices can either follow the procurement agreement or be determined/adjusted according to the latest market prices at the time of order.
- Inspection and returns. Product inspection shall be carried out within the specified period upon delivery. We have the right to return defective materials that fail to meet agreed quality standards.

OVERLAP OF MAJOR CUSTOMERS AND SUPPLIERS

Major Customers Who Are Our Suppliers

Among our five largest customers during the Track Record Period, Customer A, Customer B, Customer C, Customer D, Customer F and Customers G are also our suppliers.

In 2023, 2024 and the ten months ended October 31, 2025, our sales amount to Customer A was RMB906.5 million, RMB1,006.3 million and RMB1,015.8 million, respectively, accounting for 7.1%, 6.5% and 9.0% of our total revenue for the corresponding periods. During the same periods, certain subsidiaries of Customer A provided us with civil construction and other services, with an aggregate purchase amount of nil, RMB0.8 million and RMB0.2 million, respectively, less than 1% of our total cost of sales for the corresponding periods.

Our aggregate sales amount to certain subsidiaries of Customer B was RMB1,308.1 million, RMB1,418.3 million and RMB861.0 million in 2023, 2024 and the ten months ended October 31, 2025, respectively, accounting for 10.3%, 9.2% and 7.6% of our total revenue for the corresponding periods. Our purchases from subsidiaries of Customer B consisted primarily of industrial ethernet switch and monitoring systems in an aggregate amount of RMB137.5 million, RMB164.3 million and RMB145.3 million in 2023, 2024 and the ten months ended October 31, 2025, respectively, representing 1.5%, 1.4% and 1.8% of our total cost of sales for the corresponding periods.

Our sales amount to Customer C was RMB669.1 million, RMB493.2 million and RMB530.5 million in 2023, 2024 and the ten months ended October 31, 2025, respectively, accounting for 5.3%, 3.2% and 4.7% of our total revenue for the corresponding periods. Certain subsidiaries of Customer C provided us with various products and services, such as transformer oil and civil construction services, and our aggregate purchase amount was RMB40.9 million, RMB6.2 million and RMB3.2 million in 2023, 2024 and the ten months ended October 31, 2025, respectively, less than 1% of our total cost of sales for the corresponding periods.

Our sales to Customer D amounted to RMB217.9 million, RMB362.0 million and RMB446.8 million in 2023, 2024 and the ten months ended October 31, 2025, respectively, accounting for 1.7%, 2.4% and 3.9% of our total revenue for the corresponding periods. Some subsidiaries of Customer D provided us with EV charging network operation services, and our aggregate purchase amount from them was RMB1.3 million, RMB0.9 million and RMB1.6 million in 2023, 2024 and the ten months ended October 31, 2025, respectively, less than 1% of our total cost of sales for the corresponding periods.

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Our sales amount to Customer F was RMB285.6 million, RMB466.7 million and RMB337.6 million in 2023, 2024 and the ten months ended October 31, 2025, respectively, accounting for 2.3%, 3.0% and 3.0% of our total revenue for the corresponding periods. Some subsidiaries of Customer F provided us with various products, such as protection and control devices for power equipment and spare parts, and our aggregate purchase amount from them was nil, RMB0.7 million and nil in 2023, 2024 and the ten months ended October 31, 2025, respectively, representing less than 1% of our total cost of sales for the corresponding periods.

Our sales amount to Customer G was RMB296.0 million, RMB271.1 million and RMB98.1 million in 2023, 2024 and the ten months ended October 31, 2025, respectively, accounting for 2.3%, 1.8% and 0.9% of our total revenue for the corresponding periods. Some subsidiaries of Customer G provided us with services, such as engineering design and civil construction services, and our aggregate purchase amount from them was RMB86.1 million, RMB62.9 million and RMB40.7 million in 2023, 2024 and the ten months ended October 31, 2025, respectively, less than 1% of our total cost of sales for the corresponding periods.

Major Suppliers Who Are Our Customers

Among our five largest suppliers during the Track Record Period, Supplier C and Supplier G were also our customers.

Our aggregate purchase amount from Supplier C’s subsidiaries was RMB235.2 million, RMB356.3 million and RMB188.9 million in 2023, 2024 and the ten months ended October 31, 2025, respectively, accounting for 2.5%, 3.1% and 2.3% of our total cost of sales for the corresponding periods. Some subsidiaries of Supplier C purchased EV charging equipment from us, and our aggregate sales amount to them was RMB0.4 million, RMB2.3 million and nil in 2023, 2024 and the ten month ended October 31, 2025, respectively, less than 1% of our total revenue for the corresponding periods.

Our purchase amount from Supplier G was RMB183.8 million, RMB182.5 million and RMB98.8 million in 2023, 2024 and the ten months ended October 31, 2025, respectively, accounting for 2.0%, 1.6% and 1.2% of our total cost of sales for the corresponding periods. Some subsidiaries of Supplier G purchased EV charging equipment and operation services from us, and our aggregate sales amount to them was RMB0.1 million, RMB1.0 million and RMB0.1 million in 2023, 2024 and the ten months ended October 31, 2025, respectively, less than 1% of our total revenue for the corresponding periods.

