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OVERVIEW

About Us

We are a PRC-based provider of electronic chemicals and functional materials. We principally engage in the research and development, manufacture, sale and services of battery chemicals, organic fluorochemicals and electronic information chemicals. Guided by the core strategic philosophy of being “customer-centric and technology-powered”, we provide integrated solutions to customers across sectors including NEV, ESS, consumer electronics, AI and digital infrastructure, semiconductor manufacturing, pharmaceuticals and other advanced industrial applications. We have developed end-to-end “conceptualisation, design, development, validation, industrialisation and continuous optimisation” R&D capabilities, and we operated 13 production bases.

We were founded in 2002, with our origins tracing back to Shenzhen Zhoubang Chemical Co., Ltd., which was established by our founding team in 1996. With three decades of industry experience and development alongside the PRC electronic information industry, we have expanded from our early capacitor chemicals business into three core business segments: battery chemicals, organic fluorochemicals and electronic information chemicals.

In response to industry trends and evolving customer needs, we continued to increase our R&D investment, deepen our technological and product capabilities, broaden our product portfolio into adjacent categories, and strengthen cross-segment technological synergies. By integrating capabilities across our three segments — technology development, manufacturing execution and customer collaboration — we are able to share platforms, transfer know-how and deepen customer engagement across applications and business segments. We believe these cross-segment synergies have supported more efficient product iteration, broader solution coverage and faster scaling of each segment than would have been achievable on a stand-alone basis.

Our Principal Businesses

We have developed three synergistic core business segments around electronic chemicals and functional materials, comprising battery chemicals, organic fluorochemicals and electronic information chemicals.

Battery chemicals

We provide battery chemicals to customers in the power, energy storage and consumer battery markets, including lithium-ion battery electrolytes, supercapacitor chemicals, and emerging electrolytes and auxiliary materials. We have also vertically integrated capabilities across key electrolyte material categories including solutes, solvents and additives. Our power battery electrolytes are primarily used in end applications such as electric vehicles; our energy storage electrolytes are primarily used in power systems, data centres, rail transit, wind power and photovoltaic applications; and our consumer battery electrolytes are primarily used in laptops, tablets, smartphones, smart wearables, consumer drones, robots, smart appliances, power tools and other portable electronics. Supercapacitor electrolytes are primarily used in supercapacitors for applications such as smart meters, hybrid electric vehicles, wind power generation, and computing data centres. For emerging electrolytes and auxiliary materials, we have achieved industrialisation of sodium-ion battery electrolytes and, together with industry partners, are advancing the industrialisation of solid-state electrolytes.

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Organic fluorochemicals

We supply fluorinated fine chemicals and fluoropolymers to customers around the world in AI and digital infrastructure, pharmaceuticals and clean energy applications. Starting from key upstream intermediates including TFE or HFPO, we have built a comprehensive fluorochemical industrial chain. In AI and digital infrastructure, our organic fluorochemical products are primarily used in immersion liquid-cooling solutions for data centres and as cleaning solutions for semiconductor manufacturing processes and precision semiconductor components; our products are used as intermediates for anaesthetics for pharmaceutical applications; in clean power, our products are used as electrical insulation media for ultra-high-voltage transmission and transformation, and materials for proton-exchange membranes used in hydrogen fuel cells, flow batteries and PEM electrolyzers.

Electronic information chemicals

We supply capacitor chemicals and semiconductor chemicals to customers in end markets including consumer electronics, new energy, AI and digital infrastructure. Product portfolio of our capacitor chemicals cover full spectrum of application scenarios within the sector, from upstream aluminium foil chemicals, mid-stream electrolytes and related chemicals for aluminium electrolytic capacitors, to downstream capacitor packaging materials and components. Our capacitor chemicals are primarily used in aluminium electrolytic capacitors, solid capacitors, stacked capacitors, and tantalum electrolytic capacitors applied in automotive electronics, information communications, consumer electronics and household appliances and computing data centres. Our semiconductor chemicals include high purity chemicals, etching liquids, semiconductor cooling liquids, and semiconductor cleaning liquids used in the manufacturing processes for ICs and display panels.



Our Key Partners

Leveraging our strengths in technological innovation, high-quality products and integrated solutions, we have established strong brand recognition and earned the trust of our customers. For further details, please refer to “Competitive Strengths — We have built strong brand recognition and customer trust over three decades, and have maintained stable relationships with customers”.

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Our Technology and R&D

We have built a full-cycle R&D platform intended to support conceptualisation, design, development, validation, industrialisation and continuous optimisation of new products across our business segments. We have established 32 innovation platforms, including the National Enterprise Technology Centre, and developed five core technology platforms, design and synthesis, materials purification, analysis and testing, formulation and solution, and device testing and evaluation, which support technical synergy among our three business segments and enable the sharing of R&D resources and platforms across the Group.

During the Track Record Period, we invested an aggregate of approximately RMB1,674.4 million in R&D, representing approximately 5.2% of our total revenue from 2023 to June 30, 2026. For further details, please refer to “Competitive Strengths — Full-cycle R&D capabilities in electronic chemicals and functional materials underpin our continuous innovation and industry leadership”.

Our Manufacturing Capabilities and Supply Chain

We continue to improve our ability to guarantee supply assurance and responsiveness through a combination of localised production and vertical integration.

In Battery chemicals, we are proactively expanding our manufacturing and delivery footprint outside China. We have put into operation nine production bases in the PRC, one production base in Poland and one facility in Malaysia at pilot production stage, which enables us to provide localised delivery of electrolytes in Europe and Southeast Asia. We are also progressing capacity deployment in Malaysia, Saudi Arabia, and Poland. At the same time, we have developed self-supply capabilities for raw materials used in our electrolytes.

Positioning TFE and HFP as the starting point of our organic fluorochemical value chain, we operate two principal production bases, Sanming Hexafluo and Fujian Heptafluo, and have expanded into higher value-added fluorinated fine chemicals and fluoropolymers for AI and digital infrastructure, pharmaceuticals and clean energy. As a result, we have established a relatively comprehensive vertically integrated value chain with effective complementarity and synergies among intermediate products and raw materials.

In electronic information chemicals, in order to optimise regional capacity deployment, we have established six production bases across major semiconductor clusters.

For further details, please refer to “Competitive Strengths — Localised delivery capabilities and vertically integrated manufacturing support reliable delivery and a stable, cost-efficient supply chain”.

COMPETITIVE STRENGTHS

We are a provider of electronic chemicals and functional materials with significant growth potential

We are a provider of electronic chemicals and functional materials. In recent years, transition to renewable energy and industrial upgrade have accelerated growth across end markets such as new energy, fluorochemicals and electronic information, especially as emerging industries typified by computing data centres provide additional impetus to market demand. We believe these structural trends are expanding demand for our products and solutions. From 2023 to 2025, our sales volumes of battery chemicals, organic fluorochemicals

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and electronic information chemicals grew at CAGRs of 58.1%, 27.1% and 15.7%, respectively. For the six months ended June 30, 2026, our sales volumes of battery chemicals, organic fluorochemicals and electronic information chemicals increased by 49.8%, 29.3% and 33.3%, respectively, as compared to the same period in 2025.

With three decades of industry experience, we have built strong brand recognition and customer trust through technological innovation, high-quality products and integrated solutions. Leveraging our manufacturing capabilities, cross-segment synergies and lean management systems, we provide customers with “products + solutions” and are well positioned to capture growth opportunities across the battery chemicals, organic fluorochemicals and electronic information chemicals markets.

We have built strong brand recognition and customer trust over three decades, and have maintained stable relationships with customers

Since our inception, we have remained committed to a customer-centric approach and have continued to refine our “products + solutions” business model to create value for our customers. We also pursue a dual-driven strategy of continuous technological innovation and focusing on higher-end market segments. Leveraging our R&D capabilities, product quality and integrated solutions, we have earned recognition and trust from customers in the PRC and overseas and have established a brand image that we believe reflects professionalism, innovation and reliability.

Entry into customers’ approved supplier system typically involves a rigorous verification and onboarding process that typically takes from 12 months to 24 months. Once qualified, suppliers generally benefit from high customer stickiness and meaningful entry barriers. We have established stable strategic relationships with a number of industry leaders and have received various “excellent supplier” and similar recognitions from customers.

For our battery chemicals business segment, we have broad coverage among major battery manufacturers. We have established long-term and stable relationships with major power battery manufacturers. For our organic fluorochemicals business segment, we have maintained stable cooperation for over ten years with major multinational new materials and pharmaceutical companies. We also work in collaboration with our electronic information chemicals business segment to provide one-stop solutions to semiconductor customers. For our electronic information chemicals business segment, our capacitor chemicals have ranked first by market share, and we have received “excellent supplier” or similar awards from well-recognised Korean and Japanese customers for our capacitor chemicals from time to time. Our semiconductor chemicals achieved stable mass supply to major IC manufacturers in the PRC market. Our diversified product portfolio in electronic chemicals and functional materials also enables us to provide customers with one-stop solutions that, in our experience, can enhance supply chain efficiency and overall project execution for our customers. For example, in PRC battery manufacturers’ effort to build up manufacturing capability in Southeast Asia, we have supported key strategic customers on a project basis by participating across multiple stages, including plant design, equipment selection, import logistics, storage arrangements and electrolyte formulation and application, thereby supporting customers’ overseas expansion and improving supply chain efficiency. We also participate in customers’ product iteration processes by offering customised formulations and manufacturing solutions, and, in certain cases, further strengthening customer stickiness through joint R&D and joint venture arrangements. We believe such collaboration efforts with customers enable us to stay closely aligned with industry trends customer demands and to drive continuous innovation and new business opportunities.

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We also actively promote overseas brand-building and engagement with local customers and communities. In recent years, we have received a number of recognitions, including “Customs AEO Advanced Certified Enterprise” and “2024 Overseas Expansion Pioneer”, a “2025 ESG Rating Certificate”, as well as various “excellent supplier” or similar recognitions from customers. As a responsible enterprise, we continue to carry out overseas community-building and cultural exchange initiatives and participate in local cultural and sports activities and community safety drills. We also contribute to local community development and advance our ESG practices, with the aim of achieving shared development with local economy, community and environment and strengthening our responsible brand image. We adhere to the principles of “building our brand through quality, enhancing our brand through technology, and safeguarding our brand through integrity”. As of June 30, 2026, we had obtained an aggregate of 334 registered trademarks in the PRC and overseas, and have developed a portfolio of brands across our battery chemicals, organic fluorochemicals and electronic information chemicals segments.

Full-cycle R&D capabilities in electronic chemicals and functional materials underpin our continuous innovation and industry leadership

We are technology-driven and provide innovative solutions in electronic chemicals and functional materials to customers. We continue to enhance our fundamental innovation capabilities, increase R&D investment and accelerate the industrialisation of our R&D outcomes. During the Track Record Period, we invested an aggregate of approximately RMB1,674.4 million in R&D, representing approximately 5.2% of our total revenue from 2023 to June 30, 2026. We have established 32 innovation platforms, including a National Enterprise Technology Centre, and have developed five core technology platforms covering (i) design and synthesis, (ii) material purification, (iii) analysis and testing, (iv) formulation and solution, and (v) device testing and evaluation, which support technical synergy among our three business segments and enable the sharing of R&D resources and platforms across the Group. In addition, we have established a comprehensive multi-layer R&D framework comprising our Shenzhen Research Institute, the business segment R&D teams, and laboratories at our production bases. Supported by advanced equipment and infrastructure, these platforms and R&D organisations enable end-to-end R&D across multiple material systems, from concept development and design, to development, validation, release and lifecycle management.

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Building on this foundation, we conduct forward-looking research and industrial application across our three business segments and continuously extend our product offerings and solution capabilities, including:

For battery chemicals, we focus on our end-market demands such as higher energy density, enhanced safety, wider operating temperature ranges, longer cycle life and lower cost. We have developed products such as solid-state electrolytes, sodium-ion battery electrolytes, long-life and wide-temperature electrolytes for lithium iron phosphate (LFP) batteries, gel electrolytes and multifunctional additives. These products are designed to support power, energy storage and consumer battery applications to provide battery chemicals solutions with improved ionic conductivity, longer cycle life and enhanced safety performance, and, in certain cases, to support the industrialisation of emerging technologies such as solid-state batteries and sodium-ion batteries. We believe our high-performance “green electrolyte” technologies address key industry needs such as greener manufacturing, wider temperature performance and improved safety.

