

INDUSTRY OVERVIEW

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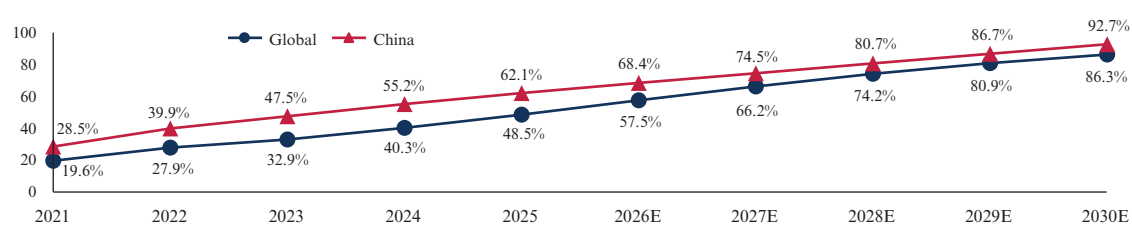
GLOBAL AUTOMOTIVE INTELLIGENCE CONTINUES TO ACCELERATE, BECOMING A CORE DRIVER OF THE AUTOMOTIVE INDUSTRY

Automotive Intelligence as a Key Global Growth Driver, with China Leading the Development of Intelligent Vehicles Worldwide

Against the backdrop of accelerating intelligentization and electrification across the global automotive industry, intelligent vehicles equipped with intelligent cockpit and intelligent driving systems (ADAS or above) have sustained robust sales growth, underpinned by a confluence of driving forces including evolving consumer demand, continued innovation across the supply chain, and progressive policy development. Intelligent vehicles have emerged as a core growth engine of the global automotive industry. Global sales volume of intelligent vehicles reached approximately 47.0 million units in 2025 and is projected to grow further to 90.7 million units by 2030. The penetration rate of intelligent vehicles is expected to increase from 48.5% in 2025 to 86.3% in 2030.

China stands at the forefront of global intelligent vehicle development. Sales volume of intelligent vehicles in China reached approximately 21.4 million units in 2025 and are projected to grow further to 35.5 million units by 2030, with the penetration rate rising from 62.1% in 2025 to 92.7% in 2030.

Penetration Rate of Intelligent Vehicles, Global and China, 2021–2030E



Note: the penetration rate of intelligent vehicles is calculated as intelligent vehicles sales volume as a percentage of total automotive sales volume.

Source: The International Organization of Motor Vehicle Manufacturers (OICA), China Association of Automobile Manufacturers (CAAM), Frost & Sullivan

Chinese Intelligent Automotive Solution Providers Driving the Rise of Chinese Automotive Brands and Their Internationalization, and Emerging as a Key Enabler of Intelligentization and Electrification Upgrades for Established International Automotive Companies

China’s leading position in global intelligent vehicle development has been built on the growth and contribution of a cohort of intelligent automotive solution providers. These providers have been instrumental in propelling the rapid rise of Chinese automotive brands and accelerating their international expansion. Total Chinese vehicle exports climbed from 2.0 million units in 2021 to 8.3 million units in 2025, ranking first globally for three consecutive years. Furthermore, China’s rapidly expanding intelligent vehicle industry has given rise to a well-developed intelligent automotive solution supply chain. Chinese intelligent automotive solution providers have established global

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leadership in technological innovation, project experience, and supply chain maturity. Leveraging their advanced intelligent automotive solutions, these providers are progressively securing a foothold in the supply chains of established international automotive companies, enabling comprehensive intelligentization and electrification upgrades across the global automotive industry.

Intelligent Cockpit and Intelligent Driving Represent the Two Core Pillars of Automotive Intelligentization and Electrification Converging and Advancing in Tandem

As the intelligentization of vehicles continues to advance, automotive electronic/electrical architecture (E/E architecture) is undergoing a rapid transition from traditional distributed electronic control unit (ECU) configurations to domain-centralized architectures. Underpinned by this architectural shift, intelligent cockpit and intelligent driving have emerged as the two core engines propelling automotive intelligentization and electrification..

Intelligent cockpit delivers an immersive human-machine interaction experience for drivers and passengers, whilst integrating entertainment, navigation and information services to enable seamless cross-device data connectivity. Intelligent driving systems, leveraging high-precision sensors, ADAS algorithms and high-performance computing units, enable a range of capabilities including highway cruise assistance, automated parking and lane keeping, with a progressive evolution towards L3/L4 autonomous driving, thereby enhancing both driving safety and convenience. The convergence of this domain-centralized architecture with the two core engines is transforming vehicles into highly intelligent mobile spaces and simultaneously driving industry-wide upgrades across automotive companies component suppliers and software developers in the areas of hardware-software integration, data services and ecosystem development. Collectively, this industry dynamics is promoting intelligentization and electrification as the defining paradigm of the global automotive industry.

The Degree of Intelligentization and Electrification Has Become an Increasingly Decisive Factor in Vehicle Purchase Decisions, with Automotive Intelligence Emerging as the Primary Competitive Battleground Among Automotive Companies

In recent years, the level of vehicle intelligentization and electrification has become a central consideration in consumer purchase decisions. Intelligent cockpit experience and intelligent driving functionalities, encompassing human-machine interaction, AI capabilities, automated parking and navigate on autopilot (NOA), among others, have established themselves as key purchase decision drivers. Intelligent features exert a particularly pronounced influence on the primary consumer demographic aged 25 to 35, and in the premium vehicle segment, their influence has progressively surpassed that of brand, powertrain performance and exterior design.

Against the backdrop of growing consumer preference for intelligent automotive, global automotive companies have been rapidly and substantially scaling up their research and development and capital expenditure commitments in the intelligent automotive domain. Total investment by global automotive company in intelligent automotive grew from RMB475.6 billion in 2021 to RMB1,143.6 billion in 2025, representing a CAGR of 24.5%. Total investment by global automotive companies in automotive intelligence is projected to grow further to RMB2,380.4 billion by 2030. The sustained expansion of intelligentization and electrification investment by global automotive companies provides a solid foundation for the continued business growth of intelligent automotive solution providers.