Apart from the overlap among our five largest customers and five largest suppliers, there was also overlap between other customers and suppliers during the Track Record Period. Such overlap primarily arose because, among others, (i) certain entities within the customer group also provided construction and engineering services; (ii) certain entities within the customer group also provided raw materials and/or relevant services for power equipment; and (iii) certain entities within the suppliers’ groups became our customers. In addition, we promoted the sale of EV charging equipment and the provision of EV charging network construction and operation services to certain suppliers to meet their demands.

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According to CIC, overlap between customers and suppliers is not uncommon in the power industry. Such overlap typically arises when enterprises on the power generation or grid sides purchase products from power equipment manufacturers and, in turn, provide certain products or services to these manufacturers.

Our Directors have confirmed that (i) negotiations of the terms of our sales and purchases with our customer-suppliers were conducted on a transaction-by-transaction basis, and such sales and purchases were neither inter-connected nor inter-conditional; (ii) all sales to and purchases from our customer-suppliers were carried out in the ordinary course of business, on normal commercial terms, and at arm’s length; and (iii) the terms of transactions with our customer-suppliers are consistent with those applied to our other customers and suppliers.

THIRD-PARTY PAYMENT ARRANGEMENTS

During the Track Record Period, we accepted payments from parties who are not the contractual counterparties under the corresponding agreements (the “Third-Party Payment Arrangements”). In 2023, 2024 and the ten months ended October 31, 2025, the aggregate amount settled through such Third-party Payment Arrangements was RMB22.3 million, RMB41.6 million and RMB36.1 million, respectively, representing approximately 0.2%, 0.3% and 0.3% of our total revenue for the corresponding periods. The number of customers who settled payments through the Third-Party Payment Arrangements (the “Third-Party Settled Customers”) was 303 in 2023, 585 in 2024, and 628 in the ten months ended October 31, 2025. The parties who made the payments to us under these Third-Party Payment Arrangements (the “Third-Party Payers”) included, among others, individuals who are the controlling shareholders, legal representatives, employees of the relevant contractual parties, or in certain cases family members of the controlling shareholders of the contractual parties. For a majority of the Third-Party Payment Arrangements made by the Third-Party Settled Customers, we verified the identities of the designated Third-Party Payers before accepting the Third-Party Payment Arrangements to facilitate our collection of outstanding payments. According to CIC, it is not an uncommon practice for customers to settle payments through third-party payors for various reasons.

During the Track Record Period and up to the Latest Practicable Date, (i) we had not encountered any material disputes with, nor received any refund request from, any Third-Party Settled Customer or Third-Party Payer solely based on Third-Party Payment Arrangements; (ii) we had not been subject to any administrative penalties by any PRC competent government authorities with respect to the Third-Party Payment Arrangements; (iii) we had not been subject to any administrative penalties by the competent government authorities concerning the PRC tax laws and regulations as a result of the third-party payments we received; and (iv) we required and have obtained written confirmations about the payers’ identities or their consents to make the payments from most of the Third-Party Payers and relevant customers regarding their respective Third-Party Payment Arrangements.

BUSINESS

As advised by our PRC Legal Advisors, during the Track Record Period and up to the Latest Practicable Date, (i) the Third-Party Payment Arrangements did not contravene any prohibitive or restrictive provisions under the applicable PRC laws and regulations; (ii) in respect of those Third-party Payment Arrangements that we have obtained proper confirmations, risk that our Group would be obligated to return any funds received under Third-Party Payment Arrangements is relatively low; (iii) none of the entities within our Group is a financial institution or a specific non-financial institution that is obligated to fulfill anti-money laundering and counter-terrorist financing responsibilities as stipulated under the Anti-Money Laundering Law of the PRC, the Anti-Terrorism Law of the PRC, or the Notice of the General Office of the People’s Bank of China on Strengthening the Anti-Money Laundering Supervision over Specific Non-Financial Institutions; and (iv) based on the Company’s confirmation that the Third-Party Payments are made for legitimate transactions with reasonable commercial terms during the ordinary course of the Company’s business, the likelihood that we are decided to violate relevant tax PRC laws and regulations by the competent tax authority for the abovementioned Third-Party Payment Arrangements and are imposed any material administrative penalties is relatively low and the risk of the Third-Party Payment Arrangements being deemed as constituting the crime of money laundering under Article 191 of the Criminal Law of the PRC (《中華人民共和國刑法》) for the purpose of disguising or concealing the source and nature of proceeds or gains is relatively low.

To manage the potential risks associated with third-party payments, we have adopted and implemented enhanced internal control measures to rectify the Third-Party Payment Arrangements. As a general policy, we require our customers to pay us directly from their own corporate bank accounts. Where there are reasonable circumstances to accept payment by a party other than the purchaser of our products or services, we will only accept such third-party payments if both the customer and we agreed to designate another party to settle the payments with written agreements. We will regularly review the effectiveness of the aforementioned internal control measures, and we plan to organize training for our employees on the third-party payments and compliance requirements. After consultation with our internal control consultant, our Directors believes that the foregoing internal control measures are sufficient to prevent the financial and legal risks associated with third-party payments.