For organic fluorochemicals, we focus on application areas including AI and digital infrastructure, pharmaceuticals and clean energy. We have developed products such as fluorinated cooling liquids for data centres, perfluoro rubber, HFE cleaning liquids, fluorinated intermediates for inhalation anaesthetics, perfluoroisobutyronitrile and PFSA resins. These products are used in applications including data centre liquid-cooling solutions, precision cleaning, electrical insulation for ultra-high-voltage power transmission and transformation, and key materials for flow batteries, hydrogen fuel cells and PEM electrolyzers. Our core technologies in organic fluorochemicals, particularly our molecular design, synthesis and structure — property tuning capabilities for fluorinated functional chemicals, enable us to address performance limitations of conventional materials and improve application fit in demanding use cases, thereby helping downstream high-end manufacturing customers overcome materials bottlenecks.

For electronic information chemicals, with a focus on application scenarios such as capacitor industrial manufacturing, we have developed new products including long-life, high-reliability electrolytes for aluminium electrolytic capacitors, solid — liquid dispersion systems and electrolytes designed to withstand high temperatures of up to 150°C, and conductive silver paste and carbon paste for ultra-low-ESR multi-layer polymer capacitors. Leveraging these capabilities, we provide integrated solutions to our customers in the capacitor industry covering, among other things, electrolytes, conductive polymer materials and electronic packaging materials. In our semiconductor chemicals business, we focus on ultra-high-purity chemicals and advanced purification technologies, formulation-based wet chemicals and precise chemical system design capabilities. We believe these capabilities help address common challenges in semiconductor manufacturing, such as process residues, low selectivity, insufficient stability and narrow process windows, which can otherwise adversely affect performance and yield.

We have also built R&D and industrialisation advantages in organic fluorochemicals, where products generally involve higher technical barriers and stringent quality requirements. Through continuous investment, we have developed capabilities covering products such as fluorinated cooling liquids for data centres, perfluoroelastomer materials, HFE cleaning liquids and perfluoroisobutyronitrile. We believe we are among a limited number of PRC companies with both R&D and industrialisation capabilities for certain of these products.

We collaborate with research institutes and universities to support technology iteration and industrial application. We have cooperated with the Shanghai Institute of Organic Chemistry and the Institute of Process Engineering of the Chinese Academy of Sciences and universities including South China University of Technology, Southern University of Science

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and Technology, and Xiamen University. For example, since 2016 we have maintained technical cooperation with Southern University of Science and Technology, and in 2023 we jointly established the “Capchem — SUSTech Shenzhen National Applied Mathematics Centre Joint Laboratory for Carbon Peaking, Carbon Neutrality and Digital Economy,” which primarily conducts research on electrolytes, solid-state electrolytes, binders and carbon peaking and carbon neutrality-related topics. In 2025, we made notable progress in fundamental research relating to high-voltage lithium-ion batteries and, together with Southern University of Science and Technology, published research findings in *Small* on a novel electrolyte additive, CBS. We also collaborated with universities and industry partners to co-develop an N-type conductive polymer and are advancing the commercialisation of the related R&D outcomes.

We place significant emphasis on building our R&D talent pipeline, developing proprietary patents and protecting intellectual property. As of June 30, 2026, we had 1,133 R&D and technical personnel and our in-house R&D team comprises professionals with cross-disciplinary backgrounds in fields such as chemistry, electronics, materials science and industrial control. We had filed an aggregate of 1,716 patent applications, and had obtained an aggregate of 602 PRC granted patents and 112 overseas granted invention patents. In addition, we have led and taken part in a number of key national, provincial and ministerial R&D initiatives, including major R&D programs and “strengthening industrial foundations” projects. We also participated as a drafting contributor in the formulation of two national standards, six industry standards and 38 standards issued by industry associations, covering areas including electrolytes, solid-state electrolytes, sodium-ion battery electrolytes, LiFSI and other battery chemicals, various organic fluorochemicals and electronic information chemicals. Meanwhile, we also participated as a drafting contributor in emerging applications such as low-altitude aircraft, humanoid robots and drones.

Our innovation and IP achievements have also received various recognitions, including a “National Manufacturing Single-Product Champion” award for each of our three business segments. Capchem Materials has also been accredited as a “National Enterprise Technology Centre”, among other certifications. In addition, our technology innovation achievements have received awards including the “China Patent Excellence Award”, “National Intellectual Property Advantage Enterprise”, “Guangdong Intellectual Property Demonstration Enterprise”, the “First Prize of the Science and Technology Progress Award” of the China Petroleum and Chemical Industry Federation, and the “First Prize of the Science and Technology Invention Award” of the China Petroleum and Chemical Industry Federation.

Localised delivery capabilities and vertically integrated manufacturing support reliable delivery and a stable, cost-efficient supply chain

Over the years, we have established and continue to strengthen manufacturing capabilities that support localised delivery and vertical integration across the supply chain. We believe these capabilities enhance delivery reliability and help us build a stable and cost-efficient supply chain.

Customers in the battery chemicals and electronic information chemicals segments typically have stringent requirements for delivery timeliness, and localised delivery of products closer to customers can help maintain product quality and reduce logistics costs. With a customer-centric approach, we have built a manufacturing footprint in the PRC and overseas to support a stable and efficient delivery system:

For our battery chemicals business segment, our Poland subsidiary commenced production in 2023 and has established localised electrolyte delivery capabilities in Europe. We are progressing capacity expansion projects in regions including Malaysia, Saudi Arabia, and Poland, and we expect to put into operation overseas production bases in Malaysia in 2026, which we believe will further enhance our overseas manufacturing and localised delivery capabilities. In the PRC, we operate nine production bases to serve major lithium battery industry clusters across regions including Beijing-Tianjin-Hebei region, the Yangtze River

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delta region, the pearl river delta region, and central China region covering Chongqing, Hubei and Hunan. Besides, we have established presence in Japan and South Korea in order to better serve local customers. For electronic information chemicals, with a focus on filling value-chain gaps and improving our regional capacity footprint, we operate production bases in locations including Tianjin, Nantong, Huai'an and Huizhou, enabling us to serve customers across major industry clusters in Beijing-Tianjin-Hebei region, the Yangtze River delta region, the pearl river delta region. We have also set up subsidiaries in South Korea and Japan to serve our clients in these jurisdictions.

Key electrolyte raw materials including solutes, solvents and additives are critical to stable electrolyte production and cost management. Additives, in particular, plays an important role in improving electrochemical performance, cycle life and safety. We believe a vertically integrated additives capability increases our flexibility in tailoring electrolyte performance and enables faster response to evolving customer requirements. Organic fluorochemicals typically involve longer value chains, a wide range of specialised products and meaningful by-product utilisation opportunities. We believe a vertically integrated footprint helps maximise the value of intermediates and by-products, extend the value chain and increase value-added to our products.

Against this backdrop, we continue to strengthen vertical integration primarily in our battery chemicals and organic fluorochemicals segments:

For our battery chemicals business segment, we have pursued vertical integration along the electrolyte value chain, with solutes, solvents and additives positioned close to upstream chemical feedstock resources, which we believe enables us to provide products and services with competitive cost and strong performance. We completed building our integrated layout for additives in 2014 and for solvents in 2021. For solutes, we began the development and industrialisation of a new solute (LiFSI) in 2018. In 2024, we made an additional capital contribution to Shilei Fluorine Materials and achieved joint control, which strengthened our ability to secure stable supply of a key solute, LiPF_6 . Our effective capacity for additives and solvents can partially meet our internal electrolyte production needs to secure supply chain stability, and we also sell the remaining capacity to third parties to maintain product competitiveness and market responsiveness. For example, in 2025, leveraging our integrated additives capabilities, we launched the CBS additive, which we believe provides a new solution to enhance the overall performance of high-voltage lithium-ion batteries.

During the Track Record Period, the development of our self-supply capabilities across each major raw material category progressed as follows. For solvents, our consolidated in-house production capability represented a substantial share of our internal electrolyte production requirements. For additives, our in-house consolidated production capability covered a meaningful portion of internal demand, with the degree of self-supply varying from period to period reflecting production ramp-up and operational decisions. For LiFSI (a key solute), our consolidated subsidiary has established material self-supply capabilities, providing a significant proportion of our LiFSI requirements internally. For LiPF_6 (the most widely used solute by volume in lithium-ion battery electrolytes). Following our investment in Shilei Fluorine Materials in December 2024, the combined proportion of our total solute requirements sourced from entities under our majority or joint control increased materially in 2025.

For our organic fluorochemicals business segment, we focus on building and extending the value chain for higher value-added fluorochemicals. TFE is a key starting point for fluoropolymers and is also an important point in the industry's shift from lower value-added to higher value-added products. Fujian Heptafluoro, starting from TFE, has expanded into fluoropolymers and fluorinated fine chemicals with sizeable market opportunities, including PFSA resins, soluble polytetrafluoroethylene and HFE cleaning liquids, and also supplies

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Sanming Hexafluo with key intermediates such as HFP. Sanming Hexafluo, starting from HFP, has expanded into products including fluorinated cooling liquids for data centres, fluorinated inhalation an anaesthetic intermediate and perfluoroisobutyronitrile. Through the internal circulation of key intermediates, such as HFP, between Fujian Heptafluo and Sanming Hexafluo, we believe we enhance raw material supply stability and cost competitiveness and are able to respond more quickly to customised demand for higher end fluorochemicals. In 2023, 2024, 2025, and the six months ended June 30, 2026, the gross profit margins of our organic fluorochemicals segment were 69.2%, 59.1%, 59.8%, and 54.6%, respectively, which we believe reflects the effectiveness of our vertical integration model in converting upstream cost advantages into higher value-added profitability.

Our “concentric circles” synergetic diversification strategy enables deep synergies across our three business segments

We focus on electronic chemicals and functional materials and have expanded laterally into adjacent product areas through a “concentric circles” approach. Building on our experience in capacitor chemicals, we expanded into battery chemicals around 2000. In 2014, we further expanded into organic fluorochemicals and semiconductor chemicals. These three business segments reinforce each other through synergies in technology, manufacturing and customer coverage, which we believe deliver scale benefits and cost advantages beyond a single-business model.

Technology synergies. Our core technological competencies span molecular structure design, synthesis process development, high-purity material purification, large-scale production of new materials, failure analysis for downstream application scenarios, and customized solution development, underpinned by stringent quality control and stable term operational capabilities. Our three business segments feature horizontal synergies and iterative upgrades between their core product technologies and process capabilities, with notable technology-product linkage effects, as demonstrated by the following examples: First, semiconductor chemicals within our electronic information chemicals segment are subject to stringent metal-ion and particulate-impurity control standards, requiring impurity control down to “parts-per-billion” level concentrations. The high-precision impurity-control framework and analytical-detection methodologies developed within this segment have been deployed in parallel across our battery chemicals and organic fluorochemicals segments, materially improving the precision of particulate control within our lithium-battery electrolyte systems and enhancing the composite purity indicators of our products. Second, fluorine-containing functional materials are a class of materials currently prioritised for development in the battery chemicals industry. Our organic fluorochemicals segment has accumulated mature technology reserves in the synthesis and fine purification of fluorine-containing compounds. Leveraging this technological advantage, we have rapidly completed the R&D and industrialisation of a number of these new materials, and have successfully achieved mass-production supply across multiple categories, including the solute LiFSI and additives such as fluorinated carboxylate esters, and fluoroethers. Third, the production processes for a number of core functional materials used in the semiconductor industry require the use of fluorine-containing chemicals, and the technology pathways for these products are highly aligned with the existing product portfolio of our organic fluorochemicals segment. Leveraging this technological homology, we have commercialised our fluorinated cooling liquid products. Taken together, the foregoing examples demonstrate that our three business segments naturally possess attributes of deep technology and product synergy, with cross-segment technological outputs capable of being applied across, and continuously iterated upon by, our other segments. In addition, our Shenzhen research institute operates as a group-level technology platform that serves all three business segments. Core methodologies including synthesis and purification routes, analytical and testing methods, and mechanism-interpretation protocols are developed centrally at the

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research institute and made available to each business segment’s R&D team for application-specific adaptation. For example, analytical characterisation frameworks developed at the research institute in connection with fluorinated materials research have been adapted by our battery chemicals R&D team to characterise additive behaviour in electrolyte systems, enabling the development of high-performance additives without requiring each segment to build duplicative foundational analytical infrastructure. See “Research and Development — R&D organisation — Shenzhen research institute”.