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Trends Including AI and Software-Defined Vehicles, Cockpit-Driving Integration and the Mass Adoption of Intelligent Automotive Are Driving Supply Chain Restructuring, Creating New Opportunities and Challenges for a Select Group of Tier-1 Intelligent Automotive Solution Providers Graduating to Tier-0.5

The automotive intelligence solution supply chain comprises three layers from upstream to downstream: the upstream foundational layer, the midstream solution layer and the downstream vehicle layer. The upstream foundational layer encompasses key enabling elements including chips, sensors, operating systems and core algorithms. The midstream solution layer is anchored by Tier-1 system integrators, which are responsible for consolidating upstream components into system-level solutions for automotive companies, including domain controllers for intelligent cockpit and intelligent driving applications. The downstream layer comprises major passenger vehicle and commercial vehicle automotive companies globally.

As the trends of AI and software-defined vehicles deepen, cockpit-driving integration architectures advance, and the democratization of intelligent automotive gains momentum, a select group of leading Tier-1 suppliers, equipped with full-stack solution capabilities spanning chip selection and integration, operating systems, middleware, application software and over-the-air (OTA) services, are offering automotive companies a deepened collaboration model of “co-development and system delivery”. This is enabling a progressive graduation from Tier-1 to Tier-0.5, whereby these suppliers participate directly in the formulation and execution of automotive companies intelligentization and electrification strategies, significantly enhancing their position and bargaining power within the supply chain. Looking ahead, Tier-0.5 suppliers that possess full-stack solution capabilities, have established comprehensive intelligent automotive ecosystems and have built systematic supply capabilities are poised to capture substantial growth opportunities.

Intelligent Automotive Solution Providers Possess Strong Technology Spillover Effects, Facilitating Accelerated Expansion into Multiple “Physical AI” Verticals

The automotive-grade high-performance computing platforms, precision sensor integration and engineering capabilities, software architectures and data closed-loop systems accumulated by leading intelligent automotive solution providers through sustained high-volume production are highly convergent with the core technology requirements of low-speed autonomous vehicles including unmanned delivery vehicles and autonomous mobile robots and intelligent robotics. By redeploying existing core technology assets and supply chain infrastructure, automotive intelligence solution providers can enter these emerging verticals at materially lower cost and in shorter timeframes than that would be required when building from the ground up, whilst fully leveraging the synergies across technology, customers and supply chains to deliver more competitive system solutions, positioning themselves for strategic growth across the expansive “physical AI” opportunity.

ANALYSIS OF THE GLOBAL AUTOMOTIVE INTELLIGENCE SOLUTION INDUSTRY

Analysis of the Global Intelligent Cockpit Solution Industry

Overview of the Global Intelligent Cockpit Solution Market

An intelligent cockpit refers to an intelligentised in-vehicle cockpit system integrated within the vehicle cockpit, with the cockpit domain controller (“CDC”) serving as the core computing platform. It incorporates a suite of functional modules, including multi-screen display, intelligent voice interaction, head-up display (“HUD”) and in-vehicle infotainment (“IVI”) systems, to achieve a high degree of human-vehicle-cloud connectivity and synergy. In contrast to traditional discrete automotive electronics systems, intelligent cockpit systems integrate multiple functions through a software-defined approach, significantly enhancing the human-vehicle interaction experience and supporting continuous iterative upgrades via OTA technology. By product category, intelligent cockpit solutions are principally classified into four segments: intelligent cockpit domain controller, intelligent cockpit display, intelligent cockpit interaction, and other software and hardware.

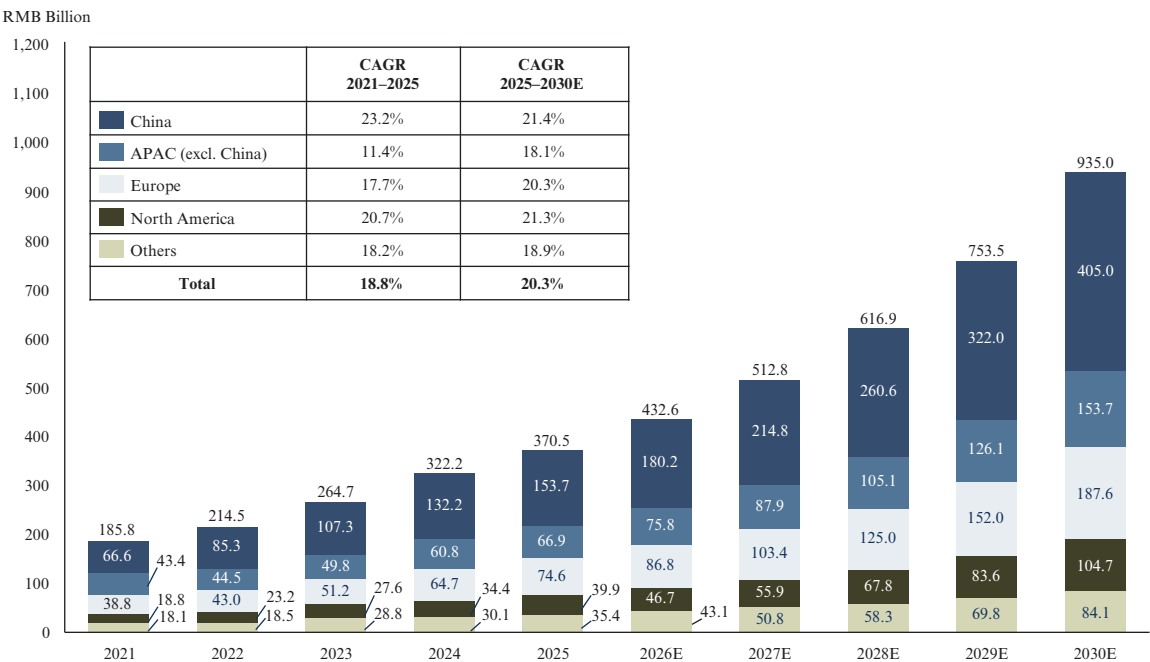
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Market Size of the Global Intelligent Cockpit Solution Industry

Driven by the continued deepening of the global automotive intelligentization and electrification wave and the accelerating adoption of intelligent cockpit capabilities as standard configurations by automotive companies, the global intelligent cockpit solution market has sustained robust growth. The global intelligent cockpit solution market grew from RMB185.8 billion in 2021 to RMB370.5 billion in 2025, representing a CAGR of 18.8%. During the forecast period, the global intelligent cockpit solution market is projected to grow further to RMB935.0 billion by 2030, representing a CAGR of 20.3% from 2025 to 2030. The sustained expansion of the global intelligent cockpit solution market is primarily attributable to the rapid escalation of consumer demand for intelligent in-cabin interactive experiences, the continued strategic investment by automotive companies in intelligent cockpit capabilities as a core lever for brand premium, and the accelerating penetration of domain controllers driven by declining costs of high-performance cockpit system-on-chips (“SoCs”).