INTELLECTUAL PROPERTY

Intellectual property is a vital component of our core competitiveness. We place a high importance on the intellectual property protection and have established a comprehensive intellectual property management system.

As of October 31, 2025, we own 100 material registered patents, 36 material computer software copyrights, 19 material registered trademarks, and 3 material filed domains in China. See “Appendix IV — Statutory and General Information — Further Information about Our Business — Intellectual Property Rights” for details of our material intellectual property rights.

BUSINESS

We may rely, in some circumstances, on trade secrets and/or confidential information to protect our technologies. We have entered into agreements with confidentiality and non-competition clauses with our senior management and certain key members of our R&D team and other employees who have access to trade secrets or confidential information about our business.

We have formulated our intellectual property management protocols. Our standard employment contract, contains an assignment clause, under which we own all the rights to all inventions, technology, know-how and trade secrets derived from employees’ work. During the Track Record Period and up to the Latest Practicable Date, we had not been involved in any material legal, arbitral or administrative proceedings or claims of infringement of any intellectual property rights, in which we may be a claimant or a respondent. Our Directors confirm that they are not aware of any legal, arbitral or administrative proceedings of infringement of any third parties’ intellectual property rights by us as of the Latest Practicable Date. For risks related to intellectual property rights, see “Risk Factors — Risks Relating to Our Business and Industry — Intellectual property infringement by and disputes with third parties may adversely affect our business, financial condition and results of operations, and harm our competitive position.”

AWARDS AND RECOGNITIONS

During the Track Record Period, we received numerous recognitions for our technologies as well as our products and services. The table below sets forth a summary of the major awards and recognitions we received:

Award Year	Award/Recognition	Awarding Institution/Authority
2025	National Key “Little Giant” Enterprise (國家專精特新重點“小巨人”)	MIIT
2025	National Industrial and Information Technology Sector Energy and Carbon Reduction Technology Equipment (國家工業和信息化領域節能降碳技術裝備)	MIIT
2025	National Typical Case of Power Demand Side Management in Industrial Sector (2025) (全國工業領域電力需求側管理典型案例(2025年))	MIIT
2025	Excellence Level Smart Factory (2025) (2025年度卓越級智能工廠)	MIIT
2025	Advanced and Applicable Technology (先進適用技術)	MIIT
2023, 2024 . .	High and New Technology Enterprise (高新技術企業)	Torch High Technology Industry Development Center, MIIT
2024	Patent-intensive Product (專利密集型產品)	Patent Protection Association of China

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Award Year	Award/Recognition	Awarding Institution/Authority
2024	China Patent Award (中國專利獎)	China National Intellectual Property Administration
2024	Green and Low-carbon Technology for Public Institutions (2024) (2024年公共機構綠色低碳技術)	Energy Saving Office of National Government Offices Administration
2024	National “Little Giant” Enterprise (國家專精特新“小巨人”企業)	MIIT
2024	National Manufacturing Individual Champion Enterprise (國家製造業單項冠軍企業)	MIIT
2023	CMMI Certification (CMMI認證)	CMMI Institute
2023	2023 Global Top 500 New Energy Enterprises Carbon Neutrality Green Influence Leading Brand (2023年全球新能源企業500強碳中和綠色影響力領跑品牌)	China Institute of Energy Economics Research
2023	National Intellectual Property Advantage Enterprise (國家知識產權優勢企業)	China National Intellectual Property Administration

RISK MANAGEMENT AND INTERNAL CONTROLS

Risk management is critical in our business operations. We have established and currently maintain risk management and internal control systems consisting of policies and procedures that we deem appropriate for our business operations. We are dedicated to continuously improving these systems. We have adopted and implemented comprehensive risk management policies in various aspects of our business operations.

Business Operational Risk Management

Business operational risk refers to the risk of direct or indirect financial loss or reputational damage resulting from inadequate or failed internal processes, human errors, IT system vulnerabilities, or external disruptions. We have established a comprehensive operational risk management framework consisting of institutionalized policies and standardized protocols to ensure a robust internal control environment. Our approach to operational risk management is characterized by a decentralized responsibility mechanism coupled with centralized oversight, where risk identification and mitigation are integrated into various aspects of our business operations. Specifically, we have implemented rigorous risk management measures across various functional areas, including sales and marketing, procurement and project execution, project accounting, installation engineering, finance and budgeting, information technology, general corporate administration, legal and compliance, as well as internal audit. In the event of a major adverse occurrence, the matter will be escalated to our senior management and, where necessary, to our Board for strategic intervention. Through this integrated management approach, we strive to maintain our operational risks within an acceptable range and minimize potential disruptions to our business operations.