Manufacturing synergies. We also benefit from manufacturing and quality control synergies across our three business segments. Our business segments share industrial-park infrastructure and supporting facilities, such as utilities, warehousing, wastewater treatment and engineering resources, which helps reduce fixed costs and, in our experience, supports profitability. Several of our production bases host more than one business segment on the same site, enabling direct sharing of utilities, wastewater treatment, warehousing and engineering resources. For example, our Huizhou and Nantong production bases house both battery chemicals and electronic information chemicals operations; our Tianjin production base similarly co-locates battery chemicals and electronic information chemicals capacity within a single industrial-park footprint. This co-location allows engineering and EHS teams to be shared across segments at the site level, and avoids duplication of utility infrastructure that would otherwise be required if each segment were located separately. We also coordinate across business segments in areas such as management systems and procedures, raw material procurement, and logistics services, which enhances our bargaining power. In addition, certain by-products generated in one segment can be used as inputs for another. For example, electronic-grade ethylene glycol produced as a co-product in our solvent production for battery chemicals can also secure the supply of solvents used in our electronic information chemicals business.

Customer synergies. Customer synergies are another key advantage. Our three business divisions share customer resources and can engage customers through coordinated account managers and technical teams, which facilitates close communication across segments. This integrated customer management helps us better understand customer needs and supports targeted R&D efforts and cross-selling. We also use our “concentric circles” strategy to provide customers with one-stop, integrated solutions. In one example of customer engagement deepening across segments, in our engagement with customers in the semiconductor industry chain, our coordinated account-management and technical teams identified customer demand for fluorinated cooling liquids used in semiconductor process cleaning and equipment temperature control. Building on our existing supply of wet electronic chemicals to these customers, we have introduced and qualified our fluorinated cooling liquids and other organic fluorochemicals products with the same customers, offering an integrated, “one-stop” solution that meets their diversified needs across product categories, expands the revenue base per customer and our scope of cooperation with customers. For customers in AI and digital infrastructure, we can provide combined solutions that include organic fluorochemicals and semiconductor chemicals, which can help streamline supply chain management and improve overall system performance. For example, certain key overseas customers have demand across our battery chemicals, organic fluorochemicals and electronic information chemicals offerings, and we are able to provide one-stop solutions to such customers leveraging our ability to coordinate customer and technical service capabilities across our three business segments. We believe our ability to provide integrated electronic information chemicals solutions supports deeper and longer-term customer relationships.

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Our experienced management team has deep industry insight and strong execution capabilities, enabling us to identify technology trends and market opportunities and to navigate capital markets rules effectively

Our founding team comprises Mr. Qin, Mr. Zhou, Ms. Zhong, Mr. Zheng and Mr. Xie Weidong, who have long served as members of our management team and/or as heads of major production bases. Each of them has a background in chemistry or materials science and has extensive industry experience in the chemicals and materials sectors.

Our Chairman, Mr. Qin, is an experienced entrepreneur and respected industry leader in electronic chemicals and functional materials with deep professional insight in these industries. In 1996, Zhubang Chemical was established under the leadership of Mr. Qin. In our early years, our core business focused on capacitor chemicals. Under such leadership, we expanded through both organic growth and strategic expansion into three synergistic business segments: battery chemicals, organic fluorochemicals and electronic information chemicals.

We have strengthened our manufacturing and delivery footprint in battery chemicals through the investment and construction of our Poland facility, and we have enhanced the vertical integration of our organic fluorochemicals value chain through the investment and capacity expansion of Sanming Hexafluoro and Fujian Heptafluoro. Leveraging our understanding of capital markets forces, we have also refined our business portfolio through acquisitions and other strategic transactions, enabling us to broaden our product offerings and execute an external growth strategy. In 2014, we acquired controlling interests in Zhangjiagang Hicomer Chemical, entering the electrolyte additives business; in 2015, we acquired Sanming Hexafluoro through a major asset restructuring, entering the organic fluorochemicals business; in 2017, we acquired BASF’s electrolyte business and its Suzhou facility, and obtained related technical know-how and intellectual property, which accelerated our expansion in lithium-ion battery electrolytes; in 2018, we commenced a 2,400-tonne new solutes project in Hunan Fluoropont through a joint investment; and in 2024, we made an investment in Shilei Fluorine Materials and achieved joint control, supporting the expansion of its LiPF_6 capacity and strengthening our supply chain for a key lithium-ion battery electrolyte raw material.

OUR STRATEGIES

We aim to become a leader of electronic chemicals and functional materials. Our medium- to long-term strategy is to focus on electronic chemicals and functional materials as our core and to pursue synergetic diversification through a “concentric circles” approach, supported by enhanced manufacturing capabilities, continued technological innovation and lean management.

Strengthen localised delivery and vertically integrated manufacturing capabilities

We remain customer-centric and strive to continue enhancing our “products + solutions” business model to create value for customers. To support this model and capture growth opportunities in new energy, fluorochemicals and electronic information, we will continue to consolidate and expand localised delivery capability and deepen vertically integrated manufacturing capabilities. Europe and the Americas are important markets for our battery chemicals business, and we are the market leader by market share in the electrolyte markets in Europe and the Americas. From a value-chain perspective, we will continue to enhance localised electrolyte delivery capabilities, with a focus on strengthening our localised delivery and vertical integration footprint for battery chemicals in Europe, the Middle East and Southeast Asia, while further improving our domestic vertical integration in battery chemicals in the PRC. Against the backdrop of rapid growth in emerging industries such as AI and digital infrastructure, pharmaceuticals and clean energy, we believe organic fluorochemicals offer

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substantial growth potential. We will continue to expand production capacity in organic fluorochemicals, diversify our product portfolio, enhance delivery assurance and further strengthen vertical integration along the organic fluorochemicals value chain.

Continue product development and forward-looking research under our “concentric circles” synergetic diversification strategy

We are committed to continuous technological innovation to meet the needs of higher-end customers and evolving market demand. Under our “concentric circles” synergetic diversification strategy centred on electronic chemicals and functional materials, we will continue to strengthen cross-segment technology synergies and provide customers with high-quality products and one-stop solutions.

We plan to continue advancing R&D with respect to our products and manufacturing processes across our battery chemicals, organic fluorochemicals and electronic information chemicals segments, with a focus on improving existing products and addressing new requirements from higher-end customers and the market. In terms of product R&D in the battery chemicals segment, we plan to continue iterating our electrolyte products to meet requirements such as higher safety, longer cycle life and higher energy density. We also plan to continue exploring emerging products, including solid-state electrolytes, sodium-ion battery electrolytes, long-life and wide-temperature, low-cost electrolytes for lithium iron phosphate batteries, gel electrolytes and multifunctional additives, as well as electrolyte solutions for high-nickel cathode and silicon-carbon anode systems and high-voltage lithium cobalt oxide cathode and silicon-carbon anode systems. For R&D of organic fluorochemicals products, we plan to focus on application areas such as AI and digital infrastructure, pharmaceuticals and clean energy, continue to broaden our product portfolio and explore next generation fluorinated fine chemicals and fluorinated materials. For electronic information chemicals, we plan to broaden our product categories, meet the demand of emerging industries such as computing data centres, and further leverage synergy resources with our battery chemicals and organic fluorochemicals segments to provide electronic information customers with more competitive product portfolios and solutions.

For R&D efforts in relation to our manufacturing process, we plan to continue building and developing our research institutes at Huizhou Capchem, Sanming Hexafluo and Jiangsu Hicomer Electronic Materials, for the purposes of enhancing our capabilities in fundamental research and the industrialisation of R&D outcomes. Building on R&D achievements across our three business segments, we also intend to prioritise fundamental and frontier research in areas such as basic chemistry, materials science, materials purity and impurity analysis methods. We plan to undertake R&D programs with higher technical barriers, higher value-added potential and longer development cycles. Through cross-segment technology synergies, we will focus R&D investment on functional materials such as high-performance polymer monomers and conductive polymer materials, with the aim of achieving breakthroughs in key technologies and developing new growth drivers under our “concentric circles” synergetic diversification strategy.

Elevate operational excellence through digital transformation, automation and AI-enabled intelligence

Our operating philosophy emphasizes specialisation, operational excellence and deep domain expertise. To reinforce sustainable and high-quality growth, we will continue to upgrade our lean management system — leveraging digital transformation, advanced automation and intelligent technologies to enhance efficiency, agility and competitiveness across the Group.

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Digital Transformation. We are accelerating the build-out of an end-to-end digital operating model through a “pilot at key sites, then scale across the Group” approach. By increasing online and data-driven coverage across core workflows, we aim to strengthen real-time visibility, improve management effectiveness and enable faster, higher-quality decision-making.

Advanced Automation. Across our business segments, we will further increase the level of automation in manufacturing and warehousing, with the aim of improving operating efficiency and reducing production costs.

Intelligent Upgrades. We plan to introduce AI-assisted systems in areas such as R&D, production and administrative management to enhance operating efficiency and decision quality.

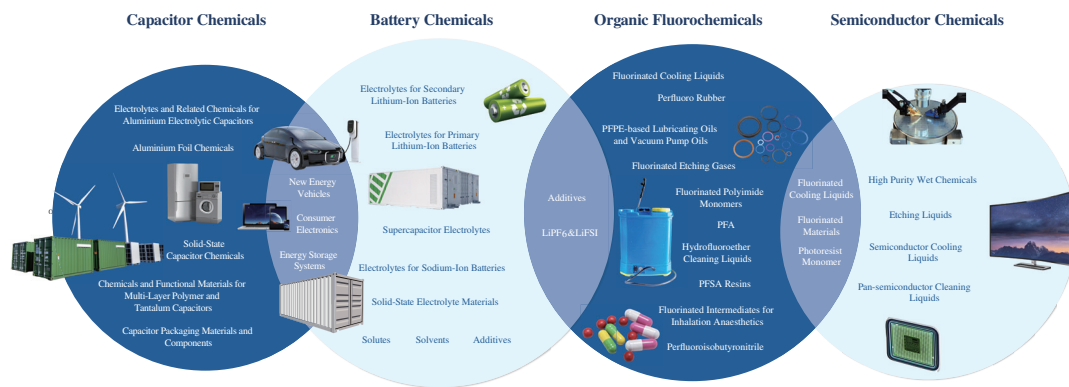
Advance sustainability with best-in-class ESG practices to strengthen our corporate profile

Anchored in a long-term, professional and collective approach to sustainable development, we seek to build our corporate image through robust environmental, social and governance practices and to “create a better future with electronic chemicals and functional materials”. Guided by the United Nations Global Compact, the United Nations Sustainable Development Goals and widely recognised standards and guidelines, and priorities of key stakeholders, we will continue to advance our sustainability agenda and refine our sustainability strategy and disclosure.

OUR BUSINESSES

Major business segments

We operate three major business segments: battery chemicals, organic fluorochemicals and electronic information chemicals. Together, these segments form a diversified and synergistic portfolio supported by our longstanding R&D capabilities, product development and integrated manufacturing platform. Our products are applied in NEV, ESS, consumer electronics, AI and digital infrastructure, pharmaceuticals, and other high-end industrial applications, serving a broad range of downstream customers with high performance, reliability and increasingly stringent material requirements.



BUSINESS

Battery chemicals

Our battery chemicals are electrolyte formulations together with their constituent solutes, solvents and additives, which act as core functional chemical media inside batteries to realise ionic conduction and stabilise electrochemical interfaces for lithium-ion batteries, supercapacitors and emerging battery systems used in NEV power batteries, energy storage systems and consumer electronics. Our battery chemicals segment focuses on the R&D, production and manufacturing, sale and service of electrolytes for lithium-ion battery electrolytes, supercapacitor electrolytes, and emerging electrolytes and auxiliary materials, as well as related battery chemical materials including solutes, solvents and additives, which are primarily used in power batteries, ESS applications and consumer electronics. In line with downstream demand trends, we enhanced our product structure and capacity layout by optimising electrolyte formulations to support high-nickel, LFP and silicon-carbon chemistries and fast-charging applications, expanding our integrated capabilities in solutes, solvents and additives to strengthen supply stability and cost competitiveness, advancing solid-state electrolyte materials and initiating batch supply of sodium-ion electrolyte products, and improving our overseas delivery capability through our Poland production base while progressing to installation of our overseas production base in Malaysia, and undertaking preparatory work for the construction of our overseas base in Saudi Arabia.