From a regional perspective, China is the largest and fastest-growing intelligent cockpit solution market globally, accounting for approximately 41.5% of total global market size in 2025. The Asia Pacific (excluding China), European and North American markets have also maintained steady growth, benefiting respectively from increased intelligentization and electrification investment by Japanese and Korean automotive companies, intensifying competition among European premium automotive brands on cockpit experience, and the incremental demand generated by the continued rise in EV(s) penetration in the North American market.

Market Size of Intelligent Cockpit Solution (in terms of revenue, by regions), Global, 2021–2030E



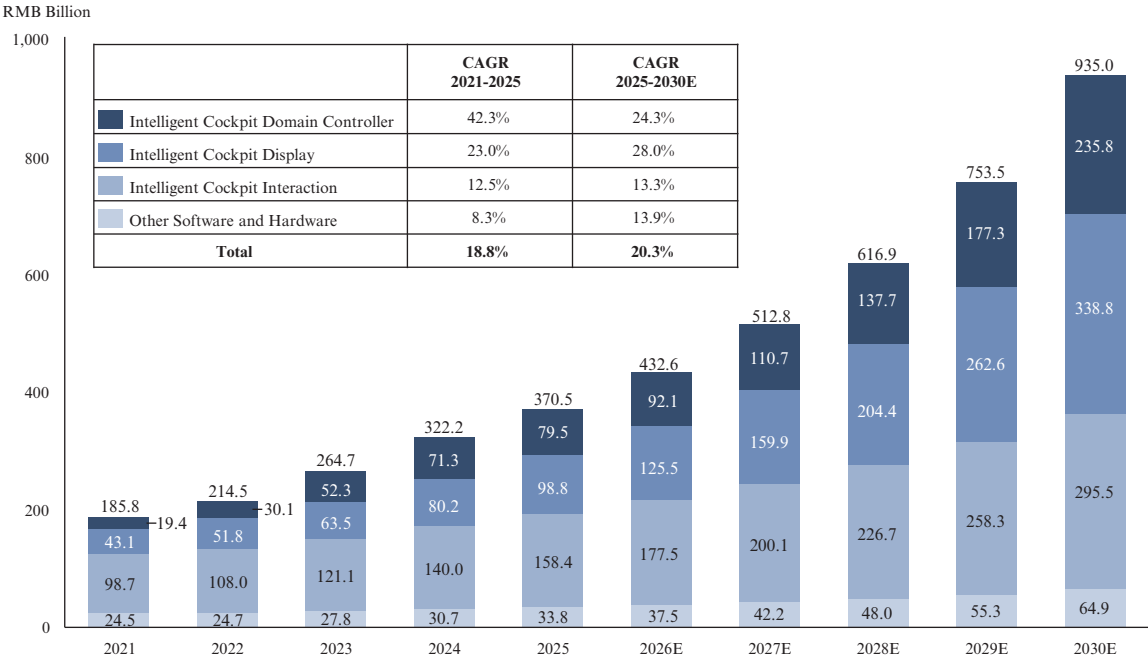
Source: Frost & Sullivan

From a product mix perspective, intelligent cockpit domain controllers represent the fastest-growing segment within the global intelligent cockpit solution market. The global intelligent cockpit domain controller market grew from RMB19.4 billion in 2021 to RMB79.5 billion in 2025, representing a CAGR of 42.3%. It is projected to grow further to RMB235.8 billion by 2030, representing a CAGR of 24.3% from 2025 to 2030. The rapid growth of the domain controller market is primarily attributable to the accelerating transition of automotive E/E architectures towards domain-centralized configurations, the industry-wide shift towards single

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high-performance SoCs replacing multiple discrete ECUs, and the accelerating push by Tier-1 suppliers towards platformised volume production of domain controllers. The global intelligent cockpit display system market grew from RMB43.2 billion in 2021 to RMB98.7 billion in 2025, representing a CAGR of 23.0%. It is projected to grow further to RMB338.8 billion by 2030, representing a CAGR of 28.0% from 2025 to 2030.

Market Size of Intelligent Cockpit Solution (in terms of revenue, by products), Global, 2021–2030E



Source: Frost & Sullivan

Key Drivers and Development Trends in the Global Intelligent Cockpit Solution Industry

Vehicles Evolving into a “Third Living Space”, with Intelligent Cockpits Transitioning from Functional Integration to Scenario-Based Intelligent Experience Hubs. As L2+ /L3 autonomous driving capabilities become increasingly prevalent, the concept of the in-vehicle “third living space” is rapidly taking shape. Consumer expectations for cockpit interaction experiences have evolved beyond basic navigation and entertainment, extending to multi-modal perception, personalized AI assistants and immersive interaction. The influence of intelligent experience on vehicle purchase decisions has surpassed driving range as the primary differentiating dimension in the premium EV(s) market. The rapid deployment of large language models and on-device AI is further accelerating the evolution of in-vehicle AI agent from “command-responsive” to “proactively perceptive” systems, sustaining strong consumer demand for advanced intelligent cockpits. Centered on the end-to-end journey experience, intelligent cockpits are integrating mobility planning, entertainment content, health monitoring and home control across multiple scenarios to establish a closed-loop “automotive lifestyle” ecosystem.

