

INDUSTRY OVERVIEW

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OVERVIEW OF DOMAIN-CONTROLLED ELECTRIC DRIVE SOLUTION INDUSTRY

Evolution of Global Intelligent Era

The world is entering an industrial transformation driven by intelligence, with rapid development of new energy vehicles (NEVs), artificial intelligence (AI) infrastructure, and embodied intelligence. Electrification plays a crucial role in the commercialization of various intelligent functions, hardware, and algorithms, and its strategic significance in the intelligent era continues to grow. As the waves of industrial transformation in NEVs, AI infrastructure and embodied intelligence emerge and converge, electrification and intelligence jointly shape the core trajectory and ecosystem of the global intelligent era.

Automotive electrification evolution

The automotive industry is undergoing a structural transition from internal combustion propulsion to electrification, driven by ongoing technological advancements and increasing demand for efficient and low-carbon mobility. This transition accelerates the replacement of conventional mechanical transmission systems with electrified systems and components. Electric drive systems and power supply systems emerge as the core components of new energy vehicles, playing a critical role in determining a vehicle’s driving range, performance, and stability.

Artificial intelligence acceleration

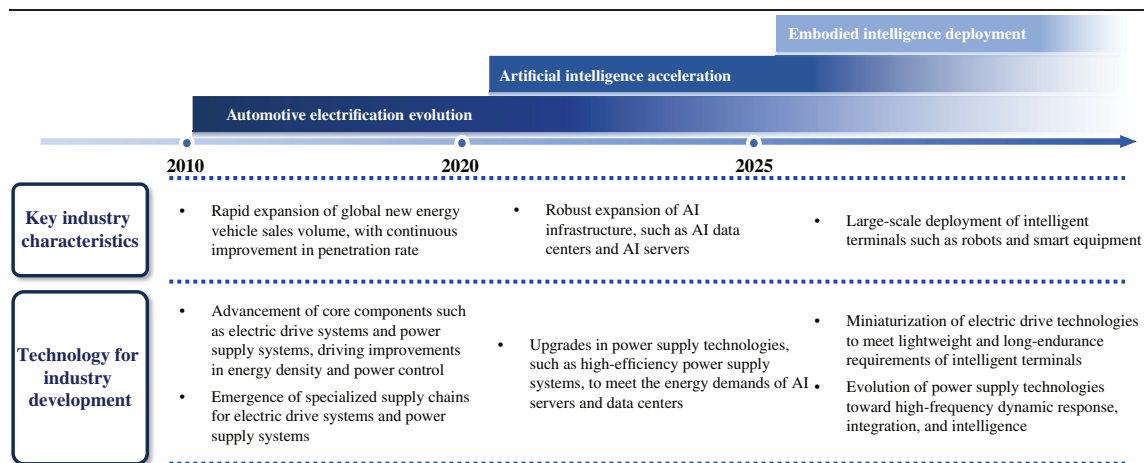
Breakthroughs and large-scale deployment of artificial intelligence technologies are driving rapid growth in computing demand, accelerating the build-out and upgrade cycles of AI infrastructure such as Artificial Intelligence Data Center (AIDC) clusters and AI servers. The high-density deployment and continuous operation of AI infrastructure increase requirements for the efficiency, reliability, and adaptability of energy supply, driving growing demand for high-performance AIDC power supply systems.

Embodied intelligence deployment

The emergence of embodied intelligence is driving the accelerated adoption of intelligent terminals, such as robots and smart equipment across diverse applications, including industrial production, urban governance, and consumer services. High-performance electric drive and power supply systems are critical to embodied intelligent terminals, supporting precise motion control, stable operation, and efficient energy management.

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Evolution of Global Intelligent Era



Source: CIC

Domain-Controlled Electric Drive Solutions as Core Components of Energy Management and Motion Control

Domain-controlled electric drive solutions, comprising electric drive systems and power supply systems, serve as core components for energy management and motion control. These solutions are underpinned by power electronics, electric motor systems, thermal management, and system integration technologies. Among these, power electronics technologies enable flexible control of energy flow, voltage, and power, while electric motor technologies facilitate efficient conversion of electrical energy into mechanical power. Combined with thermal management and system integration technologies, these capabilities realize coordinated management and optimization of electrical, magnetic, mechanical, and energy systems, ensuring efficient energy conversion, precise power transmission, thermal stability, and reliable system operation. Additionally, advanced technologies such as 800V high-voltage direct current (HVDC) architecture and drive-control integration further empower the precise control of power electronics and improve the adaptability of the electric motor under dynamic operating conditions. As a result, domain-controlled electric drive solutions have become critical energy management components across the automotive electrification, AI infrastructure, and embodied intelligence sectors.

ANALYSIS OF GLOBAL NEV DOMAIN-CONTROLLED ELECTRIC DRIVE SOLUTION INDUSTRY

Overview of NEV Domain-Controlled Electric Drive Solutions

NEV domain-controlled electric drive solutions include NEV domain-controlled x-in-one electric drive solutions, three-in-one electric drive solutions, two-in-one electric drive solutions, and non-integrated electric drive solutions. NEV domain-controlled x-in-one electric drive solutions refer to architectures mainly comprising electric drive systems, power supply systems and other components. The electric drive systems, centered on electric motors, motor control units (MCU), and reducers, enable efficient conversion and control of electrical and mechanical energy. The power supply systems, consisting of on-board chargers (OBC), DC/DC converters, and power distribution units (PDU), are responsible for energy storage, conversion, distribution, and management.