Organic Fluorochemicals

Our organic fluorochemicals comprise fluorine-containing fine chemicals and high-performance fluoropolymers, characterised by high chemical stability, high thermal stability and superior dielectric performance, enabling diversified applications such as heat transfer, lubrication, sealing, etching, electrical insulation and pharmaceutical building blocks across AI and digital infrastructure, pharmaceutical and clean-energy applications. Our organic fluorochemicals segment focuses on the R&D, production and manufacturing, sale and service of HFPO and downstream organic fluorochemicals products, including fluorinated cooling liquids, perfluoropolyether, PFPE-based lubricating oils and vacuum pump oils, perfluoro rubber, fluorinated etching gases, fluorinated polyimide monomers, PFA, HFE cleaning liquids, intermediates for fluorinated inhalation anaesthetics, PFSA resins and perfluoroisobutyronitrile, which are used in the AI and digital infrastructure industrial chain, pharmaceuticals, clean energy and other related fields. We continued to strengthen our integrated fluorochemical industry chain by expanding capacity at our Sanming Hexafluor and Fujian Heptafluor production bases to improve raw material self-sufficiency and product stability, advancing key expansion projects (including at Sanming Hexafluor the 30,000-Tonnes/Year High-End Organic Fluorochemical Project, and at Fujian Heptafluor 5,000 Tonnes/Year High-Performance Organic Fluorochemicals Project (Phase 1.5)), and continuing R&D in AI and digital infrastructure, semiconductor, and clean energy.

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Electronic Information Chemicals

Our electronic information chemicals are high-purity process chemicals and functional materials used both in the manufacture of, and as performance-determining components within, capacitors and semiconductor devices supplied for consumer electronics, new energy, and AI and digital infrastructure applications. Our electronic information chemicals segment focuses on the R&D, production and manufacturing, sale and service of a range of capacitor and semiconductor chemicals, including capacitor electrolytes and related chemicals for aluminium electrolytic capacitors, aluminium foil chemicals, solid-state capacitor chemicals, chemicals and functional materials for multi-layer polymer and tantalum capacitors, capacitor packaging materials and components, as well as semiconductor chemicals such as high purity chemicals, etching liquids, semiconductor cooling liquids and semiconductor cleaning liquids, which are used in consumer electronics, new energy, AI and digital infrastructure. During the Track Record Period, this segment delivered consistent performance and progress in qualification processes with PRC semiconductor fabs and display manufacturers.

Production Capacity and Utilisation

The table below sets forth the breakdown of production capacity and utilisation rate by business segment and major product category for the periods indicated.

Segment	Year Ended December 31,						Six Months Ended June 30,		
	2023		2024		2025		2026		Number of Production Bases ⁽³⁾
	Production Capacity (t) ⁽¹⁾	Utilisation Rate	Production Capacity (t) ⁽¹⁾	Utilisation Rate	Production Capacity (t) ⁽¹⁾	Utilisation Rate	Production Capacity (t) ⁽¹⁾	Utilisation Rate	
Battery Chemicals	269,691	81.3%	455,443	83.2%	681,577	77.7%	365,238	87.9%	10 ⁽²⁾
Organic									
Fluorochemicals	6,162	77.7%	16,468	77.9%	19,585	82.1%	10,993	80.3%	2
Electronic Information									
Chemicals	109,905	58.4%	139,022	50.6%	150,522	51.6%	90,511	55.7%	6
– Capacitor chemicals . .	38,372	63.7%	43,322	57.8%	43,322	55.5%	21,661	60.1%	
– Semiconductor chemicals	71,533	55.6%	95,700	47.4%	107,200	50.1%	68,850	54.3%	

Notes:

- (1) Production capacity is determined by aggregating the rated capacity of the principal equipment used in the production of each product at each relevant production base. Where a production facility or production line commenced operation during the relevant year or period, only the capacity from the date of commissioning to the end of that period is included, without annualization for the partial period. Utilisation rate is calculated as actual production output for the relevant period divided by designed capacity for the same period.
- (2) All production bases are located in Chinese Mainland except for one production base in Poland with annual production capacity of 40,000 tonnes of lithium-ion battery electrolytes.
- (3) Each of our production bases may support one or more of our business segments.

Products

We offer a broad portfolio of electronic chemicals and functional materials across our battery chemicals, organic fluorochemicals and electronic information chemicals segments. Our products are used in NEV, ESS, consumer electronics, AI and digital infrastructure, pharmaceuticals, and other high-end industrial applications. Our major products within each business segment are set out below.

BUSINESS

Battery chemicals

Lithium-ion battery electrolytes

Lithium-ion battery electrolytes are conductive liquid solutions that enable lithium ions to migrate between the cathode and anode during charging and discharging. Electrolyte serves as the medium through which ions travel. Electrolyte is fundamental to the optimisation and maintenance of critical performance parameters of lithium batteries, including energy density, cycle life, safety, C-rate and operating temperature range.

We produce lithium-ion battery electrolytes by blending purified solvents, solutes and functional additives under controlled conditions. Our production process involves multi-stage purification, drying and fine filtration, together with impurity monitoring (including moisture and specified metal ions), with a view to meeting the technical specifications of our downstream battery manufacturers. Our electrolytes are supplied for high-nickel ternary systems, LFP and LMFP systems, silicon — carbon anodes and other chemistries, and are applied mainly in NEV power batteries, stationary ESS linked to solar and wind installations, and consumer and industrial electronics. Our electrolyte products are required to complete stringent quality control process.

Over years of cooperation with customers, we have developed electrolyte formulations that can be adjusted to customers’ requirements, for example for higher energy density, fast charging, wider temperature windows or longer cycle life. Different formulations are used, among others, in high-voltage systems, fast-charging systems and low-temperature applications, as reflected in the representative performance indicators set out in the product table below. Beyond specific performance attributes, this formulation library, together with our customer technical service processes and, digitalised customer-management and laboratory/production data systems, supports more efficient joint-development iterations and issue diagnosis during customer trials and ramp-up, helping customers progress from sampling to qualification and maintain stable performance during scale-up.

Supercapacitor electrolytes

Supercapacitor electrolytes are conductive liquid solutions used in electric double-layer capacitors to transport and conduct ions between the positive and negative electrodes, enabling rapid charge and discharge. As a key material in electric double-layer capacitors (EDLC) systems, the electrolyte has a direct impact on key performance parameters, including operating voltage window, internal resistance (impedance), temperature adaptability (including high- and ultra-low-temperature performance), power capability, safety and service life. Our supercapacitor electrolytes are designed to operate reliably in demanding environments and application scenarios where stable performance, fast response and high durability are required. Our products are supplied for use in EDLC cells and modules deployed in applications such as smart meters, hybrid vehicles, wind-power systems and data centres, where high power density, frequent cycling capability and broad temperature tolerance are important.

Emerging electrolytes and auxiliary materials

In emerging systems, we are developing and supplying electrolytes and related materials for sodium-ion batteries and solid-state batteries. For sodium-ion batteries, we provide electrolyte systems for layered-oxide/hard-carbon and polyanionic-cathode/hard-carbon chemistries. These electrolytes are formulated to improve interphase formation on electrodes, enhance cycling and storage performance and as cost-effective alternatives for the cost-sensitive and durability-demanding applications such as low-speed NEV and grid-scale ESS.

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We are also developing solid-state electrolyte materials, including polymer solid electrolytes and inorganic solid electrolytes such as LATP, LLZO, LLTO and LiPSCl, which are intended for use in all-solid-state or semi-solid battery systems. These pioneering and emerging products remain in development, customer testing and early industrialisation phases and have not reached scaled production levels.

Battery chemical materials (solutes, solvents and additives)

Solutes, solvents and additives together form the core material system of our lithium-ion battery electrolytes.

Solutes (including LiFSI and LiPF₆)

Solutes are the conducting salts in electrolytes. They dissolve in solvents to provide lithium-ion carriers. Common solutes include LiPF₆, which is widely used in commercial lithium-ion batteries, and LiFSI, which is used in certain high-voltage or fast-charging systems due to its electrochemical and thermal-stability characteristics. We produce solutes through reactions between lithium compounds and fluorinated reagents, followed by filtration, crystallisation and drying. Production requires moisture control because solutes are sensitive to humidity. We apply monitoring and impurity-control procedures to help us meet customer requirements.

In respect of the key solute LiPF₆, Shilei Fluorine Materials, of which we acquired approximately 42.83% interest in 2024, is principally engaged in the production of LiPF₆. Shilei Fluorine Materials had independently developed an innovative dynamic constant-temperature crystallisation technology. As of June 30, 2026, Shilei Fluorine Materials has achieved an annual production capacity of 36,000 tonnes, and it expects to further expand capacity in line with market conditions and our internal demand. Solutes are used in NEV power batteries, consumer lithium-ion batteries, high-voltage cell designs and certain semi-solid and solid-state battery applications. Solutes are also being explored as key components in solid-state electrolytes or interface modifiers for semi-solid and all-solid-state battery systems.

Solvents

Solvents form the primary liquid component in lithium-ion battery electrolytes. The principal solvents include EC, DEC, DMC, EMC. EC is a high-dielectric cyclic carbonate that dissolves solutes, while DEC, DMC and EMC are linear carbonates that help adjust viscosity and conductivity. We synthesize solvents through esterification and trans-esterification reactions followed by multi-stage purification, including distillation, rectification, and precision filtration, to meet battery-grade requirements. Through our proprietary ECOSIP™ integrated solvent process, we improved the production efficiency of multiple solvents from ethylene oxide through increased yields, reduced energy consumption and improved product stability. This process also allows us to convert carbon dioxide generated in production into solvents.

Additives

Electrolyte additives are compounds used in small amounts to improve specific electrolyte properties, such as forming protective interphases on electrodes or enhancing stability at high voltage or low temperature. Common additives include VC and FEC. VC is typically used to promote the formation of a stable solid-electrolyte interphase on graphite anodes, which helps maintain capacity retention during cycling. FEC is often used to improve

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low-temperature performance and to enhance the interphase stability of certain high-energy battery systems, including those incorporating silicon-based or high-nickel cathode materials. We manufacture electrolyte additives through controlled organic-synthesis processes followed by purification to the levels required for battery applications. Additives are used in NEV batteries, high-voltage cathode systems and fast-charging applications, and in ESS batteries that require long cycle life.

Product Category	Secondary Product Category	Features	Application Scenarios
Lithium-ion battery electrolytes	Electrolytes for secondary lithium-ion batteries	A key material in rechargeable lithium-ion batteries, formulated to support performance requirements such as high energy density, long cycle life, stable performance across a wide temperature range, enhanced safety and cost efficiency.	<ul style="list-style-type: none"> Power batteries (NEV) ESS batteries (power systems, data centres, rail transit, wind power and photovoltaic) Consumer batteries (consumer electronic products). Consumer batteries (fire protection equipment, electronic devices, medical devices, and computers).
	Electrolytes for primary lithium batteries	A key material in primary (non-rechargeable) lithium batteries, formulated to support high safety, long service life and stable performance across a wide temperature range.	
Supercapacitor electrolytes	–	A key material in electric double-layer capacitors, designed to operate reliably under demanding conditions such as high voltage, high temperature and ultra-low temperature environments.	Supercapacitors (smart meters, hybrid vehicles, wind power and data centres).
Emerging electrolytes and auxiliary materials	Electrolyte and related materials for sodium-ion batteries	A key material in sodium-ion batteries supporting a wide operating temperature range, strong rate capability and long service life.	Power batteries and energy storage batteries (including NEV, electric two-wheelers and energy storage power stations).
	Solid-state electrolyte materials	A key material in solid-state batteries, providing rapid ion-conduction pathways for lithium ions and enhancing battery safety characteristics.	Applications of solid-state batteries (primarily NEV).
Battery chemical materials	Solutes	Provide lithium ions in the electrolyte and influence key performance parameters, including electrochemical stability and stability across extreme temperature conditions.	Raw materials for electrolytes.
	Solvents	The principal constituent of the electrolytes, serving as the dispersion medium of electrolytes and act as the carrier for lithium ions.	Raw materials for electrolytes.

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Product Category	Secondary Product Category	Features	Application Scenarios
	Additives	Functional components added to improve electrolyte stability and enhance battery electrochemical performance.	Raw materials for electrolytes.

Organic Fluorochemicals

Organic fluorochemicals for AI and digital infrastructure

For AI and digital infrastructure applications, we supply fluorinated cooling liquids, perfluoropolyether, PFPE-based lubricating oils and vacuum pump oils, perfluoroether rubbers, fluorinated etching gases, fluorinated polyimide monomers, PFA and HFE cleaning liquids.