Software-Defined Cockpit Emerging as the Core Architectural Paradigm of the Industry. The software-defined cockpit (“SDC”) is emerging as the core direction of architectural evolution across the industry. Under the SDC architecture, cockpit hardware is highly standardized, with all functional differentiation delivered through the software layer. Automotive companies continuously iterate user experiences via OTA updates, enabling a business model transition towards “one-time hardware sale, ongoing software subscription”. The strategic importance of operating systems and software middleware continues to rise, becoming core assets through which suppliers establish differentiated competitive barriers.

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Centralisation of Domain Controllers and Cockpit-Driving Integration Accelerating Cross-Domain Computing Synergy. The consolidation of computing resources across the cockpit domain and the intelligent driving domain, commonly referred to as “cockpit-driving integration”, represents one of the most disruptive architectural evolution trends in the industry today. By integrating cockpit SoCs and intelligent driving computing chips onto a unified central computing platform, automotive companies can significantly reduce hardware costs, simplify wiring complexity and enhance system-level synergy. Realizing this trend demands that suppliers possess system integration capabilities across both domains simultaneously, further raising the barriers to entry across the industry.

Intelligent Cockpit Converging with the Extra-Vehicular Ecosystem to Establish a “Vehicle-Cloud-Home-City” Data Closed Loop. The value perimeter of the intelligent cockpit is extending beyond the vehicle. Through deep connectivity with smartphones, smart home systems, urban traffic infrastructure and cloud service platforms, the cockpit is becoming one of the core gateways to users’ digital lives. Automotive companies and Tier-1 suppliers are actively developing vehicle-cloud synergy architectures, leveraging the continuous accumulation of driving and passenger behavior data to drive iterative optimisation of AI models, creating a “data flywheel” effect that further reinforces the competitive moats of leading platforms.

Competitive Landscape of the Global Intelligent Cockpit Domain Controller Industry

In 2025, the Company ranked first in the global intelligent cockpit domain controller market, with a market share of 8.4%, and ranked first in the China intelligent cockpit domain controller market, with a market share of 17.9%.

Ranking of Intelligent Cockpit Domain Controller Providers by Revenue, Global, 2025 **Ranking of Intelligent Cockpit Domain Controller Providers by Revenue, China, 2025**

Rank	Company Name	Revenue (RMB Billion)	Market Share	Rank	Company Name	Revenue (RMB Billion)	Market Share
1. . .	The Company	6.7	8.4%	1. . .	The Company	6.7	17.9%
2. . .	Company A ⁽¹⁾	6.5	8.2%	2. . .	Company E ⁽⁵⁾	3.0	8.1%
3. . .	Company B ⁽²⁾	6.1	7.7%	3. . .	Company F ⁽⁶⁾	2.5	6.6%
4. . .	Company C ⁽³⁾	5.1	6.4%	4. . .	Company B	2.4	6.4%
5. . .	Company D ⁽⁴⁾	3.0	3.8%	5. . .	Company G ⁽⁷⁾	1.5	4.0%

Note:

- (1) Company A: The company was founded in 1886, and is headquartered in Stuttgart, Germany, the company operates across automotive technology, industrial technology, consumer goods, and energy, with full-stack R&D capabilities in automotive intelligence.
- (2) Company B: The company was founded in 2016, and is headquartered in Ningbo, China, its business covers multiple areas including intelligent cockpit, intelligent driving, intelligent cloud, and software services.
- (3) Company C: The company was founded in 1999, and is headquartered in Dublin, Ireland, the company provides advanced E/E architectures, signal and power solutions for the automotive industry.
- (4) Company D: The company was founded in 2000, and is headquartered in Michigan, USA, the company focuses on the R&D and manufacturing of smart cockpit domain controllers, digital instrument clusters, and infotainment systems.
- (5) Company E: The company was founded in 2009, and is headquartered in Shanghai, China, as a smart cockpit solutions provider, the company has R&D centers in Nanjing, Dalian, Shenyang, Shenzhen, Wuhan, Changchun, and production bases in Xiamen and Liuzhou.
- (6) Company F: The company was founded in 1993, and is headquartered in Huizhou, China, the company specializes in automotive intelligence (intelligent cockpit, assisted driving) and lightweighting (precision die-casting), with products including in-vehicle infotainment systems, LCD instrument clusters, and HUD.
- (7) Company G: The company was founded in 2018, and is headquartered in Beijing, China, the company focuses on software R&D for automotive intelligence and connectivity

Source: Company Reports, Frost & Sullivan

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In 2025, the Company ranked first in the China intelligent cockpit display market, with a market share of 16.2%.

Analysis of the Global Intelligent Driving Solution Industry

Overview of the Global Intelligent Driving Solution Market

Intelligent driving refers to a technological system that utilizes advanced sensors, on-board computing platforms, control algorithms and vehicle-to-everything (“V2X”) connectivity technologies to achieve environmental perception, decision-making and planning, and automated vehicle control, with a view to enhancing driving safety, comfort and efficiency. Intelligent driving is conventionally classified into five levels of automation from L1 to L5: L1 and L2 represent advanced driver-assistance driving (ADAS), providing individual or partial functions such as lane keeping and cruise control; L3 represents conditional automation, enabling autonomous vehicle control in defined scenarios; L4 represents high automation, whereby the vehicle assumes full control of driving tasks within a geofenced environment; and L5 represents full automation, enabling completely driverless mobility.