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Development Stages of Global NEV Domain-Controlled Electric Drive Solution Industry

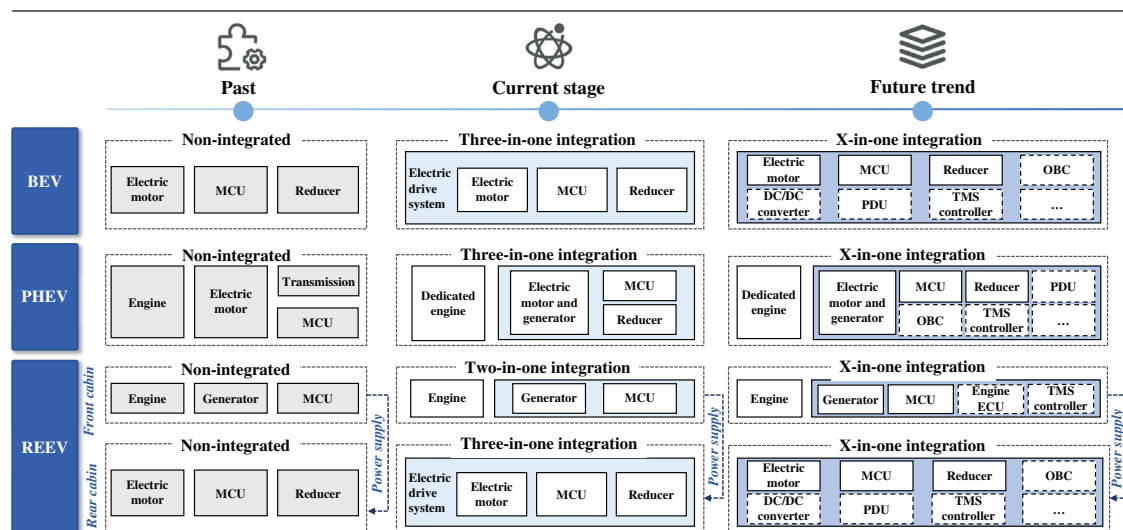
With car owners’ growing demand for longer driving range, enhanced performance and optimized cabin space, traditional non-integrated electric drive solutions, characterized by dispersed components, numerous interfaces and long wiring paths, are increasingly constrained by inefficiencies, high costs and reliability issues, and are unable to meet the growing requirements of NEVs. As a result, domain-controlled electric drive solutions are continuously evolving from non-integrated solutions to highly integrated solutions. Different energy types require differentiated solutions, depending on factors such as power source, drive architecture, and vehicle layout. Currently, Battery Electric Vehicles (BEVs) and Plug-in Hybrid Electric Vehicles (PHEVs) primarily adopt three-in-one electric drive solutions, while Range-Extended Electric Vehicles (REEVs) typically use a combination of two-in-one electric drive solutions in the front cabin and three-in-one electric drive solutions in the rear cabin. Looking ahead, domain-controlled electric drive solutions for BEVs, PHEVs, and REEVs are expected to gradually evolve toward more advanced x-in-one integration.

BEVs rely solely on battery power and are driven entirely by electric motors. Three-in-one electric drive solutions integrate the electric motor, reducer, and MCU into a single unit, effectively reducing size, weight, and energy loss, while simplifying assembly and lowering costs. Therefore, three-in-one electric drive solutions have become the mainstream choice for balancing efficiency, cost, and space. As integration extends to power supply system components and thermal management system (TMS) controllers, domain-controlled electric drive solutions are evolving towards domain-controlled x-in-one electric drive solutions.

PHEVs must balance both electric and gasoline power sources, with low-speed driving by the electric drive systems and high-speed driving by engines. Traditional transmissions are unable to efficiently coordinate dual power sources. In contrast, three-in-one electric drive solutions allow flexible switching among electric drive, engine drive, and hybrid modes. This allows vehicles to leverage the smoothness and energy efficiency of electric drive at low speeds, while reducing energy conversion losses through engine drive at high speeds, effectively balancing energy consumption, power performance, and operational costs. Domain-controlled electric drive solutions are expected to further integrate power supply components.

For REEVs, where electric motors provide full-time drive and engines function only as generators, two-in-one electric drive solutions are adopted in the front cabin for power generation, eliminating the need for mechanical coupling between engines and drive systems. This design simplifies the structure, reduces energy loss, and optimizes space utilization. Three-in-one electric drive solutions are adopted in the rear cabin dedicated to vehicle propulsion, securing pure electric driving performance while further enhancing space efficiency. Future development is expected to focus on x-in-one integration and energy efficiency optimization, further reducing overall energy consumption.

Technology Evolution of Global NEV Domain-Controlled Electric Drive Solutions



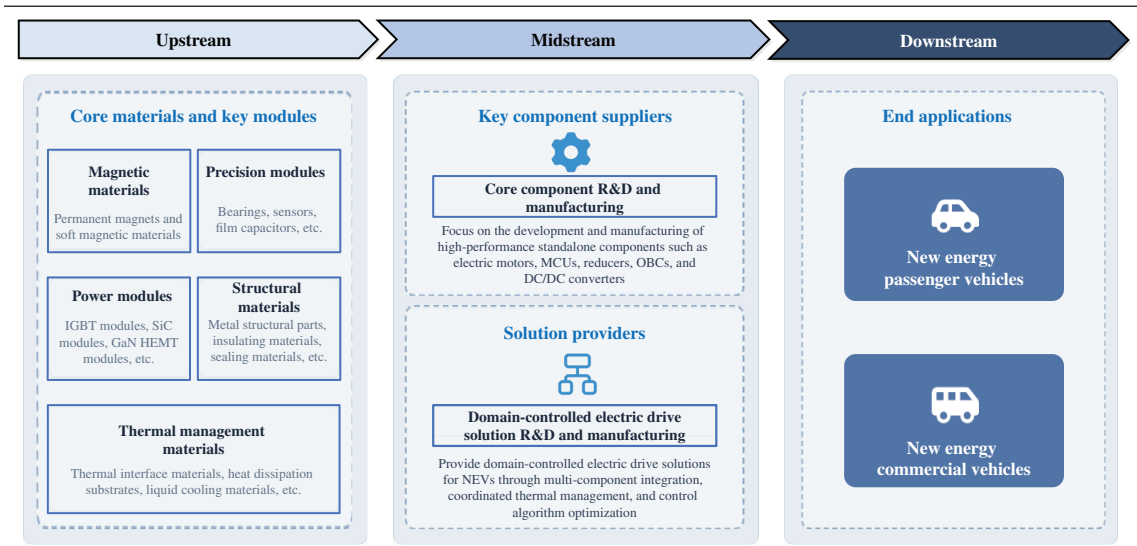
Source: CIC

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Value Chain of Global NEV Domain-Controlled Electric Drive Solution Industry