Fluorinated Pharmaceutical Intermediates

For the pharmaceutical sector, we produce fluorinated pharmaceutical intermediates, including fluorochemicals intermediates for inhalation anaesthetics. These intermediates are supplied to pharmaceutical manufacturers as key building blocks for the synthesis of active pharmaceutical ingredients, including raw materials for sevoflurane (an inhalation anaesthetic) and certain antiviral therapies. Our products are used mainly in anaesthetics and other pharmaceutical applications, and we may also supply intermediates that can be used in agrochemical synthesis.

Clean Energy Fluorinated Fine Chemicals

For clean-energy applications, we supply fluorinated fine chemicals including PFSA resins and perfluoroisobutyronitrile. Our PFSA resins have high proton conductivity, excellent chemical stability and high temperature resistance, and are primarily used to produce perfluorosulfonic acid ion-exchange membranes. These membranes are used in proton-exchange-membrane (“PEM”) electrolyzers for hydrogen production, flow batteries and proton-exchange membranes in hydrogen fuel cells. Perfluoroisobutyronitrile is a new-generation environmentally friendly electrical insulating gas; compared with sulphur hexafluoride (SF₆), it can reduce greenhouse-effect impact by more than 98% and can be used as a substitute for SF₆ as an insulating and arc-quenching medium in electrical equipment, including gas-insulated switchgear and gas-insulated transmission lines in ultra-high-voltage transmission and distribution systems.

Product Category	Secondary Product Category	Features	Application Scenarios
Organic fluorochemicals for AI and digital infrastructure . . .	Fluorinated cooling liquids	Highly stable perfluorinated liquids with zero ODP and low GWP.	Cooling media used as immersion liquid cooling for data centres.
	PFPE-based lubricating oils and vacuum pump oils	High chemical stability, high temperature, oxidation resistance, corrosion resistance, high vacuum performance, and flame retardancy.	Vacuum equipment used in semiconductor manufacturing processes such as thin-film deposition, etching, ion implantation, and packaging.

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Product Category	Secondary Product Category	Features	Application Scenarios
	Perfluoroelastomer (Perfluoro rubber)	Resistant to high and low temperatures, low compression set performance, resistant to highly corrosive chemicals, and plasma damage.	FFKM seals used in semiconductor processes requiring high temperature and chemical-media resistance.
	Fluorinated etching gases	Meets the requirements for high aspect ratio etching.	Dry-etching processes in semiconductor manufacturing.
	Fluorinated polyimide monomer	High purity, low dielectric constant, and high visible-light transmittance of the prepared polymer.	Manufacture of photosensitive polyimides used in semiconductor packaging.
	PFA	Good thermoplastic processability, chemical corrosion resistance and heat resistance; low friction coefficient; self-lubricating; flame-retardant; water-resistant properties.	Linings for equipment and storage tanks used in semiconductor and high-purity chemical applications.
	HFE Cleaning Liquids	Moderate solvency and good material compatibility; ODP = 0 and significantly reduced GWP.	Precision cleaning of components in pan-semiconductor applications.
	Photoresist Monomer	Fluorine-containing unsaturated compounds characterized by low refractive index, high UV transparency, low surface energy, and both hydrophobic and oleophobic properties.	Key raw materials for photoresists, top anti-reflective coatings (TARC), and other related materials.
Fluorinated pharmaceutical intermediates . . .	Fluorinated intermediates for inhalation anaesthetics	Intermediates for fluorinated inhalation anaesthetics and intermediates for antiviral drugs, among others.	Raw materials for anaesthetics such as sevoflurane, and other pharmaceutical applications.
Clean energy fluorinated fine chemicals	PFSA resins	Good mechanical strength, thermal stability and chemical stability; primarily used to manufacture PFSA ionomer membranes.	Ion exchange membranes for PEM electrolyzers in hydrogen production, flow battery, and hydrogen fuel cells.
	Perfluoroisobutyronitrile	Next-generation environmentally oriented insulating gas.	Insulating gas for gas-insulated switchgear and gas-insulated transmission lines used in ultra-high-voltage transmission and transformation systems.

Electronic Information Chemicals

Our electronic information chemicals segment primarily comprises capacitor chemicals and semiconductor chemicals.

BUSINESS

Capacitor chemicals

Capacitor chemicals are key process materials and core functional materials used in the production of electrolytic capacitors. We offer a complete product portfolio for our capacitor chemicals. By continuously increasing R&D investment, we lead the industry in technological progress and constantly drive product upgrades and iterations. We provide customers with one-stop solutions, establish long-term strategic cooperation with core capacitor customers, and maintain a stable market share.

Product Category	Secondary Product Category	Features	Application Scenarios
Capacitor chemicals	Electrolytes and related chemicals for aluminium electrolytic capacitors	High performance, high purity, and voltage resistance, long service life, low impedance.	Electrolytes act as the cathode of the capacitor and help repair the aluminium oxide film, supporting high reliability and long service life.
	Aluminium foil chemicals	High performance, high purity.	Used in foil formation process in aluminium electrolytic capacitor manufacturing.
	Solid-state capacitor chemicals	Low impedance, high voltage resistance, surge resistance, good temperature resistance.	Replace liquid electrolytes to form the actual cathode in solid-state capacitors. These materials effectively reduce device impedance and enhance long-term reliability.
	Chemicals and functional materials for multi-layer polymer capacitors and tantalum capacitors	Low impedance, good temperature resistance, high reliability.	Functions to draw out device capacity, reduce impedance and leakage current, and improve long-term reliability.
	Capacitor packing materials and components	High insulation, and strength, low chloride ion.	Functions such as insulation, sealing, explosion protection and terminal lead-out, and packaging solutions for snap-in aluminium electrolytic capacitors and supercapacitors adapted to the power supply requirements of servers in computing data centres.

Semiconductor chemicals

Semiconductor chemicals include high purity chemicals, etching liquids, semiconductor cooling liquids, and semiconductor cleaning liquids. These chemicals are used in multiple process steps in IC fabrication.

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Product Category	Secondary Product Category	Features	Application Scenarios
Semiconductor chemicals	High purity chemicals	High purity, small particle count and size, high quality consistency and stability; meets the industry’s Semi G5 standard. It plays a crucial role in improving chip yields and enhancing the clarity of display panel images.	Applied in display panels and IC fields as a key chemical material in production processes such as photolithography, development, etching and cleaning.
	Etching liquids	Excellent etching morphology, strong compatibility with different target materials, high stability, customizable solutions.	Used in etching processes in semiconductor and display panel manufacturing.
	Semiconductor cooling liquids	High performance, high-precision control, wide operating temperature range and features of good insulation performance, non-toxicity, strong material compatibility.	Used as temperature-control media in semiconductor processes (including dry etching) and in packaging and testing processes.
	Semiconductor cleaning liquids	Low surface tension, excellent stability, high material compatibility.	Used for cleaning processes in semiconductor/display manufacturing.

Research and Development

R&D philosophy and strategy

Building on our technology centre and key laboratories, we have established an integrated product development process that links basic research, application development, pilot-scale validation and mass production.

R&D organisation

We have built a multi-tiered R&D organisation covering our research institute, business segment R&D teams and laboratories at our production bases:

Shenzhen research institute (group-level R&D platform)

Our Shenzhen Research Institute serves as our group-level R&D platform and anchors our medium- to long-term technology planning and platform-level R&D. It focuses on front-end process design, fundamental research and method development, and works with our business segment R&D teams to translate platform technologies into product families and application-ready solutions across our major segments. The research institute functions as a platform: it develops core methodologies, such as synthesis and purification routes, analytical and testing methods and mechanism interpretation protocols, that can be used across our business segments, and it provides technical governance for group-wide R&D priorities, technical standards and cross-business synergies. The research institute supports platform R&D through (i) laboratory-scale synthesis and process development, (ii) advanced analytical testing and method development, and (iii) pilot-scale validation and scale-up support in coordination with our business units and production-base laboratories. These capabilities are intended to support our full-cycle R&D platform, from early-stage research through industrialisation.

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Business segment R&D teams (application and product development)

Each of our major business segments maintains its own R&D team, including sites such as the Huizhou Research Institute, the Sanming Fluorinated New Materials Research Centre, and the Huaian Hicomer Laboratory and incubation pilot-scale platform. These teams are responsible for: (i) translating platform technologies into specific products and formulations for defined applications; (ii) managing customer-specific projects, including tailoring specifications and coordinating sample and validation plans; and (iii) working with our process engineering teams to prepare products for scale-up and industrialisation.

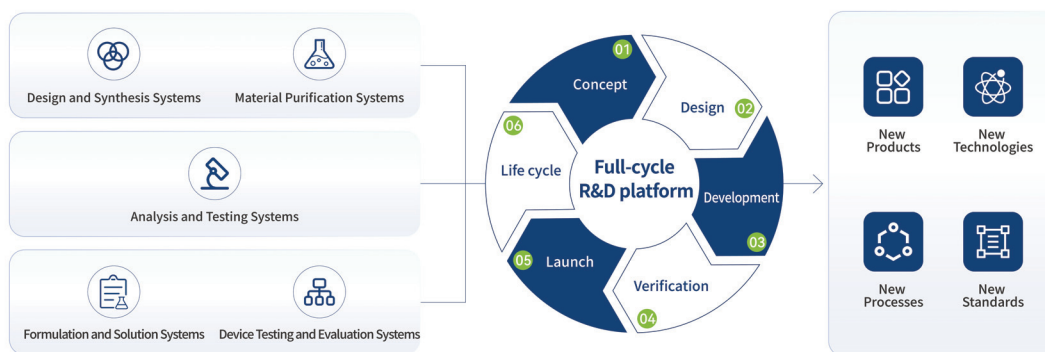
Laboratories at production bases (process, quality and local support)

We also have laboratories on-site at selected production bases that focus on: (i) manufacturing process optimisation and iteration, quality stability and on-line analytical support; (ii) on-site troubleshooting and continuous production improvement; and (iii) providing rapid technical support and sample preparation for nearby customers.

Full-Cycle R&D Platform

We regard research and development as a core driver of our long-term growth, product competitiveness and operational resilience. Over the years, we have established a full-cycle R&D platform covering conceptualisation, design, formulation optimisation, pilot-scale trials and customer qualification, industrialisation, and continuous optimisation of products.

Our full-cycle R&D platform covers the steps set out in the diagram below:



- **Concept and feasibility study** — Based on information we collect on industry trends, regulatory developments and downstream customer requirements in key application fields, our research institute and business unit R&D teams jointly evaluate potential demand and conduct initial feasibility assessments.
- **Project initiation and design** — We formally launch R&D projects that pass the feasibility stage, define technical targets, milestones and budgets.
- **Laboratory development and formulation optimisation** — We design and synthesize candidate materials, optimise formulations and key process parameters, and carry out in-house application testing and analytical verification using our full-cycle R&D platform.

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- **Pilot-scale trials and customer qualification** — Promising systems are scaled up to pilot-scale, and we provide trial samples to customers for cell, module or device-level tests. We work with customers to carry out multi-round validation and refine the product based on feedback.
- **Industrialisation and mass production** — Once product performance and manufacturability meet internal and customer standards, we complete process design and equipment configuration, implement at our production bases and monitor initial mass-production runs.
- **Continuous optimisation and iteration** — After industrialisation, we continue to monitor performance, collect data from customer applications and iterate formulations and processes to address new requirements.