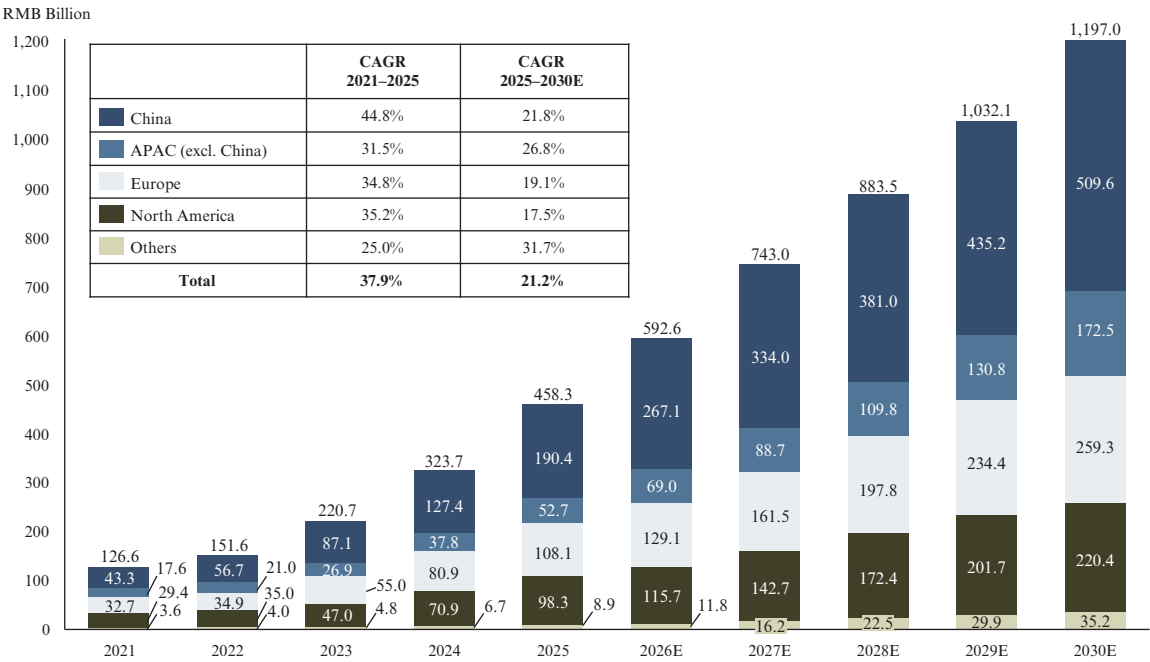
The technology development pathway has followed a progressive evolution, from upgrades to perception hardware and algorithm optimisation, through to vehicle domain controllers and vehicle-road collaboration. In the early phase, ADAS capabilities anchored by radar and cameras established the foundation for intelligent driving. In the intermediate phase, the introduction of domain controllers and high-performance on-board computing platforms enabled multi-sensor fusion, deep learning algorithms and real-time decision-making. Looking ahead, intelligent driving will continue to evolve towards L4/L5 through the convergence of vehicle-to-everything (“V2X”), high-definition mapping, AI-based planning and cloud computing, ultimately achieving fully autonomous mobility across all scenarios and driving the comprehensive intelligentization and electrification of transportation systems.

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Market Size of Global Intelligent Driving Solution Industry

The global intelligent driving solution market grew from RMB126.6 billion in 2021 to RMB458.3 billion in 2025 and is projected to reach RMB1,197.0 billion by 2030. China has maintained a dominant position throughout, with its market growing from RMB43.3 billion in 2021 to RMB190.4 billion in 2025, and projected to reach RMB509.6 billion by 2030, representing more than a tenfold expansion over the decade, cementing its position as the core engine driving global market growth.

Market Size of Intelligent Driving Solution (in terms of revenue, by regions), Global, 2021–2030E

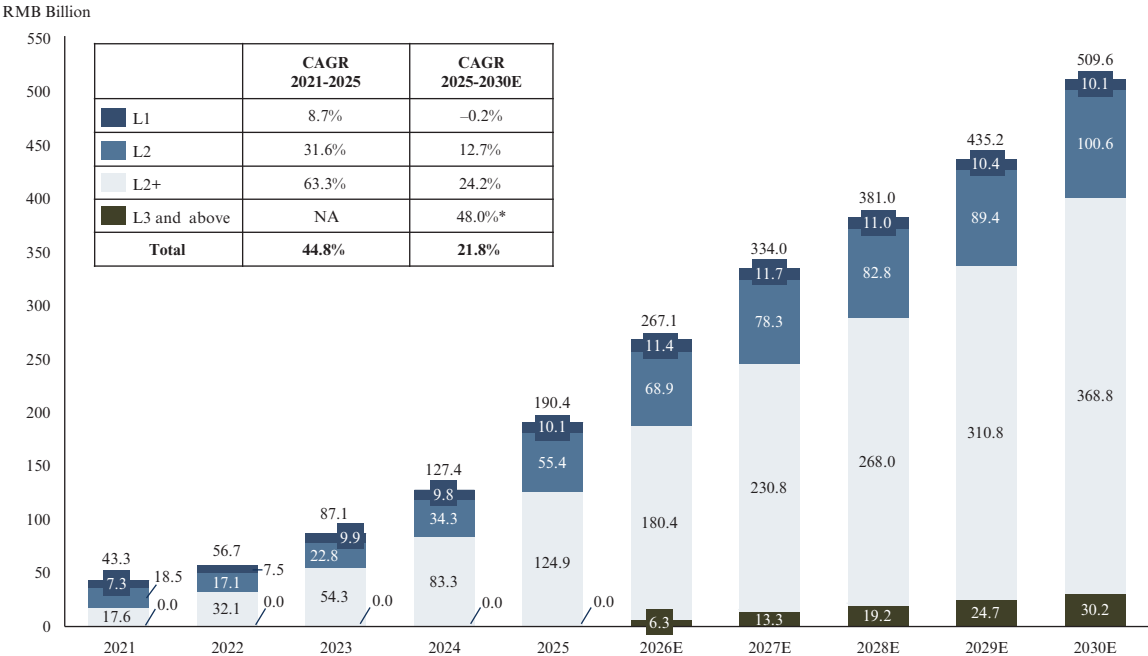


Note: Figures relate to intelligent driving solutions for passenger vehicles only.
Source: Frost & Sullivan

In terms of autonomous driving levels, the China intelligent driving solution market is accelerating its transition towards higher levels of autonomy. L2+ assisted driving solutions grew from RMB17.6 billion in 2021 to RMB124.9 billion in 2025, representing a CAGR of 63.3%, and are projected to reach RMB368.8 billion by 2030. As technological innovation continues to advance and the policy environment progressively matures, L3 and above autonomous driving solutions are expected to commence gradual commercialisation from 2026, reaching approximately RMB30.2 billion by 2030.