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Financial Reporting Risk Management

We have put in place a set of accounting policies and internal control procedures in connection with our financial reporting risk management, such as our accounting and treasury management policies. We have designed and maintained consistent standards for the financial management across our subsidiaries and associates. Our finance department is responsible for reviewing our management accounts and ensuring the accuracy and completeness of our financial records. To mitigate risks associated with significant financial estimates, we have implemented standardized management protocols for credit control and overdue receivables to ensure appropriate asset impairment assessments. Furthermore, we maintain an internal audit function that independently monitors our financial reporting process and tracks the rectification of any identified control gaps to ensure a closed-loop oversight mechanism.

Compliance Risk Management

We have implemented a comprehensive framework for compliance risk management which involves our Board and senior management, and functional departments responsible for legal affairs and internal control. To ensure ongoing compliance with applicable laws, regulations, and industry standards, we continually monitor regulatory changes and assess their potential impact on our business operations. We maintain well-defined internal policies, such as our anti-corruption and integrity management protocols and provide regular training to our employees to enhance their compliance awareness. Furthermore, our internal audit functions oversee the compliance duties of each department, identifying potential risks and ensuring timely rectification through our audit tracking mechanism. We also seek advice from external legal counsels on specialized matters to ensure our operations remain in strict adherence to the latest legal requirements.

Human Resources Risk Management

We have established internal control policies that cover all aspects of human resource management, including recruitment, training, professional ethics, and legal compliance. We require all our employees to enter into an employment agreement with us, which contains clauses governing confidentiality and intellectual properties. We also require key management and R&D personnel to enter into a non-compete agreement with us. We require our employees to adhere to high professional ethical standards as set out in our code of conduct and integrity agreements. We provide our employees with an employee handbook that outlines our internal policies and expectations. While the departure of key personnel may have an adverse effect on our business, we mitigate this risk through proactive talent management and succession planning.

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DATA PRIVACY AND SECURITY

We place the highest priority on data security and user privacy and are committed to protecting the data security and privacy of our individual end-users, employees, recruitment candidates, corporate customers, and business partners. We strictly comply with relevant laws and regulations such as the Cybersecurity Law, the Data Security Law, and the Personal Information Protection Law. For further details on potential regulatory risks associated with data security and privacy, see “Risk Factors — Risks Relating to Government Regulations — Our failure to comply with the laws and regulations relating to cybersecurity, privacy and data protection could have a material adverse effect on our business, results of operations and financial condition.”

To ensure compliance, we have established a comprehensive security management system, internal control systems on data collection, processing and usage as follows:

- ***Management Governance and Personnel.*** We have established a Leadership Group comprising heads of key departments to oversee network and information security. We have appointed a dedicated Data Security Officer to take charge of data protection and a Personal Information Protection Officer responsible for personal information protection.
- ***Comprehensive Internal Policy Framework.*** We have implemented a series of internal systems, such as the Network and Data Security Management System, Information Security Emergency Management System, and Data Classification and Grading Management Procedures. We have also established personal information processing protocols, personal information protection impact assessment mechanisms, and procedures for responding to the exercise of data subject rights.
- ***Cybersecurity Obligations and Compliance.*** Our core systems have completed Level 3 Multi-Level Protection Scheme (MLPS) testing and filing. We possess necessary cybersecurity capabilities, including data encryption, access control, and backup recovery mechanisms. We utilize firewalls, IPS, WAF, and VPN systems to prevent network attacks and ensure that important logs are retained for over six months.
- ***Content Safety, AI Registration.*** We utilize third-party monitoring and manual spot checks to ensure information content safety. Our generative AI services for EV charging operations, designed for individual charging users and partner users, have completed the required regulatory registration.

During the Track Record Period and up to the Latest Practicable Date, our Data Security Legal Advisor is of the view that we did not face any material risks in relation to data compliance (including cybersecurity, data security, and personal information protection), nor have we experienced any material cybersecurity, data security, or personal information security incidents. In accordance with applicable laws and regulations regarding personal information protection, we have not been subject to any material risks in all material respects.

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Furthermore, for the personal information processing, we (i) collected personal information only after obtaining consent or having other lawful bases for processing personal information; (ii) used personal information only within the scope of the stated purposes or for other purposes required or permitted by laws and regulations; (iii) adopted various measures to protect such data from being misused, attacked, or leakage; (iv) did not experience any incidents in breach of personal information or any other relevant issues which could cause a material adverse effect on our reputation, business, financial condition or results of operations; and (v) were not subject to any enquiry, notice, review, warning or investigation by any government authorities in respect of any laws, regulations or policies relevant to data privacy protection with material adverse effect. Based on the above, our Data Security Legal Advisor is of the view that we do not face any material risks in relation to applicable personal information protection laws and regulation in PRC in all material respects during the Track Record Period and up to the Latest Practicable Date.

SEASONALITY

Our business operations are subject to seasonal fluctuations, which are primarily in line with the procurement, budgeting, and project implementation cycles of our major customers, particularly those in the power and infrastructure sectors. A significant portion of our projects are obtained through a competitive bidding process. Generally, the first half of the fiscal year is focused on the initiation of bidding and procurement activities, while the completion, acceptance, and settlement of projects tend to be more concentrated in the latter half of the year.