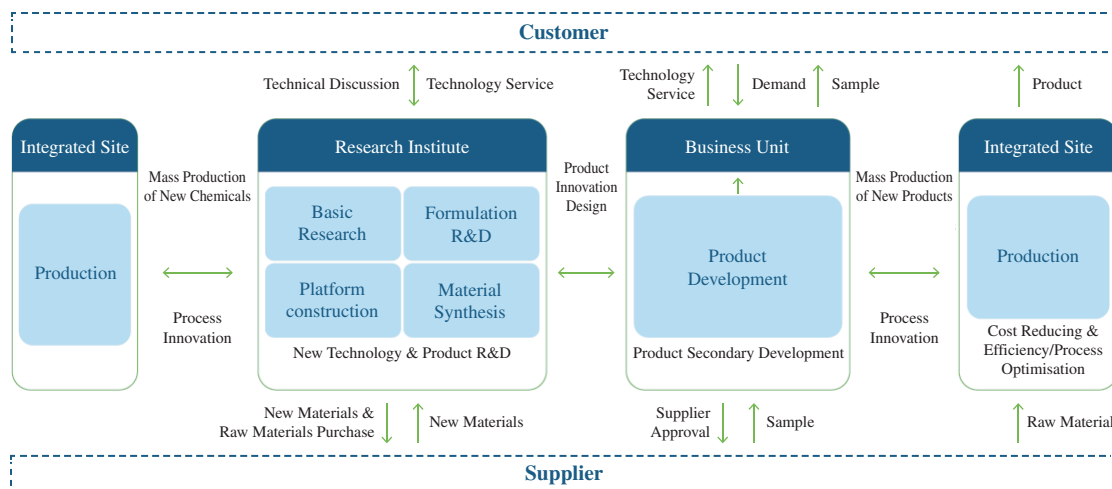
Collaboration flow with Customers

We place particular emphasis on “customer-centric” development. In general, our collaboration with key customers follows four main stages:

- **Early engagement and specification** — in performing regular technology service and during specific technical discussion sessions, we participate in early technical discussions on customers’ next-generation platforms, jointly define key material specifications and align our R&D roadmap with customers’ product plans.
- **Development and validation** — after understanding our customers’ demands, we iteratively develop and optimise formulations and processes, provide multiple rounds of samples for testing, and adjust our products based on test results and line-trial feedback.
- **Qualification and supplier onboarding** — for certain products in our electronic information chemicals segment, customers typically require a structured supplier onboarding and qualification process that may involve multiple rounds of specification confirmation, sample evaluation and production-line verification over an extended period. Once qualified, products are typically subject to ongoing quality monitoring and periodic re-validation, which supports long-term supply relationships.
- **Industrialisation and long-term support** — once products are qualified, our R&D team will prepare our production bases for scaled production, monitor consistency in mass production and maintain regular technical communication to address new requirements over the product life cycle.

We believe this model improves the success rate of new product industrialisation and supports the formation of long-term, stable supply relationships with key customers.

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One example of our industry — academia — research collaborations and value-chain cooperation with customers: from 2020 to 2023, we carried out an in-depth co-development programme with a cellphone/EV manufacturer, focusing on the development of high-performance lithium-ion battery electrolytes. Through close technical collaboration and joint validation, we achieved (i) large-scale mass production of electrolytes for high-voltage lithium cobalt oxide (LCO)/graphite systems, (ii) small-scale introduction of electrolytes for high-voltage LCO/silicon — carbon systems, and (iii) performance verification of electrolytes for sodium-ion batteries.

External collaborations

In addition to internal R&D, we maintain cooperation with universities and research institutes mainly in the PRC through joint research projects, commissioned research and joint laboratories. Our partners include, among others, the Shanghai Institute of Organic Chemistry and the Institute of Process Engineering of the Chinese Academy of Sciences, South China University of Technology, Southern University of Science and Technology, and Xiamen University. These collaborations focus on new material systems and mechanisms relevant to our core businesses, advanced analytical and testing methods and the training of high-level technical talent. Since 2018, we have maintained continuous technical cooperation with Southern University of Science and Technology. In 2023, we and Southern University of Science and Technology jointly established the “*Capchem — SUSTech Shenzhen National Applied Mathematics Centre Joint Laboratory for Carbon Peaking, Carbon Neutrality and Digital Economy*” with an initial construction period of five years, focusing on research on electrolytes, solid-state electrolytes, binders and dual-carbon related topics. For organic fluorochemicals, we have entered into a cooperation agreement with the Shanghai Institute of Organic Chemistry, Chinese Academy of Sciences, to jointly develop fluorinated surfactants. We have established a joint laboratory with Xiamen University to develop fluorinated electronic chemicals products.

R&D team

We maintain a sizeable and growing R&D team with a multi-disciplinary background in chemistry, materials science, chemical engineering and related fields. As of June 30, 2026, we had 1,133 R&D and technical personnel, representing 23.6% of our total employees. Our R&D and technical personnel include personnel with doctoral and master’s degrees and experienced engineers and technicians. Among these R&D and technical personnel, 687 of which with bachelor’s degrees or above as of June 30, 2026. Our R&D team is relatively young, with a majority of staff aged under 40.

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Investment in R&D

We have consistently devoted a significant portion of our revenue to research and development.

The following table sets out our R&D expenses during the Track Record Period:

	Year Ended December 31,			Six Months Ended June 30,	
	2023	2024	2025	2025	2026
R&D expenses					
(RMB'000)	485,132	392,852	501,872	252,445	294,589
As % of revenue . . .	6.5%	5.0%	5.2%	6.0%	4.0%

R&D management and intellectual property protection

We have implemented an R&D project management system covering project initiation, approval, budgeting, milestone management and acceptance, and we use digital tools and knowledge-sharing mechanisms to improve R&D efficiency and support technology transfer from laboratory to industrialisation. As of June 30, 2026, we had submitted and had accepted 1,716 patent applications in aggregate, including 1,265 domestic patent applications (of which 1,067 were invention patents and 198 were utility model patents), 219 overseas invention patent applications and 232 PCT applications. We had been granted an aggregate of 602 domestic patents (of which 430 were invention patents and 172 were utility model patents) and 112 overseas invention patents, and had registered 334 trademarks in China and overseas. All R&D staff sign confidentiality agreements, and core technical and R&D staff are also subject to non-competition undertakings after departure, in line with applicable PRC laws and regulations. We have not experienced material disputes with former R&D staff in relation to intellectual property or non-competition obligations. For a more detailed discussion of our patents, trademarks and other intellectual property, see “Intellectual Property” below.

Production

Overview of our production footprint

We mainly manufacture our products at our own production bases in the PRC and overseas. Our production activities are organised around our three major product segments: battery chemicals, organic fluorochemicals and electronic information chemicals. As of June 30, 2026, we operated 13 production bases, comprising 12 production bases in the PRC and one production base in Poland, and we have progressed to installation of our overseas production base in Malaysia, and are undertaking preparatory work for the construction of our overseas bases in Saudi Arabia and the expansion of our production base in Poland. Each of our production bases may support one or more of our business segments.

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Production bases and layout



We have adopted a regional layout that combines proximity to major downstream customers with access to key raw materials. Domestically, we strategically placed our production bases to cover the pearl river delta region, the Yangtze River delta region, central China, northern China, and the southwest. Our main overseas footprint is in Europe and Southeast Asia, centred on Poland, and Malaysia. This network allows us to (i) locate key electrolytes capacity close to major NEV and ESS customers, solvents and additives capacity close to mineral resources and other resources, (ii) develop organic fluorochemicals capacity near upstream raw material sources and (iii) supply electronic information chemicals to customers in semiconductor, display and capacitor industries in China and overseas. We believe our regional layout helps us reduce logistics costs, better manage lead times and enhance our ability to serve customers on a coordinated basis.

Summary of principal production bases

Our production bases are located in several chemical-industry parks and industrial zones in the PRC and in Europe. As of the Latest Practicable Date, our principal production bases can be summarised as follows:

Base	Location	Production Commencement	Segment(s)	Site area thousand square meters	Status
Huizhou Capchem Chemicals Co., Ltd.	Huizhou, Guangdong	2012	Battery chemicals, Electronic information chemicals	239	In operation
Nantong Capchem Chemicals Co., Ltd.	Nantong, Jiangsu	2014	Battery chemicals, Electronic information chemicals	28	In operation
Jingmen Capchem New Materials Co., Ltd.	Jingmen, Hubei	2019	Battery chemicals	112	In operation
Tianjin Capchem Electronic Materials Co., Ltd.	Tianjin	2022	Battery chemicals, Electronic information chemicals	104	In operation

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Base	Location	Production Commencement	Segment(s)	Site area <i>thousand square meters</i>	Status
Chongqing Capchem New Materials Co., Ltd.	Chongqing	2024	Battery chemicals	112	In operation
Novolyte Battery Materials (Suzhou) Co., Ltd.	Suzhou, Jiangsu	2017	Battery chemicals	22	In operation
Jiangsu Hicomer Electronic Materials Co., Ltd.	Huai'an, Jiangsu	2024	Battery chemicals	233	In operation
Jiangsu Hicomer New Materials Co., Ltd. .	Huai'an, Jiangsu	2017	Battery chemicals	76	In operation
Hunan Fluopont New Materials Co., Ltd. .	Hengyang, Hunan	2021	Battery chemicals	126	In operation
Fujian Heptafluor New Materials Co., Ltd. .	Nanping, Fujian	2022	Organic fluorochemicals	393	In operation
Sanming Hexafluor Chemical Co., Ltd. .	Sanming, Fujian	acquired in 2015	Organic fluorochemicals, Battery chemicals, Electronic information chemicals	287	In operation
Nantong Top Electronic Materials Co., Ltd.	Nantong, Jiangsu	2014	Others (functional materials)	12	In operation
Jiangsu Seals Electronic Materials Co., Ltd.	Huai'an, Jiangsu	2023	Others (functional materials)	17	In operation
Capchem Poland Sp.zo.o	Poland	2023	Battery chemicals	41	In operation
Nantong Capchem Technology Co., Ltd.	Nantong, Jiangsu	2026	Battery chemicals	100	In operation

Production Base Under Construction/Planning

Project	Location	Segment(s)	Status
Hunan Fluopont Novel Lithium Salt Capacity Expansion Project (Phase 3.1)	PRC	Battery chemicals	Trial production
Nantong Capchem Technology Semiconductor Chemicals and Battery Chemicals Project (Phase 1)	PRC	Battery chemicals, Electronic information chemicals	Trial production
Nantong Capchem Electronics 30,000 Tonnes/Year Novel Electronic Chemicals Capacity Expansion and Technical Renovation Project	PRC	Electronic information chemicals	Trial production
Huizhou Capchem Ammonia Capacity Expansion Project	PRC	Electronic information chemicals	Trial production

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Project	Location	Segment(s)	Status
Jingmen Capchem 283,000 Tonnes/Year Battery Chemicals Project (Phase 2)	PRC	Battery chemicals	Installation
Novolyte Malaysia Electronic Information Chemicals Project . .	Malaysia	Battery chemicals	Installation
Phase 4 Project of Huizhou Capchem	PRC	Battery chemicals, Electronic information chemicals	Installation
Fujian Heptafluo 5,000 Tonnes/Year High-performance Organic Fluorochemicals Project (Phase 1.5)	PRC	Organic fluorochemicals	Installation
Yichang Capchem Electronic Chemicals Project	PRC	Electronic information chemicals	Installation
Hicomer Electronic Materials 59,600 Tonnes/Year Lithium-Ion Battery Additives Project (Phase 2)	PRC	Battery chemicals	Under construction
Sanming Hexafluo 30,000 Tonnes/Year High-End Organic Fluorochemicals Project	PRC	Organic fluorochemicals	Under construction
Sanming Hexafluo Novel Organic Fluorochemicals Research Centre	PRC	Organic fluorochemicals	Decoration
Jingmen Capchem 283,000 Tonnes/Year Battery Chemicals Project (Phase 2 Expansion) . . .	PRC	Battery chemicals	Design
Huizhou Capchem Solvent Capacity Expansion/South Plant Area Technology Upgrade Project	PRC	Battery chemicals	Design
Hunan Fluopont Novel Lithium Salt Capacity Expansion Project (Phase 3.2)	PRC	Battery chemicals	Design
Capchem Poland Battery Chemicals Project (Phase 2) . . .	Poland	Battery chemicals	Design
Tianjin Capchem Semiconductor Chemicals and Battery Chemicals Project (Phase 3) . . .	PRC	Electronic information chemicals	Design
Nantong Capchem Technology 25,000 Tonnes/Year Ultra-Pure Ammonia Capacity Expansion and Technical Renovation Project	PRC	Electronic information chemicals	Design
Middle East Capchem Battery Chemicals Project	Saudi Arabia	Battery chemicals	Project pre-phase

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As of June 30, 2026, our planned capacity additions by segment were as follows:

	Battery chemicals	Organic fluorochemicals	Electronic information chemicals
	(tonnes)		
Projects under construction	459,300	26,270	77,000
Projects under planning	562,000	—	54,000
Total	1,021,300	26,270	131,000
of which: overseas project(s) under construction	30,000	—	—
of which: overseas project(s) under planning	350,000	—	—
of which: overseas total	380,000	—	—

Battery chemicals accounts for approximately 86% of total planned capacity additions, with approximately 380,000 tonnes directed to overseas production bases in Southeast Asia, the Middle East and Europe and the remainder to domestic upstream integration of solutes, solvents and additives. Organic fluorochemicals and electronic information chemicals expansion is focused on domestic production.