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Market Size of Intelligent Driving Solution (in terms of revenue, by intelligent driving level), China, 2021–2030E



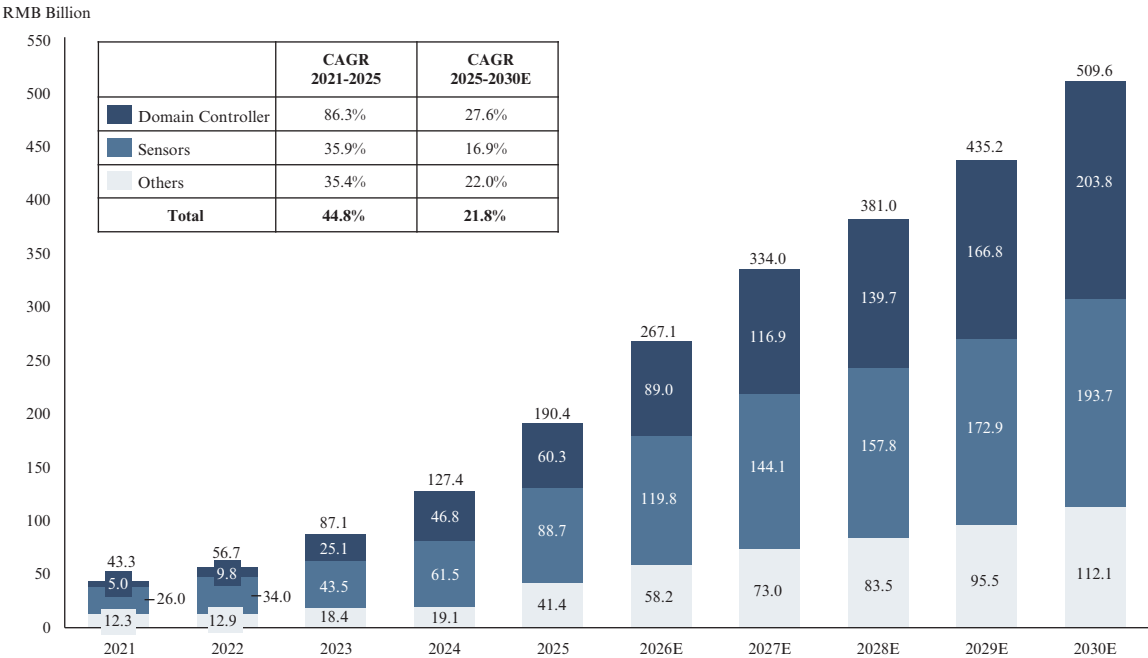
* CAGR 2026–2030E

Source: Ministry of Industry and Information Technology (MIIT), Frost & Sullivan

In terms of product type, intelligent driving domain controllers have recorded the most pronounced growth, expanding from RMB5.0 billion in 2021 to RMB60.3 billion in 2025, and projected to reach RMB203.8 billion by 2030, making it the largest segment within the market. The strong growth of domain controllers reflects the accelerating transition of intelligent driving architectures from distributed control towards centralized integration. This architectural shift not only substantially reduces vehicle wiring harness costs and communication latency, but also establishes the hardware foundation for subsequent OTA remote upgrades and higher levels of autonomous driving functionality. The rapid expansion of domain controllers’ market share signals that the industry has moved beyond the simple aggregation of individual functions, entering a new phase defined by the pursuit of computing centralisation, hardware-software decoupling and software-defined vehicles.

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Market Size of Intelligent Driving Solution (in terms of revenue, by products), China, 2021–2030E



Source: Ministry of Industry and Information Technology (MIIT), Frost & Sullivan

Key Drivers and Development Trends in the Global Intelligent Driving Solution Industry

Continuous Enhancement of On-Board Computing Power Consolidating the Technological Foundation for Intelligent Driving. As intelligent driving capabilities evolve from L2 towards L3 and above, the volume of data requiring processing grows exponentially. Traditional distributed ECU architectures are no longer able to meet the demands of real-time perception, decision-making and control, driving automotive companies to transition towards domain controller architectures powered by high-performance computing chips. As the central computing hub, domain controllers consolidate the processing of multi-sensor data and execute complex algorithms; their computing performance directly determines the ceiling of a vehicle’s intelligent driving capabilities, making them the core enabler of technological advancement.

Maturing Regulatory Frameworks and Growing Consumer Confidence Accelerating the Proliferation of Advanced Autonomous Driving. Major markets globally are accelerating the development and refinement of intelligent driving regulations. The legal operation of L3 conditional autonomous driving has been pioneered in Germany and Japan, whilst China has progressively opened pilot programs for advanced autonomous driving. Regulatory clarity has removed barriers to the commercialisation of advanced functionalities, whilst rising consumer trust in and acceptance of safety and intelligent driving experiences is directly stimulating market demand for vehicles equipped with advanced autonomous driving capabilities. As a core hardware component for achieving regulatory certification and safety redundancy, the adoption rate of domain controllers is rising in tandem with the increasing penetration of advanced autonomous driving.

Domain Controllers as the Algorithmic Hub Further Supporting the Evolution of On-Board AI. Intelligent driving technology is transitioning from a “perception-driven” paradigm, historically reliant on manually defined rules and multi-sensor signal fusion, towards an “AI large model decision-making” paradigm anchored by data-driven and end-to-end algorithms. As the central computing hub of the vehicle, domain controllers underpin the rapid advancement of on-board AI capabilities.

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“Mass Adoption of Advanced Autonomous Driving” Driving Mass-Market Adoption and Spurring Demand for Cost-Effective Domain Controller Solutions. Advanced intelligent driving functionalities are rapidly penetrating from premium vehicle segments into the mainstream market, with the “democratization of advanced autonomous driving” emerging as a core driver of industry-wide mass adoption. Developing domain controller solutions that deliver both high performance and low cost has become critical to advancing autonomous driving accessibility. This trend demands that domain controller suppliers continuously optimize costs, enhance integration levels and introduce scalable, configurable platform-based solutions, all whilst maintaining functional safety standards, in order to meet the customized requirements of vehicle models across different price segments.

Competitive Landscape of the Global Intelligent Driving Solution Industry

In 2025, the Company ranked first among all third-party suppliers in both the global and China intelligent driving domain controller markets, with market shares of 8.8% and 21.2%, respectively.