The upstream of the NEV domain-controlled electric drive solution industry consists of core materials and key modules suppliers, including magnetic materials, power modules, precision modules, structural materials, and thermal management materials. Power modules, which integrate multiple power semiconductor chips, driver circuits, and protection components into highly functional units, directly determine the power conversion efficiency and reliability of domain-controlled electric drive solutions. The midstream of the industry is divided by supplier specialization into key component suppliers and solution suppliers, and classified by supplier type into independent third-party suppliers and OEM-affiliated suppliers. The downstream primarily includes new energy passenger vehicles and commercial vehicles.

Value Chain of Global NEV Domain-Controlled Electric Drive Solution Industry



Source: CIC

Market Size of Global NEV Domain-Controlled Electric Drive Solution Industry

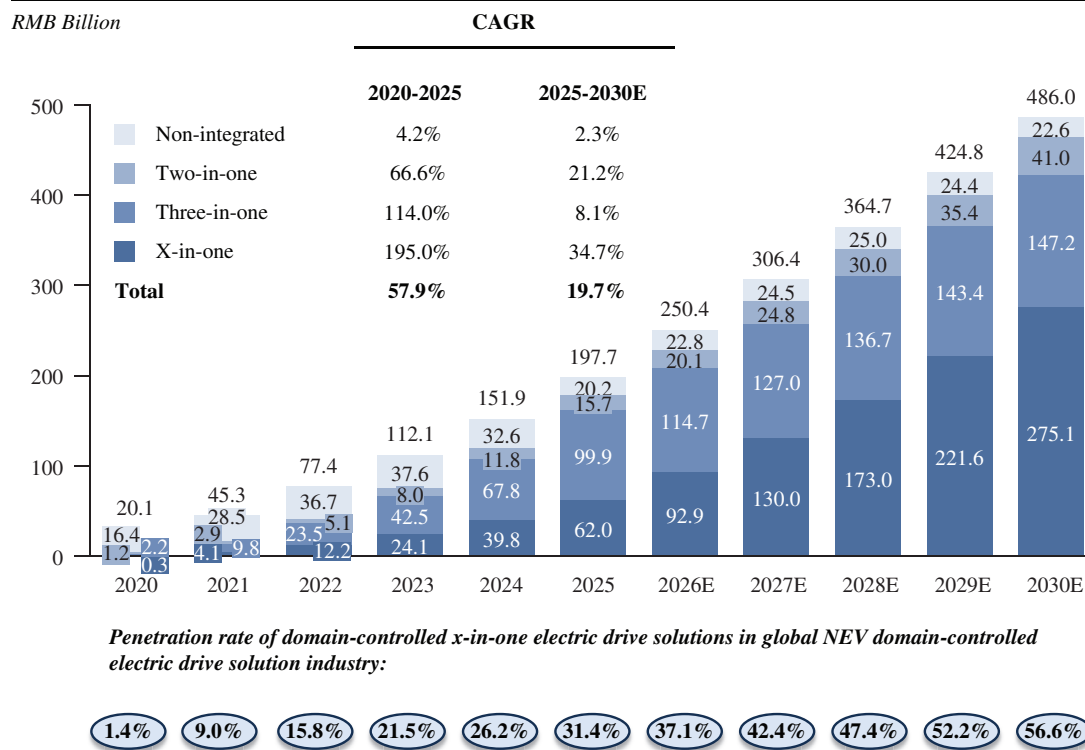
Driven by the ongoing electrification of global automotive industry, the market size of global NEV domain-controlled electric drive solution industry is projected to grow from RMB197.7 billion in 2025 to RMB486.0 billion in 2030, with a CAGR of 19.7% between 2025 and 2030.

As the global new energy vehicle industry advances towards intelligence and domain-based architectures, the demand for lightweight, integrated, and high-efficiency solutions continues to rise, accelerating the shift towards higher integration of domain-controlled electric drive solutions. Following this trend, the penetration rate of domain-controlled x-in-one electric drive solutions in global NEV domain-controlled electric drive solution industry grew rapidly, increasing from 1.4% in 2020 to 31.4% in 2025, and is expected to reach 56.6% by 2030. The market size of global NEV domain-controlled x-in-one electric drive solution industry is projected to grow from RMB62.0 billion in 2025 to RMB275.1 billion in 2030, with a CAGR of 34.7% during the period.

Meanwhile, the market for two-in-one electric drive solutions is also expanding, driven by rising REEV sales volume and growing demand for the integration of front cabin two-in-one electric drive solutions. The market size of global NEV two-in-one electric drive solution industry is expected to grow from RMB15.7 billion in 2025 to RMB41.0 billion in 2030, with a CAGR of 21.2% between 2025 and 2030.