We actively manage the impact of this seasonality by optimizing our manufacturing planning and ensuring efficient resource allocation throughout the year. Due to these seasonal variations, comparisons of our operational results between different quarters within a single fiscal year or across different fiscal years may not necessarily be meaningful. Therefore, such comparisons should not be relied upon as indicators of our future performance. We expect this seasonal trend to continue as a characteristic of our industry and will remain committed to mitigating its impact through operational management.

COMPETITION

We operate in prefabricated substation market and EV charging network market.

The global prefabricated substation market is relatively fragmented, with the combined market share of the top five manufacturers reaching approximately 27.3% in 2024. In terms of revenue from prefabricated substation in 2024, we are the largest prefabricated substation manufacturer globally, holding a market share of 8.6%. High-voltage prefabricated substations exhibit a much higher market concentration due to stringent requirements for manufacturers' system integration and engineering capabilities. In terms of revenue from high-voltage prefabricated substations in 2024, we are also the largest manufacturer globally, with a market share of 47.3%.

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The EV charging network market is highly competitive. We are one of the few companies with an integrated business model encompassing both charging network operation services and charging equipment sales. For charging network operators, in terms of revenue, total annual public charging volume, number of public charging terminals, total charging volume and total charging capacity in operation in 2023 and 2024, we are the largest EV charging network operator in China. Among charging equipment manufacturers, in terms of revenue of the charging equipment sales in 2024, we are the largest EV charging equipment provider in China.

EMPLOYEES

As of October 31, 2025, we have 9,033 full-time employees, most of whom were based in China. The table below sets forth the number of our employees by function as of October 31, 2025:

	Number of employees as of October 31, 2025	
	Number	% of Total
Manufacturing	2,802	31.0
R&D and technology	2,384	26.4
Sales and marketing	1,502	16.6
Administration and finance	1,753	19.4
Operation	592	6.6
Total employees	9,033	100.0

Recruitment, Training and Diversity

We require fairness and transparency in our recruitment processes and place emphasis on diversity in our recruitment. We provide training for newly hired employees and conduct training sessions from time to time. We believe that diversity, including but not limited to gender diversity, is crucial to our success in the business environment. We are committed to advancing equal pay among male and female employees, ensuring that every employee has equal opportunities to enjoy benefits, participate in training programs and achieve career development.

Remuneration and Benefits

As required under PRC law and regulations, we participate in various employee social security plans that are organized by applicable local municipal and provincial governments, including housing, pension, medical, maternity, work-related injury and unemployment benefit plans. Moreover, we provide various forms of incentives and employee benefits for our employees.

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During the Track Record Period and up to the Latest Practicable Date, we had not made social insurance and housing provident fund contributions for some of our employees in full in accordance with the relevant PRC laws and regulations.

We have obtained relevant corporate credit reports through the Credit China website, stating that we and the relevant subsidiaries are not subject to any significant administrative penalties due to non-compliances with the laws and regulations relating to social insurance and labor rights, and housing provident funds during the Track Record Period. In addition, during the Track Record Period and up to the Latest Practicable Date, (i) we had not received any notification from the competent PRC authorities requiring us to pay any shortfall with respect to social insurance and housing provident funds or imposing any administrative penalties on us, and (ii) we were not aware of any material employee complaints or involved in any material labor disputes with our employees with respect to social insurance and housing provident fund. We undertake to make contributions for our employees within the required period and pursuant to the required manner if we receive the notification from the relevant government authorities to require us to make contribution for the outstanding amounts. Based on the foregoing, our PRC Legal Advisors are of the view that, the risk that the relevant competent authorities impose significant administrative penalties on us or require us to pay for the group-wide shortfall amount, causing material adverse effect on our Group, is low, provided that there are no significant changes in applicable laws, regulations, policies and local enforcement practices and supervision nor any employee complaints are made, and our Group shall rectify its non-compliance in a timely manner as required by the competent authorities. See “Risk Factors — Risks Relating to Our Operations — We have not made adequate contributions to the social insurance and housing provident fund, which could subject us to penalties.”

Relationship with Employees

We believe that we have a good working relationship with our employees. We set clear performance standards and may dismiss employees with low performance and employees who do not conform to our values. We abide by the relevant labor laws and regulations in our dismissal process and labor disputes. During the Track Record Period and up to the Latest Practicable Date, we did not experience any significant labor disputes.

INSURANCE

We have arranged insurance coverage for certain aspects of our operations, including property liability insurance, and accident insurance. We believe that such coverage addresses the principal risks encountered in our ordinary course of business. However, there can be no assurance that our insurance coverage will be sufficient to cover all potential losses. See “Risk Factors — Risks Relating to Our Operations — We currently have limited business insurance coverage.” We will continue to review and assess our risk portfolio and will make necessary and appropriate adjustments to our insurance program based on actual needs and industry practices.