Ranking of Intelligent Driving Domain Controller Third-party Providers by Revenue, Global, 2025

Rank	Company Name	Revenue (RMB Billion)	Market Share
1. . .	The Company	7.7	8.8%
2. . .	Company H ⁽²⁾	7.4	8.5%
3. . .	Company A	6.8	7.8%
4. . .	Company I ⁽³⁾	6.1	7.0%
5. . .	Company J ⁽⁴⁾	6.0	6.9%

Ranking of Intelligent Driving Domain Controller Third-party Providers by Revenue, China, 2025

Rank	Company Name	Revenue (RMB Billion)	Market Share
1. . .	The Company	7.7	21.2%
2. . .	Company H	7.4	20.4%
3. . .	Company K ⁽⁵⁾	2.0	5.6%
4. . .	Company L ⁽⁶⁾	1.2	3.2%
5. . .	Company M ⁽⁷⁾	0.9	2.5%

Note:

- (1) Third-party providers refer to companies excluding automotive companies, which produce intelligent domain controllers in-house.
- (2) Company H: The company was founded in 1987, and is headquartered in Shenzhen, China, specializing in the R&D and manufacturing of information and communication technology (ICT) infrastructure, intelligent terminals, and intelligent automotive solutions (covering intelligent driving, smart cockpit, intelligent connectivity, and smart electric systems).
- (3) Company I: The company was founded in 1923, and is headquartered in France, specializing in the R&D and manufacturing of products such as Comfort and Driving Assistance Systems, Powertrain Systems, Thermal Systems, and Visibility Systems.
- (4) Company J: The company was founded in 1949, and is headquartered in Kariya City, Aichi Prefecture, Japan, specializing in providing advanced automotive technologies, systems, and components to global automobile manufacturers.
- (5) Company K: The company was founded in 2001, and is headquartered in Hangzhou, Zhejiang, China, specializing in the R&D and manufacturing of intelligent IoT solutions, machine vision, and automotive electronics (including onboard cameras, radars, and vehicle domain controllers for intelligent driving applications).
- (6) Company L: The company was founded in 2016, and is headquartered in Shenzhen, China, specializing in the R&D and manufacturing of intelligent driving systems and solutions, particularly integrated driving and parking high-level autonomous driving systems.
- (7) Company M: The company was founded in 2016, and is headquartered in Jiaxing, Zhejiang, China, specializing in the R&D and manufacturing of ADAS and integrated driving-parking-cockpit intelligent driving solutions.

Source: Company Reports, Frost & Sullivan

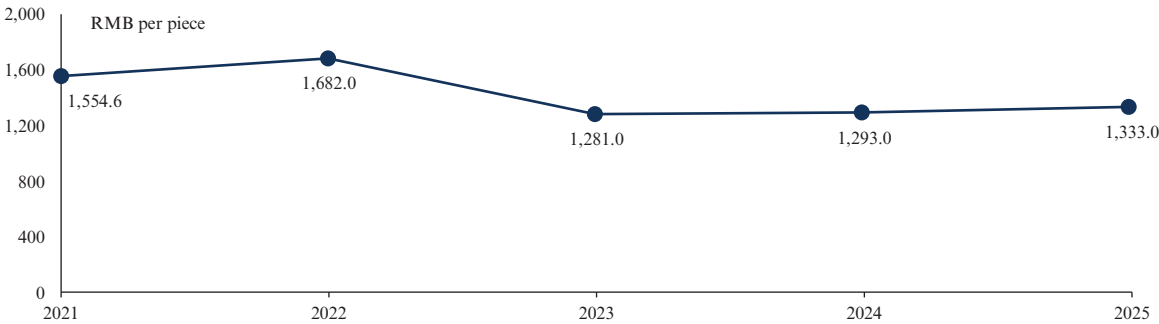
Analysis of Key Raw Material Prices in the Intelligent Automotive Solution Industry

Raw material prices in the intelligent automotive solution industry have exhibited pronounced cyclical fluctuation characteristics. Taking intelligent cockpit SoCs as an illustration, from 2021 to 2022, automotive-grade SoC chips experienced a degree of supply tightness arising from the combined effect of insufficient global semiconductor wafer production capacity and stronger-than-expected recovery in automotive market demand, resulting in upward pressure on

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procurement prices. From 2023 onwards, as global wafer foundry capacity was progressively released and supply chain inventory levels normalized, the supply constraints on raw materials eased, and intelligent cockpit SoC prices began to decline, gradually returning to normalized levels.

Average Price of Mainstream Intelligent Cockpit SoCs, Global, 2021–2025



Source: Frost & Sullivan

Entry Barriers of the Global Intelligent Automotive Solution Industry

Technological Innovation Capability Barrier

Intelligent automotive solutions are underpinned by high-performance computing, complex algorithms and multi-sensor fusion technologies, which place exceptionally demanding requirements on research and development capabilities. Enterprises must not only sustain continuous innovation across core domains including intelligent driving, intelligent cockpit and intelligent connected vehicles, but must also build long-term technological accumulation in software architecture, data processing, system security and OTA upgrades. New entrants lacking proprietary research and development capabilities will struggle to meet automotive companies’ stringent requirements for high reliability, low latency and scalability, giving rise to a significant technological barrier to entry.

Customer Resource Barrier

The business model of intelligent automotive solutions is heavily dependent on automotive company orders and long-term cooperative relationships. Core customer resources encompass automotive company research and development departments, procurement systems and decision-making chains, and obtaining vehicle manufacturer certification and establishing collaborative relationships typically requires years of accumulated engagement. Without an established customer network, new entrants face considerable difficulty in securing large-scale project opportunities, whilst simultaneously confronting pricing pressure and technical validation requirements.

Supply Chain Management Barrier

Intelligent vehicle systems involve a complex supply chain spanning chips, sensors, actuators and software platforms. Effective supply chain management capabilities, encompassing component procurement, logistics, quality control and risk management, directly bear on delivery timelines and system reliability. For new entrants, the absence of mature supply chain coordination and cost control capabilities may result in delivery delays, product instability or excessive costs, constituting a substantive operational barrier.