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Market Size of Global NEV Domain-Controlled Electric Drive Solution Industry¹, in Terms of Revenue, by Integration Level, 2020-2030E



Note:

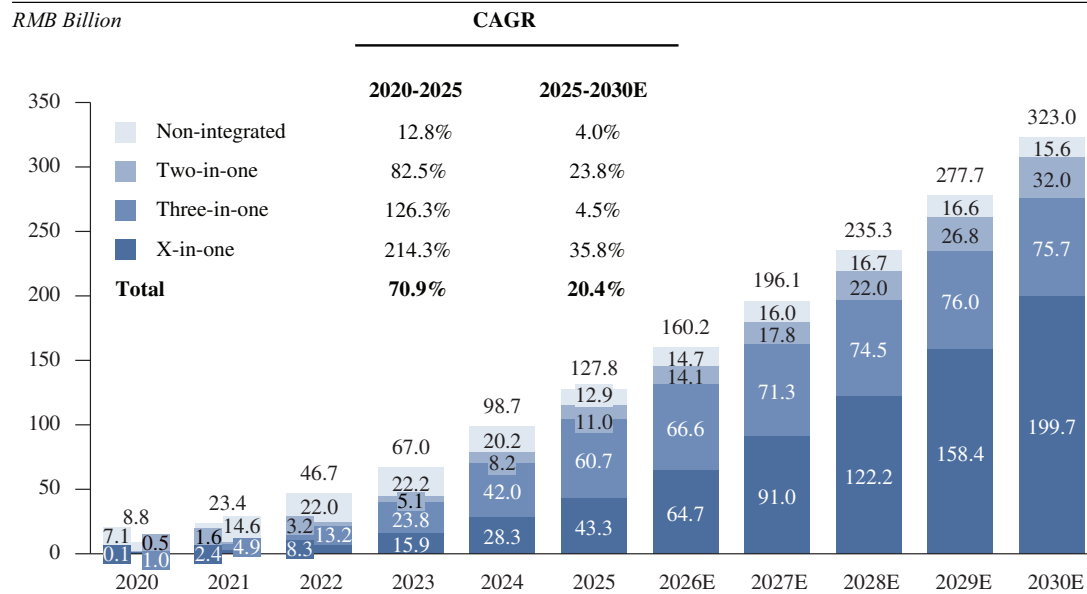
- NEV domain-controlled electric drive solutions include non-integrated electric drive solutions, two-in-one electric drive solutions, three-in-one electric drive solutions and domain-controlled x-in-one electric drive solutions. Two-in-one electric drive solution integrates the electric motor and MCU. Three-in-one electric drive solution integrates the electric motor, MCU and reducer. Domain-controlled x-in-one electric drive solution integrates the electric drive system, power supply system and other components. Numbers may not add up due to rounding.

Source: International Organization of Motor Vehicle Manufacturers, public filings of listed companies, expert interviews, industry publications, CIC

As the world's largest NEV market, China also represents the world's largest market for NEV domain-controlled electric drive solutions. The market size of China's NEV domain-controlled electric drive solution industry is projected to grow from RMB127.8 billion in 2025 to RMB323.0 billion in 2030, representing a CAGR of 20.4% between 2025 and 2030. Driven by performance improvement, cost reduction, and enhanced reliability brought by higher integration, the market size of China's NEV domain-controlled x-in-one electric drive solution industry is projected to increase from RMB43.3 billion in 2025 to RMB199.7 billion by 2030, representing a CAGR of 35.8% during the period. The penetration rate of domain-controlled x-in-one electric drive solutions in China's NEV domain-controlled electric drive solution industry stood at 33.9% in 2025 and is expected to further increase to 61.8% by 2030.

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Market Size of China’s NEV Domain-Controlled Electric Drive Solution Industry, in Terms of Revenue¹, by Integration Level, 2020-2030E



Penetration rate of domain-controlled x-in-one electric drive solutions in China’s NEV domain-controlled electric drive solution industry:



Note:

1. Numbers may not add up due to rounding.

Source: China Passenger Car Association, public filings of listed companies, expert interviews, industry publications, CIC

Key Drivers and Trends of Global NEV Domain-Controlled Electric Drive Solution Industry

- Acceleration of automotive electrification:** Policy and regulatory support, including carbon emission regulations and subsidies for NEV purchases, is accelerating automotive electrification. Sales volume of NEVs in China increased from 1.3 million units in 2020 to 16.2 million units in 2025, representing a CAGR of 64.9% during the period, with the penetration rate increasing from 5.1% in 2020 to 47.1% in 2025. By 2030, Sales volume of NEVs in China is expected to reach 34.4 million units, representing a CAGR of 16.3% between 2025 and 2030, and the penetration rate of NEVs is expected to reach 79.2% by 2030. As a result, the electrification trend is fundamentally reshaping vehicle architectures, driving strong demand for domain-controlled electric drive solutions.
- Technology innovation:** Domain-controlled electric drive solutions are rapidly evolving toward higher efficiency, integration, and performance.
 - Application of third-generation semiconductors:** Next-generation power modules based on SiC not only significantly improve electrical control efficiency and power density, but more importantly, support the implementation of 800V HVDC platforms, providing the foundation for ultra-fast charging, reduced overall vehicle energy consumption, and optimized thermal management.
 - Advancements in domain-controlled x-in-one integration technology:** Domain-controlled x-in-one electric drive solutions integrate electric motors, MCUs, reducers, and power supply systems into a single modular unit through redesigned component interfaces, consolidated housings, and optimized mechanical and electrical layouts. This integration enhances vehicle energy efficiency and reliability, enables optimized chassis packaging, reduces manufacturing costs, and addresses the growing demand for compact and efficient NEVs.

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- **High-voltage platform upgrade:** The 800V HVDC architecture has become a core technology within domain-controlled electric drive solutions, significantly reducing power transmission losses through higher system voltage. This enhancement supports ultra-fast charging, extends driving range, and improves overall vehicle performance, thereby driving market demand for advanced domain-controlled electric drive solutions.
- **Global expansion strategy:** Leading Chinese NEV domain-controlled electric drive solution suppliers leverage their technological capabilities, cost competitiveness and manufacturing expertise to closely support the global expansion of domestic OEMs, while increasing cooperation with international OEMs. To facilitate localized supporting services, optimize delivery lead times and align with global supply chain systems, the industry demonstrates a trend towards overseas capacity expansion. NEV domain-controlled electric drive solution suppliers continue to establish production facilities in key regions and build localized manufacturing and after-sales service networks, thereby further strengthening their global competitiveness.