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ENVIRONMENTAL, SOCIAL AND GOVERNANCE MATTERS

Governance

We have actively integrated ESG concepts into our strategic planning and formulated the ESG Management System. The Board of Directors, as the highest decision-making body for our ESG work, assumes overall supervision and leadership responsibilities. Its main duties include formulating ESG governance policies, strategies, objectives, and medium-to-long-term plans; supervising the implementation of ESG development directions and strategic objectives and providing guidance; reviewing and approving ESG-related systems and ESG annual reports; and systematically identifying ESG-related risks and opportunities that may have significant impacts on our business model, value chain, cash flows, financing access, and cost of capital over the short, medium, and long term. The Board of Directors has authorized the establishment of an ESG Management Committee composed of senior management and heads of various business departments to coordinate and guide ESG management work. The Board of Directors and the ESG Management Committee actively fulfill their related functions to ensure the ESG management is comprehensive, effective, and aligned with our strategic objectives. Under the ESG Management Committee, an ESG Implementation Working Group has been established, dedicated to assisting the Board of Directors and the ESG Management Committee in overseeing and implementing ESG matters. It is also responsible for regularly identifying and assessing ESG risks and opportunities relevant to the company, with the evaluation results being submitted annually to the Board of Directors for review. Under the coordination of the ESG Implementation Working Group, various departments follow the ESG work division, take charge of the daily practice of ESG work, and ensure the integration of our ESG strategies into all aspects of work planning, execution, and review.

To enhance the Board of Directors’ understanding of ESG concepts and its oversight effectiveness, we organized ESG training activities to stay abreast of latest developments and incorporate ESG-related performance indicators, such as climate change, into the compensation assessment mechanisms for Directors and senior management.

Upholding Business Ethics

We strictly comply with laws and regulations related to business ethics. We have formulated systems such as the TGOOD Group Anti-Corruption and Supervision Management Measures, and TGOOD Group Red Line Management System, established strict anti-corruption regulations and rules and an independent supervision mechanism, and clearly defined the scope and authority of supervision work.

We signed the Integrity Compliance Self-Discipline Agreement with employees in key positions, and strengthened supervision and inspection of employees’ commercial behavior through measures such as implementing integrity questionnaires, interviews and the filing of integrity-related personnel. At the same time, we signed the Agreement on Integrity and Compliance for Partners with suppliers, requiring them to adhere to the principle of integrity in business interactions and jointly create a fair and equitable business environment.

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We have established multiple reporting channels, including telephone, mail, email, official website and public account reporting links, continuously improving the procedures for handling reported clues and strengthening the confidentiality of whistleblower information. Whistleblowers could choose to report anonymously or by name, and we would regularly provide feedback on investigation results to the whistleblowers.

Strengthening Risk Control

We have established a comprehensive risk management system. We have set up a Risk Control Committee and a Decision-Making Committee to systematically evaluate factors such as project alignment with our development strategy, profit expectations, changes in the market environment, counterparty credit status, and legal compliance, comprehensively identifying and assessing risks and their impact levels. We attach great importance to risk management training, enhancing employees’ ability to identify and respond to market, financial, operational, legal, and other risks through a systematic training curriculum.

Environmental

Addressing Climate Change

To effectively manage climate-related risks and seize transformation opportunities, we deeply integrated climate change-related responsibilities into our ESG governance system, ensuring that climate-related governance bodies receive sufficient expertise and resources. We have established the ESG Management Committee to coordinate the formulation, implementation, and supervision of climate strategies. Through clear division of responsibilities, regular risk assessments, and the integration of climate factors into key business decision-making considerations, we ensured that climate change challenges are effectively identified, assessed, and addressed in all aspects from strategic planning to daily operations, continuously enhancing climate resilience and governance effectiveness. We have systematically identified climate change-related physical risks, transition risks, and opportunities. We have further assessed the financial impacts of these risks and opportunities on our assets and business activities, and formulated targeted response measures.

Metrics and Targets

Our greenhouse gas (GHG) emissions primarily originated from direct emissions (Scope 1) from natural gas, gasoline, diesel, etc., consumed in daily office and production operations, and indirect emissions (Scope 2) from purchased electricity. We have set a GHG emission target: by 2028, GHG emissions per unit of product will be 10% lower than in 2024.

In 2025, we conducted the inaugural GHG inventory of value chain emissions (Scope 3). GHG emissions from employee commuting totaled 2,631.17 metric tons of carbon dioxide equivalent (tCO₂e), and those from employee business travel amounted to 5,254.80 tCO₂e. We will continue to monitor our GHG emissions across our value chain and expand our Scope 3 inventory to additional categories.

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GHG Emission Performance Metrics

Key Performance Indicators	Unit	For the year ended December 31,		For ten months ended October 31,
		2023	2024	2025
Direct GHG Emissions				
(Scope 1)	tCO ₂ e	3,962.35	5,209.90	5,038.77
Indirect GHG Emissions				
(Scope 2)	tCO ₂ e	17,615.84	23,070.30	22,983.04
Total GHG Emissions	tCO ₂ e	21,578.19	28,280.20	28,021.80

Environmental Management

We adhere to the environmental protection principle of “improving efficiency, reducing consumption, conserving energy, and reducing pollution,” and have formulated the Strategic Guidelines and Medium-to-Long-Term Development Plan for a Green Factory, to build an efficient, clean, circular and low-carbon green factory, and realize an organic unity of our economic and environmental benefits. We strictly comply with relevant national laws and regulations, and have established dedicated environmental management functional departments with clearly defined responsibilities, fully leveraging their leadership role to ensure the continuous optimization and efficient operation of the environmental management system. During the Track Record Period, we have obtained the ISO 14001 Environmental Management System certification and Green Factory certification.