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Talent and Team Barrier

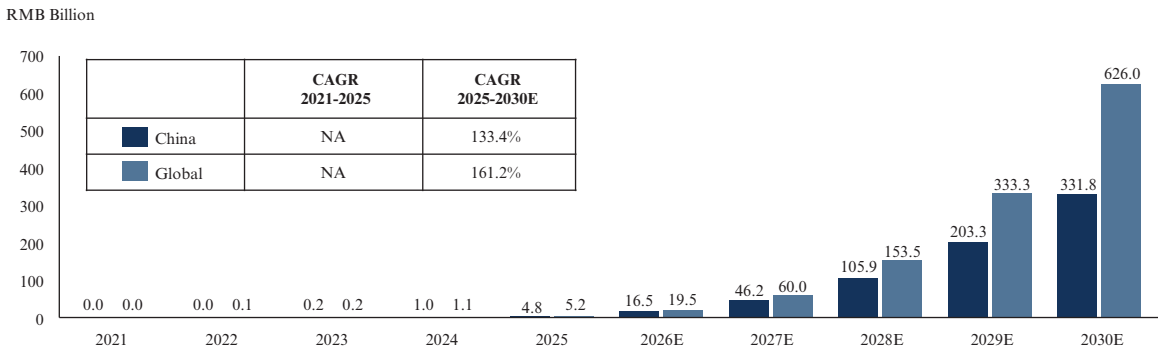
The research and development, integration and deployment of intelligent automotive solutions require high-caliber cross-disciplinary talent, including algorithm engineers, embedded software developers, systems architects and functional safety specialists. The depth of talent reserves not only determines the pace of technological innovation but also directly influences project execution capability.

ANALYSIS OF THE GLOBAL ROBOVAN INDUSTRY AND INTELLIGENT ROBOTICS INDUSTRY

Analysis of the Global Robovan Industry

Revenue generated by enterprises in the robovan market is primarily derived from the commercial operation of unmanned delivery vehicles, technology licensing, and associated hardware and software solutions. As the demands placed on urban logistics in terms of efficiency, cost and safety continue to intensify, and as autonomous driving technology progressively matures, the global and China robovan markets are exhibiting a trajectory of rapid expansion. The global robovan market is projected to grow substantially from RMB5.2 billion in 2025 to RMB626.0 billion in 2030, representing a CAGR of 161.2% over the period. The China market is projected to grow from RMB4.8 billion in 2025 to RMB331.8 billion in 2030, representing a projected CAGR of 133.4% over the period.

**Market Size of Robovan (in terms of revenue),
Global and China, 2021–2030E**



Source: Frost & Sullivan

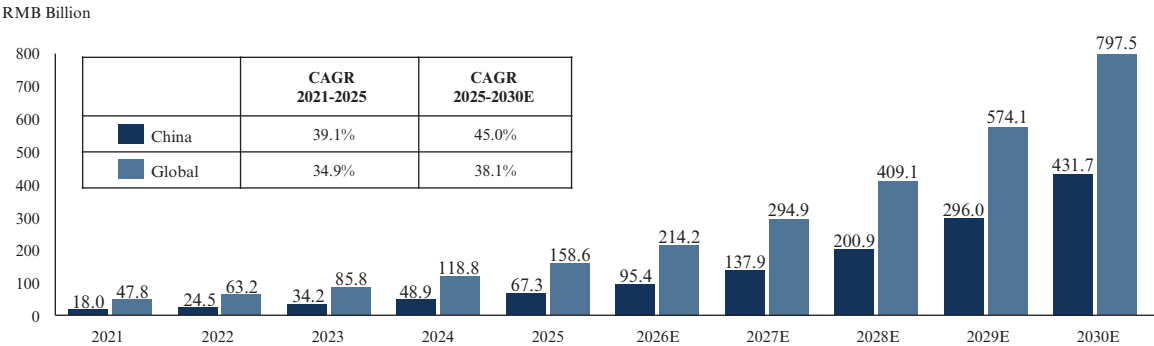
Analysis of the Global Intelligent Robotics Industry

Intelligent robots are robotic systems that integrate perception, decision-making and actuation capabilities, enabling them to autonomously understand their environment, exercise judgment and complete tasks to a meaningful degree. Intelligent robots typically incorporate artificial intelligence technologies to achieve “active adaptation”, giving rise to a broad spectrum of applications including industrial intelligent robots, collaborative robots, service robots, humanoid robots and logistics robots.

The global intelligent robotics market is projected to grow substantially from RMB158.6 billion in 2025 to RMB797.5 billion in 2030, representing a CAGR of 38.1% over the period. The China market is projected to grow from RMB67.3 billion in 2025 to RMB431.7 billion in 2030, representing a projected CAGR of 45.0% over the period.

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Market Size of Intelligent Robotics (in terms of revenue), Global and China, 2021–2030E



Source: International Federation of Robotics (IFR), Frost & Sullivan

SOURCE OF INFORMATION

We commissioned Frost & Sullivan to conduct market research on global intelligent automotive solution and prepare the Frost & Sullivan Report. Frost & Sullivan is an independent global consulting firm founded in 1961 in New York that offers industry research and market strategies. We have contracted to pay RMB500,000 to Frost & Sullivan for compiling the Frost & Sullivan Report.

In preparing the Frost & Sullivan Report, Frost & Sullivan conducted detailed primary research which involved discussing the status of the industry with certain leading industry participants and conducting interviews with relevant parties. Frost & Sullivan also conducted secondary research which involved reviewing company reports, independent research reports and data based on its own research database. Frost & Sullivan obtained the figures for the estimated total market size from historical data analysis plotted against macroeconomic data as well as considered the above-mentioned industry key drivers. Its market engineering forecasting methodology integrates several forecasting techniques with the market engineering measurement-based system and relies on the expertise of the analyst team in integrating the critical market elements investigated during the research phase of the project. These elements primarily include expert-opinion forecasting methodology, integration of market drivers and restraints, integration with the market challenges, integration of the market engineering measurement trends and integration of econometric variables.

The Frost & Sullivan Report is compiled based on the following assumptions: (i) the social, economic and political environment of the globe and Chinese mainland is likely to remain stable in the forecast period; and (ii) related industry key drivers are likely to drive the market in the forecast period.