Competitive Landscape of Global NEV Domain-Controlled Electric Drive Solution Industry

Global NEV domain-controlled electric drive solution suppliers can be categorized into independent third-party suppliers and OEM-affiliated suppliers. Compared to OEM-affiliated suppliers, independent third-party suppliers possess clear advantages in specialization, technological expertise, and product iteration speed. Driven by increasing demand from OEMs for specialized domain-controlled electric drive solutions and the rising penetration of NEVs worldwide, the market size of global NEV domain-controlled electric drive solutions provided by independent third-party suppliers is expected to maintain robust long-term growth, presenting favorable development prospects. The Company is one of the few independent third-party suppliers that has achieved full-stack R&D and manufacturing of NEV domain-controlled electric drive solutions, with capabilities of key component development and production.

Amid rapid technological advancement in the NEV domain-controlled electric drive solution industry, independent third-party suppliers actively adapt to evolving collaboration models. By providing core components, engaging in joint R&D initiatives, and participating in OEM product development, they strengthen supply chain efficiency, accelerate innovation, and ensure timely delivery of advanced solutions. As the industry value chain continues to specialize and OEMs increasingly focus on vehicle development and system integration, collaboration with independent third-party suppliers in key component development and supply has become increasingly common. As a result, independent third-party suppliers are playing an increasingly significant role within OEM supply chains.

Ranking of global NEV domain-controlled electric drive solution industry, 2025

Leveraging the technological capabilities and scale advantages, the Company ranked third globally among independent third-party suppliers in terms of installation volume of integrated NEV domain-controlled electric drive solutions, and first globally among independent third-party suppliers in terms of installation volume of NEV domain-controlled x-in-one electric drive solutions.

Ranking of Global Independent Third-party NEV Domain-Controlled Electric Drive Solution Suppliers, in Terms of Installation Volume of Integrated NEV Domain-Controlled Electric Drive Solutions¹, 2025

Ranking	Suppliers	Installation volume	Market share ²
		(thousand)	(%)
1	Company A ³	~1,100	~4.4%
2	Company B ⁴	~900	~3.6%
3	The Company	653.7	2.6%
	Sub-total	~2,653.7	~10.7%

Notes:

1. Refers to two-in-one electric drive solutions, three-in-one electric drive solutions, and domain-controlled x-in-one electric drive solutions.

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- Refers to the proportion of each company’s installation volume of integrated NEV domain-controlled electric drive solutions in the global total installation volume of integrated NEV domain-controlled electric drive solutions. Numbers may not add up due to rounding.
- Company A is a listed company founded in 2016 and headquartered in Jiangsu, China. It is mainly engaged in the R&D, manufacturing and sales of domain-controlled electric drive solutions.
- Company B is a listed company founded in 1923 and headquartered in Paris, France. It is mainly engaged in the R&D, manufacturing and sales of automotive domain-controlled electric drive solutions, thermal management systems and advanced driver assistance systems.

Source: Public filings of listed companies, expert interviews, industry publications, CIC

Ranking of Global Independent Third-party NEV Domain-Controlled Electric Drive Solution Suppliers, in Terms of Installation Volume of NEV Domain-Controlled X-in-One Electric Drive Solutions, 2025

Ranking	Suppliers	Installation volume	Market share ¹
		(thousand)	(%)
1	The Company	548.3	8.2%
2	Company A	~450	~6.7%
3	Company B	~350	~5.2%
	Sub-total	~1,348.3	~20.2%

Note:

- Refers to the proportion of each company’s installation volume of NEV domain-controlled x-in-one electric drive solutions in the global total installation volume of NEV domain-controlled x-in-one electric drive solutions. Numbers may not add up due to rounding.

Source: Public filings of listed companies, expert interviews, industry publications, CIC

Entry Barriers and Key Success Factors in Global NEV Domain-Controlled Electric Drive Solution Industry

- Accumulation in mechatronic technologies:** Domain-controlled electric drive solutions are complex mechatronic systems that require long-term expertise in materials science, power control software and algorithm development. Their development involves significant technological accumulation, extensive engineering experience and continuous R&D investment to keep up with rapid technological iterations. New entrants need to make sustained investments in R&D to meet the market’s demand for high-performance products.
- Stickiness in customer relationships:** OEMs implement rigorous supplier selection and qualification procedures, which involve multiple testing and validation rounds with long review periods. Additionally, switching suppliers incurs high costs for OEMs, which gives existing suppliers a first-mover advantage and makes it difficult for new entrants to quickly secure high-quality clients.
- Strength in quality control and reliable delivery:** The automotive industry imposes stringent requirements on product quality, consistency and delivery reliability. Suppliers are generally required to establish a comprehensive vehicle-grade quality control system that covers product development, manufacturing and supply chain processes. The ability to maintain stable product quality and reliable delivery represents a key success factor in the industry.
- Stability in core technical teams:** Domain-controlled electric drive solution industry requires professionals with expertise across multiple fields, including mechanical design and software algorithms. The cultivation of experienced technical personnel typically requires significant time and practical project experience. As a result, new entrants face challenges in quickly forming multidisciplinary teams.

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ANALYSIS OF GLOBAL AIDC POWER SUPPLY SYSTEM INDUSTRY

Background and Definition of AIDC Power Supply System

Rapid advancements of artificial intelligence are accelerating the expansion of AI infrastructure, in which AIDC clusters play a central role. Increasing power density and continuous high-load operation of AIDCs raise requirements for power delivery performance. Therefore, AIDC power supply systems have become pivotal in ensuring reliable and efficient power delivery, optimizing energy consumption, and supporting sustained high-performance operation, which are all essential for maintaining the performance and scalability of AI infrastructure.