While upholding product quality and user experience, we have designated low-carbon environmental protection as the core strategy for product innovation and we have been driving systematic green transformation. Through manufacturing process optimization and material utilization improvement, we have achieved a substantial reduction in raw material consumption, and built a full-chain circular system integrating supplier collaboration, waste closed-loop management and recycling and reuse to systematically cut waste across the entire lifecycle. Our subsidiary Qingdao TELD New Energy has earned certifications including the Green Enterprise Certification, Green and Low-Carbon Product Certification, and Green Design Product Management System Certification. During the Track Record Period, our operations have not experienced any significant environmental incidents.

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Emission Performance Metrics

Key Performance Indicators	Unit	For the year ended December 31,		For ten months ended October 31, 2025
		2023	2024	
Total Exhaust Gas				
Emissions	10,000 m ³	83,067	131,769	255,773
Total Wastewater Discharge .	Tons	69,658	73,379	65,548
General Waste Generation . . .	Tons	2,646	3,145	8,384
Hazardous Waste Generation .	Tons	421	583	1,299

Resource Utilization

We have formulated the Energy Resource Management Procedure, clearly defining the responsibilities and authorities of various departments to ensure the systematic and standardized nature of energy management work. By establishing a comprehensive energy risk management system and relying on activities such as regular energy audits and assessments, we have accurately identified key areas of energy consumption and carbon emissions and introduced a series of energy-saving and carbon-reduction measures to reduce resource consumption and environmental pollution at the source. In 2025, our energy management system was launched, leveraging IoT data collection to accurately pinpoint high-energy-consuming equipment, systems, and processes. Meanwhile, through process analysis, equipment diagnostics, identification of critical variables, and on-site research findings, we have implemented targeted improvement measures.

As a practitioner of green energy consumption, we have achieved deep integration between new EVs and new energy power generation through our charging network. We have continued to deepen the strategic layout for green electricity trading, achieving large-scale procurement of renewable energy electricity. We have incorporated water resource management into our sustainable development strategy. Through scientific planning and refined management, we strived to achieve efficient use and conservation of water resources while ensuring our operations.

BUSINESS

Resource Usage Performance Metrics

Key Performance Indicators	Unit	For the year ended December 31,		For the ten months ended October 31, 2025
		2023	2024	
Natural Gas Consumption . . .	m ³	1,781,797.00	2,278,731.00	2,142,360.00
Gasoline Consumption	Tons	3.80	3.56	2.59
Diesel Consumption	Tons	56.00	88.00	155.50
Total Purchased Electricity . .	kWh	32,828,622.00	42,993,482.00	43,315,181.59
Photovoltaic Power Generation	kWh	2,502,448.00	2,987,662.00	4,987,818.95
Total Water Consumption . . .	Tons	219,475.00	238,902.00	226,085.00

Social

Employee Recruitment and Rights

We have standardized the recruitment process to eliminate bias against candidates based on factors such as gender, race, and religious belief, fostering a diverse and inclusive workplace. As of October 31, 2025, female employees accounted for 24.3% of the total workforce.

We have established a dual-career ladder system with tailored training programs to empower employee growth across roles and career stages. We have provided all employees with competitive compensation and benefits and have established a profit-sharing system covering the entire business chain, implementing equity incentives and employee stock ownership plans to stimulate employee potential and innovation.

Occupational Health and Safety

We strictly comply with laws and regulations such as the Work Safety Law of the PRC, and have established a comprehensive work safety responsibility system, covering all aspects of occupational health and safety management. We have obtained ISO 45001 Occupational Health and Safety Management System certification.

We prioritize employee safety training, formulating the Occupational Health and Safety Training Plan annually. Through systematic training content, employees have acquired necessary safety knowledge and operational skills, reducing workplace safety risks.

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Product Quality Control

We prioritize a customer-centric and forward-thinking quality policy, evolving our management from a singular product focus to a comprehensive “product + service” model. By strictly adhering to national regulations, implementing a robust risk-based quality management system, and conducting meticulous internal audits, “redline” management, and closed-loop improvements, we ensure data integrity and operational excellence. During the Track Record Period, we did not experience any major quality incidents or product recalls.

We attach great importance to improving the professional capabilities of the customer service team, formulating service process standards for various products with respect to installation, commissioning, maintenance. We provide our employees with specialized training to improve their skillset. During the Track Record Period, we have further clarified accident classification criteria, enhanced internal accountability, and optimized emergency response procedures.

Responsible Supply Chain

We have standardized procurement business processes and established production material supplier management standards. We have established a comprehensive ESG scoring standard for suppliers to conduct self-assessments, covering dimensions such as labour rights, health and safety, environment, business ethics, and management systems. We prioritize suppliers that comply with environmental regulations and possess low-carbon production capabilities, and conduct regular assessments of suppliers’ green performance.