Capacity and utilisation

We monitor the designed production capacity and utilisation of our principal segments. For our production capacity and utilisation rate, see “Major business segments” above.

Machinery and equipment

Our production bases are equipped with a comprehensive range of machinery and equipment to support each stage of the manufacturing process. Our principal production equipment mainly comprises reactors, formulation and mixing tanks, rectification and distillation columns, evaporators and other reaction, formulation and purification equipment. Our directors believe that the specifications and scale of our equipment are consistent with prevailing industry standards.

Overview of production model

We organise our production activities principally by reference to our major product segments. We generally carry out key production processes, including synthesis, distillation, purification, blending and packaging, at our own facilities. We procure certain raw materials from third-party suppliers and produce certain others internally, as further described in the section headed “Suppliers”.

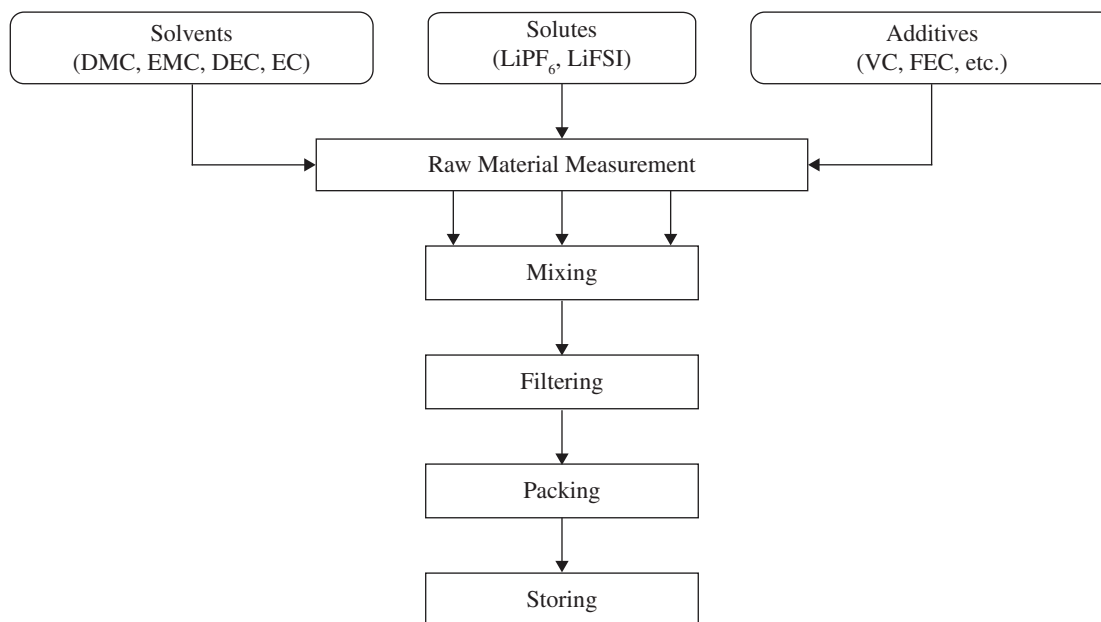
Production processes, integrated value chain and manufacturing management

Our production processes differ by business segment but generally include raw material preparation, reaction and synthesis, separation and purification, finishing and packaging. We standardise these processes across our production bases where possible to enhance operational efficiency and quality consistency.

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Battery chemicals

For electrolytes, production typically involves (i) preparation and blending of solvents, (ii) synthesis and dissolution of solutes, (iii) compounding of electrolyte additives and (iv) formulation of finished electrolytes according to customer-specific requirements. For solutes, solvents and additives, we operate dedicated reaction, crystallisation, distillation and drying units to achieve the required purity levels. Moisture, metal ions and other impurities are tightly controlled through multi-stage drying, adsorption and filtration processes to meet battery makers’ specifications.



Organic fluorochemicals

For organic fluorochemicals, our production processes mainly involve (i) fluorination and related organic reactions to produce fluorinated intermediates and fine chemicals; (ii) distillation and purification of fluorinated products; (iii) polymerization of fluorinated monomers to produce fluoropolymers such as PTFE, FFKM and PFSA; and (iv) downstream finishing processes, including granulation, dispersion and packaging.

Electronic information chemicals

For electronic information chemicals, we produce capacitor chemicals and semiconductor chemicals, and provide “one-stop solutions” for capacitor chemicals and sealing components. Production focuses on high-purity processing and formulation control to ensure stable electrical performance. For these products, we attach great significance to purity, metal impurity content, particle count and particle size, to provide integrated solutions for our customers. The production of high purity chemicals requires multi-step purification, such as distillation, ion-exchange and fine filtration, and detailed impurity monitoring.

Vertical integration

Our production requires a range of raw materials, including (i) basic organic chemicals, such as carbonates and alcohols, (ii) inorganic salts and lithium-containing materials, (iii) fluorine-containing feedstocks, and (iv) other specialty chemicals. We source these materials

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from a diversified base of domestic and overseas suppliers and, for certain key inputs, also rely on our own upstream and intermediate production. In battery chemicals, we have progressively invested in upstream capabilities across solutes, solvents and additives. For lithium-ion battery electrolytes, we are capable of producing core raw materials, including solvents and additives, internally, while continuing to procure certain basic chemicals from external suppliers. During the Track Record Period, our in-house produced solutes are primarily used to meet our internal demand. This allows us to adjust formulations and raw material combinations based on customer requirements, while maintaining control over critical quality-determining intermediates. Our investment in and achievement of joint control over Shilei Fluorine Materials in December 2024 represents a significant development in our supply chain for LiPF_6 . As of June 30, 2026, Shilei Fluorine Materials had an annual production capacity of 36,000 tonnes and is expected to further expand capacity in line with market conditions and our internal demand. Together with our consolidated LiFSI production capabilities, the proportion of our total solute requirements sourced from entities under our majority or joint control increased substantially over the Track Record Period, and we believe this positions us well to maintain supply stability and cost competitiveness in electrolyte production going forward. In organic fluorochemicals, our industrial chain layout covers key fluorinated intermediates and downstream products such as fluoropolymers and related materials. Sanming Hexafluoro specialises in HFPO derivative series products, including HFE and PFPE; Fujian Heptafluoro specialises in special fluoropolymers, including PTFE, PFA, PFSA resins and perfluoro rubber. By integrating upstream monomer and intermediate production with downstream fluoropolymers and functional fluids, we can (i) coordinate product development across different stages of the chain and (ii) provide customers with solutions that combine multiple fluorinated materials for specific applications. We intend to continue enhancing our level of vertical integration in selected areas where we expect this to (i) strengthen our control over critical raw materials, (ii) improve cost competitiveness and (iii) support long-term product development in collaboration with our customers.

Strategic goal for self-sufficiency in upstream materials

While we have increased our level of vertical integration in selected parts of our value chain, we do not seek to be fully self-sufficient in raw materials and intermediates. Instead, for key upstream products and intermediate materials for our battery chemicals segment, we generally aim to maintain the capability of supplying a substantial portion internally, with the remainder sold to external customers to maintain market competitiveness. Under this model, our upstream or intermediate production units are positioned as independent profit centres that compete in the open market rather than operating solely as captive suppliers. By requiring these units to sell a significant portion of their products externally, we expect them to remain exposed to market forces and stay in touch with customer requirements and industry benchmarks, and therefore to be more disciplined in cost control, product quality, technology upgrading and operational efficiency. At the same time, our internal consumption of output is intended to provide stability and consistency of supply for our downstream businesses and to ensure close alignment between upstream product development and the needs of our own formulations and finished products. We believe this approach allows us to achieve a balance between (i) the security and technical advantages of having in-house upstream capabilities and (ii) the competitiveness and efficiency benefits that come from continued participation in the external market.

Production management and quality control

Our commitment to high quality and reliability helps strengthen the recognition and trust among our customers. We obtained ISO9001 certification for our quality management system. Moreover, we have obtained ISO10012, ISO14001, ISO27001, ISO45001, ISO50001,

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QC080000, IATF16949, and other quality control certifications for our quality control management. We have established production-management procedures covering production planning, equipment management, quality inspection and safety management. We adopt internal policies and standard operating procedures for key steps, including (i) raw material acceptance and inspection; (ii) in-process inspection and sampling; and (iii) finished-product testing and release. As of 2023, 2024, 2025, and the six months ended June 30, 2026, we have a quality control team comprising of 304, 361, 398, and 432 members, respectively. The quality control team is responsible for setting targets of quality control, establishing the quality control systems and inspection guidelines for our production, conducting regular inspections and providing trainings on quality and inspection techniques. To ensure the effectiveness of our quality control system, the quality control team regularly conducts performance reviews and data analysis on our production facilities and equipment. We use information systems, including enterprise-resource-planning (ERP) and production-management software, to support production scheduling, inventory management and traceability. We also maintain equipment-maintenance plans and regular inspection schedules to support stable operation of our production facilities. As a result of our stringent quality control measures, during the Track Record Period and up to the Latest Practicable Date, there was no incident of failure in our quality control systems which had a material impact on us.

Quality control in product development

Our quality control begins at the product development stage. Using our internal testing and analysis platform, and the laboratories at our production bases, we carry out multi-round testing and evaluation of new samples, in accordance with relevant industry standards and customer specifications. Only formulations and processes that meet both our internal requirements and customers' validation standards are transferred to pilot-scale trials and prepared for industrialisation.

Quality control in procurement

We only procure raw materials from suppliers that have been admitted to our qualified supplier list after passing our product quality and reliability assessments and meeting the requirements of us and our customers. For important categories such as solutes, fluorinated intermediates, solvents and high-purity inorganic reagents, we assess suppliers based on raw material quality, delivery performance, and other factors, and we may conduct on-site inspections of their facilities where appropriate. We perform sample inspection and testing on raw materials upon delivery in accordance with our internal standards. Our procurement and quality control procedures are designed to identify and address defective or sub-standard raw materials as early as possible and to prevent them from entering subsequent production stages.

Quality control in production

We conduct our production activities in accordance with our customers' quality specifications and applicable industry standards. Each production base has a dedicated quality control team and on-site laboratory responsible for in-process inspection and monitoring at key control points. Our quality control teams carry out daily inspections and testing of semi-finished products and intermediates to ensure that they meet our internal standards and, where applicable, customers' requirements. For certain customers and products, customers may also conduct on-site audits or inspections of our production facilities and quality systems as part of their qualification and ongoing supervision processes.

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Quality control of finished products and logistics

Before shipment, each batch of finished products is subject to sample testing by our quality control teams in accordance with our release standards and customers’ agreed specifications. We also inspect and control the packaging of our finished products (for example, drums, canisters, cylinders or other specialised containers) to help safeguard product quality during storage and transportation.

Customers and Suppliers

Customers

We sell our products primarily to industrial customers in the PRC and overseas across a broad range of end markets, including NEV, ESS, consumer electronics, AI and digital infrastructure, pharmaceuticals, and other high-end industrial applications. Our customer base mainly comprises battery manufacturers, capacitor and other electronic component manufacturers, semiconductor manufacturers, IC manufacturers, fine chemical and pharmaceutical companies and other industrial enterprises.

We serve customers both in the PRC and overseas. Revenue from customers in the PRC accounted for approximately 74.7%, 75.2% and 83.2% of our total revenue in 2023, 2024 and 2025, respectively, while revenue from overseas customers accounted for approximately 25.3%, 24.8% and 16.8% during the same periods. Revenue from customers in the PRC accounted for approximately 79.1% and 88.8% of our total revenue in the six months ended June 30, 2025 and 2026, respectively, while revenue from overseas customers accounted for approximately 20.9% and 11.2% during the same periods. Our overseas sales cover East Asia, the Americas, Europe, and Southeast Asia.

	Year Ended December 31,						Six Months Ended June 30,			
	2023		2024		2025		2025		2026	
	(RMB'000)		(RMB'000)		(RMB'000)		(RMB'000)		(RMB'000)	
Revenue from PRC . .	5,585,081	74.7%	5,891,039	75.2%	8,013,368	83.2%	3,357,169	79.1%	6,619,821	88.8%
Revenue from overseas	1,887,338	25.3%	1,944,642	24.8%	1,615,111	16.8%	885,329	20.9%	835,493	11.2%

For our battery chemicals segment, our customers mainly include manufacturers of NEV, ESS, consumer electronics batteries. For organic fluorochemicals, our customers include AI and digital infrastructure companies, pharmaceutical companies and advanced materials companies. For electronic information chemicals, our customers mainly consist of capacitor and other electronic component manufacturers, semiconductor manufacturers, and IC manufacturers.