AIDC power supply systems are high-performance switched-mode power supply systems specifically designed for AI workloads. Through a three-layer architecture consisting of uninterruptible power supply (UPS), AC/DC conversion, and DC/DC conversion, they convert alternating current into stable direct current tailored to the requirements of central processing unit (CPU), graphics processing unit (GPU), application-specific integrated circuit (ASIC), memory and storage device, ensuring continuous and reliable power delivery to AIDCs. These systems are composed of key components including power modules and magnetic component modules. Among them, power modules account for approximately 30% to 40% of total module value, and serve as the core determinant of efficiency, power density, and reliability, thereby setting the performance ceiling of AIDC power supply systems.

Commonalities between NEV Domain-Controlled Electric Drive Solution Industry and AIDC Power Supply System Industry

The NEV domain-controlled electric drive solution industry shares commonalities with the AIDC power supply industry in various aspects, allowing NEV domain-controlled electric drive solution suppliers to rapidly enter the AIDC power supply industry.

- **Technology commonality:** The NEV domain-controlled electric drive solution industry has accumulated extensive technical expertise in areas such as magnetic core loss control, high-frequency winding optimization and precise electromagnetic coupling. These technologies can be directly applied to the design and manufacturing of high-frequency transformers in AIDC power supply systems, meeting requirements for high-frequency power conversion and compact structural design. Additionally, AC/DC and DC/DC power conversion technologies in the NEV domain-controlled electric drive solution industry, characterized by efficient energy conversion, dynamic load response and high reliability, can be directly transferred to the AIDC power supply system industry.
- **Architecture commonality:** Benefiting from a shared technological ecosystem and mature supply chains, the 800V HVDC architecture is expanding from the NEV domain-controlled electric drive solution industry into AIDC power supply system industry. Traditional low-voltage power architectures struggle to support the increasing power density requirements of data centers, with issues such as excessive space usage, high energy loss, and increased thermal management complexity. By contrast, the 800V HVDC technology supports high-power applications while operating at lower current levels, thereby reducing transmission losses, thermal load, and copper usage. These characteristics contribute to improved system efficiency and enhanced reliability, making the architecture increasingly suitable for next-generation AIDC power supply systems.
- **Manufacturing capability reuse:** NEV domain-controlled electric drive solution industry has established manufacturing capabilities for power-related products, such as power distribution units and power modules. When extending NEV power supply system production capabilities to the AIDC power supply sector, only minor adjustments to parameters based on the characteristics of AIDCs are required. This enables NEV domain-controlled electric drive solution suppliers to capitalize on their process expertise and manufacturing capability, facilitating rapid scaling to meet the growing demand for AIDC power supply systems.

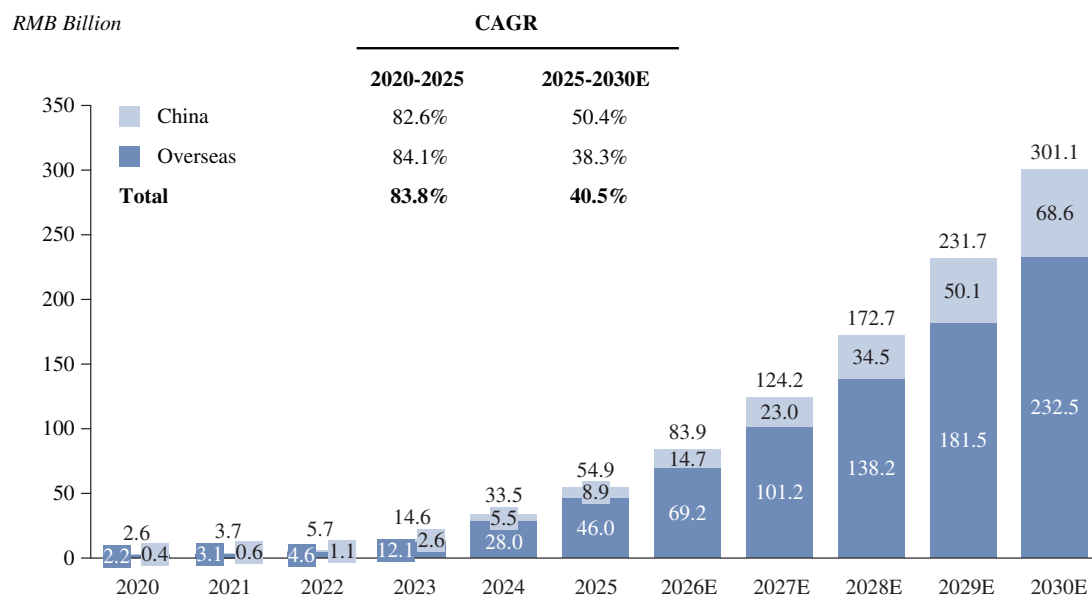
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- Supply chain commonality:** The NEV domain-controlled electric drive solution industry has developed a well-established and resilient supply chain, with proven capabilities for ensuring product reliability and supply stability. Core components used in AIDC power supply systems, such as power semiconductors including SiC and GaN, are also commonly applied in NEV power supply systems. As a result, the existing supply chain of NEV power supply system industry can be efficiently leveraged in the AIDC power supply sector, significantly shortening certification cycles, reducing procurement costs and enabling rapid scale-up of mass production.
- Service capability commonality:** The NEV domain-controlled electric drive solution industry and the AIDC power supply industry both serve large enterprise customers, which impose stringent requirements on R&D capabilities, large-scale delivery, and quality management. Given the similarity in customer structure and capability requirements, NEV domain-controlled electric drive solution suppliers are well positioned to expand into the AIDC power supply system industry.

Market Size of Global and China’s AIDC Power Supply System Industry

Driven by the rapid adoption of generative AI, continued expansion of AI infrastructure and rising power density per rack, the market size of global AIDC power supply system industry is entering a high-growth phase, and is expected to increase from RMB54.9 billion in 2025 to RMB301.1 billion in 2030, representing a CAGR of 40.5%. Supported by the accelerated development of domestic AI infrastructure, the market size of China’s AIDC power supply system industry is projected to grow from RMB8.9 billion in 2025 to RMB68.6 billion in 2030, representing a CAGR of 50.4%.