Safeguarding Information Security

We have built a comprehensive information security management system, strictly implementing standards in data collection, storage, transmission, and other aspects to ensure the security and privacy of internal and customer information. During the Track Record Period, we have obtained the ISO 27001 Information Security Management System Certification, and we have not experienced any information security or customer privacy violation incidents.

Community Investment

We uphold an altruistic philosophy and actively fulfil our social responsibilities by continuously carrying out public welfare practices. In September 2024, we cooperated with Qingdao Special Warmth Charity Foundation and donated computer equipment to Jiudian Primary School in Pingdu City during Teachers’ Day, helping to improve teaching conditions in rural schools and promote educational equity. During International Children’s Day in 2025, we sent representatives to visit and offer condolences to sponsored underprivileged students in Pingdu City, paying attention to their growth needs and supporting educational development. In September 2025, we organised a visit to Datian Primary School in Pingdu City to provide sustained targeted assistance to students in need, delivering support and warmth through one-on-one care.

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PROPERTIES

Owned Properties

As of the Latest Practicable Date, we held property ownership certificates for 7 properties used for production and operation with an aggregate gross floor area of approximately 290,007.3 sq.m and aggregate gross land area of approximately 778,714.9 sq.m.

Leased Properties

As of the Latest Practicable Date, we leased and occupied 22 properties each with a floor area of 500 sq.m and above. These properties occupied an aggregate floor areas of approximately 67,493.99 sq.m. We use our leased properties mainly for office, warehouse, display, manufacturing, R&D and commercial use.

Pursuant to the applicable PRC laws and regulations, both lessors and lessees must register lease agreements with the relevant authorities and obtain property leasing filing certificates. As of the Latest Practicable Date, 18 of our above leased properties had not been registered with the governmental authorities. The failure to register and obtain the required certificates for these leases could result in fines ranging from RMB1,000 to RMB10,000 per unfiled agreement. If such fines are imposed, the maximum penalty we may be required to pay would be approximately RMB180,000 for the above leased properties. As advised by our PRC Legal Advisors, such non-compliance registration does not automatically render the lease agreements invalid. However, in the event of challenges by third-party owners, we may be required to vacate the affected premises.

Taking into account that the relevant leased properties are replaceable and involve low relocation costs, the Directors consider that the non-registration of the relevant leases would not have material adverse impact on our business, financial condition or results of operations. During the Track Record Period and as at the Latest Practicable Date, we had not received any notice from any regulatory authority with respect to administrative penalties or enforcement actions as a result of the non-registration of the aforementioned leases. Provided that we take prompt action to rectify such non-compliances within the prescribed time limits granted by the relevant authorities, our PRC Legal Advisors are of the view that the non-registration of these leases will not have a material adverse effect on our business operations. See “Risk Factors — Risks Relating to Our Business and Industry — We are subject to risks relating to some of our leased properties.”

LICENSES, PERMITS AND CERTIFICATES

Our PRC Legal Advisors have advised us that during the Track Record Period and up to the Latest Practicable Date, we had obtained all material licenses, permits, approvals and certificates from the relevant government authorities that are material for our business operations in the PRC. The following table sets forth the details of the material licenses and permits which we have obtained as of the Latest Practicable Date in China:

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License/Permit	Expiration Date	Issuing Authority
Installation (Repair, Test) Electric Power Facility Permit (承裝(修、試)電力設施許可證)	December 7, 2028	Shandong Office, National Energy Administration
Construction Enterprise Qualification Certificate (建築業企業資質證書)	January 5, 2029	Shandong Provincial Department of Housing & Urban-Rural Development
Work Safety Permit (安全生產許可證)	May 13, 2027	Shandong Provincial Department of Housing & Urban-Rural Development
Engineering Design Qualification Certificate (工程設計資質證書)	December 13, 2028	Shandong Provincial Department of Housing & Urban-Rural Development
Engineering Survey Qualification Certificate (工程勘察資質證書)	December 14, 2028	Shandong Provincial Department of Housing & Urban-Rural Development
Value-added Telecom Business Operation License (增值電信業務經營許可證)	November 27, 2030	Ministry of Industry & Information Technology, PRC

LEGAL PROCEEDINGS AND COMPLIANCE

We may from time to time become a party to various litigation, arbitration or administrative proceedings arising in the ordinary course of our business. See “Risk Factors — Risks Relating to Our Operations — We are subject to risks relating to litigation and disputes, which could materially and adversely affect our reputation, business, results of operations and financial condition.” Our Directors confirm that, as of the Latest Practicable Date, we were not a defendant or arbitration respondent in any ongoing material litigation, arbitration or administrative proceeding in which the amount claimed exceeds both 10% of our Group’s audited net assets for the most recent fiscal year and RMB10 million, and we were not aware of any pending or threatened legal, arbitral or administrative proceedings against us or our Directors that could, individually or in the aggregate, have a material adverse effect on our business, financial condition and results of operations.