Market Size of Global AIDC Power Supply System Industry, in Terms of Revenue¹, by Region, 2020-2030E



Note:

1. Numbers may not add up due to rounding.

Source: Public filings of listed companies, expert interviews, industry publications, CIC

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Key Drivers and Trends of Global and China’s AIDC Power Supply System Industry

- **Rapid expansion of AI infrastructure:** The rapid advancement of AI technology and the expansion of AI infrastructure are driving the large-scale deployment of AIDC clusters, which impose stringent power performance requirements. As a result, demand for high-performance AIDC power supply systems is growing rapidly.
- **Accelerated technological evolution:** HVDC architectures reduce power losses and are particularly suitable for high-power rack applications. Meanwhile, semiconductors such as GaN and SiC enhance power density and stability, which in turn drives the AIDC power supply system industry toward higher efficiency and reliability.
- **Energy efficiency regulation pressure:** Amid tightening data center energy efficiency requirements, coupled with the high energy loss of traditional power architectures, the penetration rate of high-performance AIDC power supply systems increases rapidly.

ANALYSIS OF GLOBAL EMBODIED INTELLIGENCE DOMAIN-CONTROLLED ELECTRIC DRIVE SYSTEM INDUSTRY

Overview of Embodied Intelligence Domain-Controlled Electric Drive System Industry

Embodied intelligence integrates artificial intelligence with physical embodiment, enabling intelligent terminals to perceive, learn, and execute. Its technical architecture consists of three layers, with the brain handling advanced cognition and decision-making, the cerebellum responsible for motion control and balance, and the body comprising hardware components such as joints and electric motors. Embodied intelligence domain-controlled electric drive systems provide critical support for the cerebellum and body, offering precise motion control, stable power supply, and accelerating the commercialization of embodied intelligence.

Commonalities between NEV Domain-Controlled Electric Drive Solution Industry and Embodied Intelligence Domain-Controlled Electric Drive System Industry

The NEV domain-controlled electric drive solution industry shares significant commonalities with the embodied intelligence domain-controlled electric drive system industry in various aspects, allowing NEV domain-controlled electric drive solution suppliers to rapidly enter the embodied intelligence domain-controlled electric drive system industry.

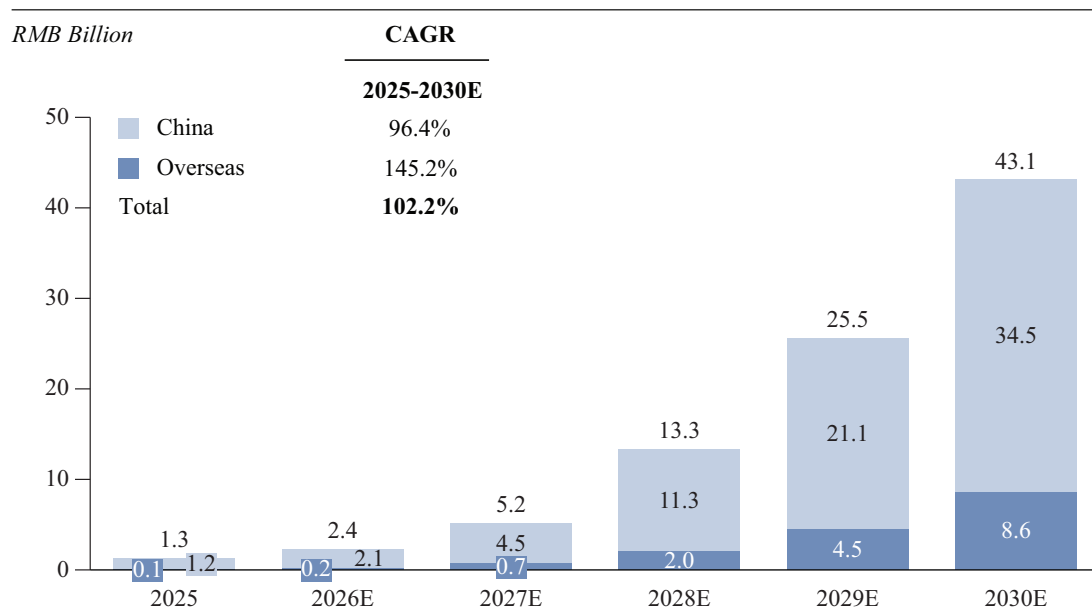
- **Technology commonality:** NEV domain-controlled electric drive solutions rely on electric drive systems and power supply systems to achieve precise power output and dynamic energy management. Electric drive technology enables precision grasping and other motion executions through precise torque control, while power supply technology dynamically allocates energy to meet efficiency requirements for long-duration operations. In addition, amorphous metal cores can be applied in joint motors that provide power output, reducing high-frequency losses, lowering weight, improving efficiency and enhancing endurance performance. GaN devices can be incorporated into servo drives responsible for precise control, improving response speed and force-control capabilities while meeting the miniaturization requirements of integrated modules. These technologies can be directly transferred to the field of embodied intelligence.
- **Architecture commonality:** NEV domain-controlled electric drive solutions create a coordinated architecture between electric drive systems and power supply systems, enabling real-time interaction between power output and energy supply. This architecture can be applied to multi-joint systems in the field of embodied intelligence, which coordinates multiple joint drive units and power modules to enhance motion synchronization and response speed.
- **Design principles commonality:** NEV domain-controlled electric drive solutions incorporate redundancy mechanisms, overload protection, and charge-discharge safety features to ensure stable and continuous operation under complex conditions. These high-robustness design principles and technologies can be applied directly to the field of embodied intelligence, ensuring sustained, stable, and reliable operation in high-load, long-duration scenarios.

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Market Size of Embodied Intelligence Domain-Controlled Electric Drive System Industry

Driven by the evolution of embodied intelligent terminals toward lighter weight, longer endurance, and greater degrees of freedom, as well as increasing investment in intelligent manufacturing, applications for embodied intelligence domain-controlled electric drive systems continue to expand. Meanwhile, as leading embodied intelligence companies accelerate commercialization and large-scale deployment, the demand for embodied intelligence domain-controlled electric drive systems is expected to grow rapidly. The market size of global embodied intelligence domain-controlled electric drive system industry is projected to increase from RMB1.3 billion in 2025 to RMB43.1 billion in 2030, representing a CAGR of 102.2%. The market size of China’s embodied intelligence domain-controlled electric drive system industry is projected to increase from RMB1.2 billion in 2025 to RMB34.5 billion in 2030, representing a CAGR of 96.4%. Rapid growth across global and China’s markets positions embodied intelligence domain-controlled electric drive systems as a key growth segment within the embodied intelligence industry.

Market Size of Global Embodied Intelligence Domain-Controlled Electric Drive System Industry, in Terms of Revenue¹, by Region, 2025-2030E



Note:

1. Numbers may not add up due to rounding.

Source: International Federation of Robotics, public filings of listed companies, expert interviews, industry publications, CIC

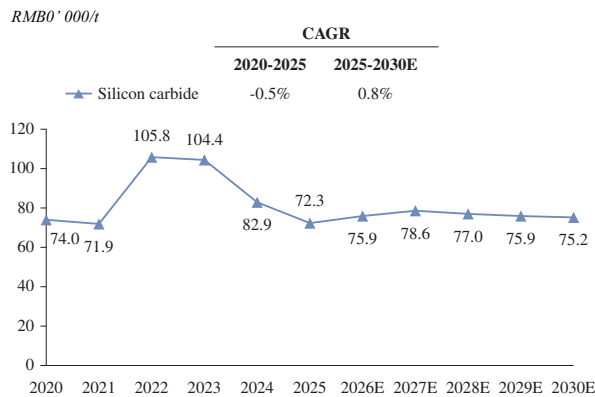
RAW MATERIAL OF DOMAIN-CONTROLLED ELECTRIC DRIVE SOLUTION INDUSTRY

Silicon carbide and enameled wire are key raw materials used in domain-controlled electric drive solutions. Silicon carbide serves as a core raw material for power modules, which directly determine the performance, efficiency, switching capability, and power density of the power supply system and MCU. The price of silicon carbide increased during the early stages of industry development, primarily due to limited production capacity and rapidly growing demand from the new energy vehicle market. As industry investment accelerated and additional production capacity was gradually commissioned, supply conditions improved, resulting in a moderation of silicon carbide price. Going forward, continued capacity expansion and technological progress are expected to further alleviate supply constraints, supporting the long-term stabilization of silicon carbide price.

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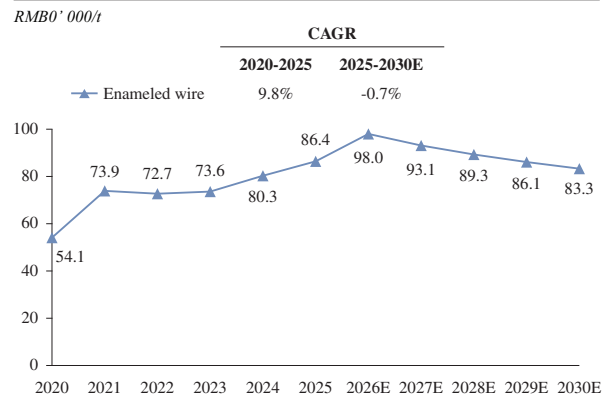
Enameled wire is a key raw material used in electric motors, directly affecting efficiency, power output, thermal performance, and operational reliability. The price of enameled wire is influenced by fluctuations in upstream copper prices and demand from downstream electrification applications. Supported by stronger demand from the new energy vehicle market and higher raw material costs, the price of enameled wire generally trended upward from 2020 to 2025, and is expected to increase higher in 2026. As upstream supply conditions improve and industry capacity continues to expand, the price is expected to gradually decline and stabilize over the longer term.

Price Trend of Silicon Carbide, 2020-2030E



Source: General Administration of Customs of the People's Republic of China, CIC

Price Trend of Enameled Wire, 2020-2030E



Source: Shanghai Metals Market, CIC

SOURCE OF INFORMATION

In connection with the [REDACTED], we engaged CIC, an independent market research consultant, to conduct an analysis of, and to prepare a report about global domain-controlled electric drive solution industry. The CIC Report has been prepared by CIC independent of the influence of our Group and other interested parties. We have agreed to pay CIC a total fee of RMB560,000 for the preparation and use of the CIC Report, and we believe that such fees are consistent with the market rate. CIC is a consulting firm founded in Hong Kong and provides professional industry consulting services across multiple industries. CIC's services include industry consultancy services, commercial due diligence and strategic consulting.

CIC conducted both primary and secondary research using a variety of resources. Primary research involved interviewing key industry experts and leading industry participants. Secondary research involved analyzing data from various publicly available data sources. The market projections in the commissioned report are based on the following key assumptions: (i) given China's enduringly stable political system, effective social governance and robust economic foundation, it is anticipated that the overall social, economic and political environments in China will remain stable during the forecast period; (ii) according to the National Bureau of Statistics of China, key economic indicators such as GDP, industrial added value, and urbanization rate have shown an upward trend in China over the past decade. Therefore, we believe that the economic and industry development in China is likely to maintain a steady growth trajectory during the forecast period, accompanied by continuing urbanization; and (iii) there will be no extreme force majeure event or unforeseen industry regulation that may significantly or fundamentally affect the relevant market and industry.

Unless otherwise specified, all data and forecasts contained in this section are derived from the consultancy report of CIC. The Directors, upon acting with reasonable prudence, confirmed that there has been no occurrence of adverse change in the overall market information that would subject the data to significant restrictions, contradiction or negative effects since the date of the consultancy report.