Sales and marketing model

We primarily adopt a direct sales model supplemented by sales through trading companies. Under our direct sales model, we enter into framework agreements or purchase orders with customers and deliver products directly to their production facilities or designated warehouses. During the Track Record Period, a small portion of our products were sold to selected trading companies that in turn sell to downstream customers in certain regions and for certain product categories. Direct sales are our predominant sales channel and accounted for around 90% of our revenue in each of 2023, 2024, 2025, and the six months ended June 30, 2026, with sales to trading companies accounting for 10.6%, 13.4%, 9.8%, and 7.1%

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respectively. We maintain an intellectual property management framework and supporting procedures designed to align with the intellectual property, confidentiality and compliance requirements commonly imposed by our major overseas customers.

Sales to trading companies

Sale to trading companies accounted for 10.6%, 13.4%, 9.8%, and 7.1% of our revenue in the years ended December 31, 2023, 2024, 2025, and the six months ended June 30, 2026, respectively. To the best knowledge of our Directors, all of our customers which are trading companies are Independent Third Parties. None of our trading company customers is controlled by a former or current employee of the Company, uses our brand or name in its own business, or has received material prepayments or financial assistance from us.

Our sales to trading companies is generally supplementary to direct sales and reflects commercial considerations in certain markets, such as (i) channel access leveraging trading companies’ existing customer relationship, in particular a large number of small and medium-sized customers, (ii) accounts-receivable risk management where certain end customers request longer credit terms, and (iii) localised technical service needs in certain segments. The use of trading companies as a supplementary sales channel is consistent with industry practice among specialty chemicals manufacturers operating across multiple geographies and customer segments.

We determine the appropriate sales channel for each customer and market on a case-by-case basis, having regard to the following principal factors: (i) customer scale and strategic importance — larger, strategically important customers are served through direct sales, which enables closer technical collaboration and longer-term product co-development relationships; (ii) geographic proximity and local infrastructure — in regions where we have limited local sales and service capabilities, trading companies provide an efficient means of reaching end customers; (iii) credit and receivables risk — where end customers have extended payment cycles or less established credit profiles, trading companies absorb the credit exposure on commercially acceptable terms; and (iv) product category — products requiring less intensive technical support and customer qualification are more suited to the trading company channel than formulation-intensive products where direct technical engagement is critical.

Our relationship with trading companies is a buyer-and-seller relationship: trading companies purchase our products outright and resell them to end customers on their own account, and we do not act as principal or agent in their onward sales. Sales to trading companies are conducted on the basis of individual purchase orders. The principal commercial terms are as follows: (i) we do not impose any minimum purchase requirement or sales target on any trading company; (ii) we do not prescribe the prices at which trading companies resell our products to end customers; (iii) trading companies are not entitled to return products unless they are defective, and we did not experience any material product returns from trading companies during the Track Record Period; (iv) trading companies are responsible for managing their own inventories; (v) as a number of our products are categorised as hazardous chemicals subject to stringent storage and transportation requirements under the Regulations on the Safety Management of Hazardous Chemicals (《危險化學品安全管理條例》), our trading company customers generally are not able to maintain excess inventory, which inherently limits the risk of channel stuffing; (vi) revenue from sales to trading companies is recognised upon transfer of control of goods, consistent with our revenue recognition policy for direct sales; and (vii) credit terms offered to trading companies are generally in line with or shorter than those offered to comparable direct sales customers in the relevant business segment. We periodically request trading companies to provide us, on a voluntary basis, with

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the identity of key end customers, and conduct joint customer visits with our sales personnel for larger-value end customers, for the purposes of monitoring potential channel overlap. The Directors are of the view that the risk of channel stuffing through the trading company channel is not material.

The number of trading companies engaged by us fluctuates from period to period in line with market conditions and regional demand patterns. We do not maintain a fixed approved panel of trading companies, and arrangements are entered into on an order-by-order basis as commercial needs arise.

Major customers and customer concentration

We have a diversified customer base without over-reliance on any single customer. Our top five customers are primarily battery and electronic component manufacturers.

The revenue contribution from our top five customers in 2023, 2024, 2025, and the six months ended June 30, 2026 is set out below:

	Year Ended December 31,			Six Months Ended June 30,
	2023	2024	2025	2026
Revenue from top five customers				
(RMB Million)	3,140.3	2,710.3	3,335.1	2,676.0
As % of total revenue	42.0%	34.6%	34.6%	35.9%

The following tables set forth the information of our five largest customers during the Track Record Period:

For the Year Ended December 31, 2023

Customer	Products sold to customer	Location	Revenue	% of our total revenue	Credit terms	Years of business relationship
			(RMB Million)			
Customer A ⁽¹⁾ . .	Battery chemicals	South Korea	1,151.3	15.4%	in 60-120 days	since 2015
Customer B ⁽²⁾ . .	Battery chemicals	PRC	949.7	12.7%	in 60-120 days	since 2010
Customer C ⁽³⁾ . .	Battery chemicals	PRC	577.3	7.7%	in 60-120 days	since 2016
Customer D ⁽⁴⁾ . .	Battery chemicals	PRC	238.1	3.2%	in 60-120 days	since 2018
Customer E ⁽⁵⁾ . .	Battery chemicals	PRC	223.8	3.0%	in 60-120 days	since 2012

Notes:

- (1): Customer A is a manufacturer of lithium-ion batteries for EV, ESS and consumer electronics applications, listed on the Korea Stock Exchange. It is one of the largest battery manufacturers by shipment volume, with operations spanning South Korea, Europe, North America and Asia.
- (2): Customer B is a PRC-based manufacturer of primary and secondary lithium batteries for consumer electronics, power and ESS applications, listed on the Shenzhen GEM.
- (3): Customer C is one of the world's largest lithium-ion battery manufacturer by shipment volume, listed on both the Shenzhen Stock Exchange and the Hong Kong Stock Exchange. It is primarily engaged in the R&D, production and sales of power batteries and ESS systems for NEV and grid storage applications.

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- (4): Customer D is a PRC-based manufacturer of power batteries and ESS batteries, principally engaged in the R&D, production and sales of batteries for NEV applications.
- (5): Customer E is a PRC-based manufacturer of lithium battery materials and battery systems for NEV power and ESS applications, listed on the Hong Kong Stock Exchange.

For the Year Ended December 31, 2024

Customer	Products sold to customer	Location	Revenue	% of our total revenue	Credit terms	Years of business relationship
			(RMB Million)			
Customer A . . .	Battery chemicals	South Korea	916.1	11.7%	in 60-120 days	since 2015
Customer B . . .	Battery chemicals	PRC	871.7	11.1%	in 60-120 days	since 2010
Customer E . . .	Battery chemicals	PRC	414.3	5.3%	in 60-120 days	since 2012
Customer F ⁽¹⁾ . .	Battery chemicals	South Korea	265.7	3.4%	in 60-120 days	since 2011
Customer D . . .	Battery chemicals	PRC	242.4	3.1%	in 60-120 days	since 2018

Note:

- (1): Customer F is a manufacturer of lithium-ion batteries for EV, ESS and consumer electronics applications, listed on the Korea Stock Exchange. It has manufacturing operations spanning South Korea, Europe, North America and Asia.

For the Year Ended December 31, 2025

Customer	Products sold to customer	Location	Revenue	% of our total revenue	Credit terms	Years of business relationship
			(RMB Million)			
Customer B . . .	Battery chemicals	PRC	1,333.9	13.9%	in 60-120 days	since 2010
Customer A . . .	Battery chemicals	South Korea	585.7	6.1%	in 60-120 days	since 2015
Customer E . . .	Battery chemicals	PRC	544.2	5.7%	in 60-120 days	since 2012
Customer G ⁽¹⁾ . .	Battery chemicals	PRC	482.5	5.0%	in 60-120 days	since 2016
Customer D . . .	Battery chemicals	PRC	388.8	4.0%	in 60-120 days	since 2018

Note:

- (1) Customer G is a PRC-based manufacturer specializing in consumer batteries, power batteries and ESS batteries, listed on the Shenzhen Stock Exchange. It is primarily engaged in the R&D, production and sales of lithium-ion battery products for consumer electronics, power tools and NEV applications.

For the Six Months Ended June 30, 2026

Customer	Products sold to customer	Location	Revenue	% of our total revenue	Creditor terms	Years of Business Relationship
			(RMB Million)			
Customer B . . .	Battery Chemicals	PRC	1,164.3	15.6%	in 60-120 days	since 2010
Customer G . . .	Battery Chemicals	PRC	602.0	8.1%	in 60-120 days	since 2016

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Customer	Products sold to customer	Location	Revenue	% of our total revenue	Creditor terms	Years of Business Relationship
			(RMB Million)			
Customer E . . .	Battery Chemicals	PRC	416.8	5.6%	in 60-120 days	since 2012
Customer H ⁽¹⁾ . .	Battery Chemicals	PRC	281.0	3.8%	in 60-120 days	since 2016
Customer I ⁽²⁾ . .	Battery Chemicals	PRC	212.0	2.8%	in 60-120 days	since 2016

Notes:

- (1) Customer H is a PRC-based manufacturer of power batteries and ESS batteries, principally engaged in the R&D, production and sales of power and energy storage batteries, listed on the Shenzhen Stock Exchange.
- (2) Customer I is a PRC-based manufacturer principally engaged in the exploration and production of lithium resources, as well as the manufacturing and recycling of lithium-ion batteries, listed on the Hong Kong Stock Exchange and the Shenzhen Stock Exchange.

In 2023, 2024, and 2025, our top five customers together accounted for approximately 42.0%, 34.6%, and 34.6% of our total revenue, respectively. The revenue contribution from our largest customer was 15.4%, 11.7%, and 13.9% in 2023, 2024, and 2025, respectively. The decline in the percentage contribution of our top five customers from 2023 to 2024 reflects a further diversification of our customer base. For the six months ended June 30, 2026, our top five customers accounted for approximately 35.9% of our total revenue, with our largest customer contributing approximately 15.6% of our total revenue, indicating that our customer concentration remained broadly in line with the levels from 2023 to 2025.

Each of Customer A and Customer B is a minority shareholder of our subsidiaries. Other than that, to the best of our knowledge, all of our five largest customers in each year during the Track Record Period are 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 during the Track Record Period.

We generally maintain multi-year relationships with our major customers. For many key customers in sectors such as battery, capacitor and semiconductor, we are a qualified or designated supplier, and our products are subject to customer-specific qualification processes, including line trials and performance verification, before we supply our products to customers at scale.

Pricing strategy

We determine the selling prices of our products primarily based on a combination of the following factors: (i) product category and technical specifications (including purity, moisture and impurity requirements); (ii) quality grade and application scenarios; (iii) order volume and the length and stability of the customer relationship; (iv) procurement and production costs; and (v) prevailing market prices and competitive landscape for comparable products.

For many of our products, particularly those using raw materials such as solutes, solvents and additives, we generally determine prices with reference to the then-prevailing market prices of such raw materials, together with our processing costs and a reasonable profit margin. As a result, changes in prices of raw materials may be reflected, in whole or in part, in the prices we charge our customers.

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We review our selling prices from time to time and may adjust them after discussions with customers, having regard to factors such as (i) fluctuations in prices of raw materials or other major cost items; (ii) changes in product specifications or technical requirements requested by customers; (iii) changes in order volume or delivery schedules; and (iv) changes in market demand and competitive conditions in relevant downstream sectors.

For certain long-term arrangements, we may agree with customers on specific pricing mechanisms, so that movements in raw material prices can be reflected in product prices in an orderly manner. The specific pricing mechanisms and adjustment arrangements vary by customer and product line and are subject to negotiation with the relevant customers.

Sales arrangements and key terms of sales agreements

We primarily sell our products directly to customers. With most of our major customers, we enter into overarching framework sales agreements, and the parties then enter into specific purchase orders from time to time under such framework agreements. These arrangements allow us and our customers to agree in advance on the main commercial and technical parameters of our cooperation, while retaining flexibility on actual order volumes and delivery schedules.

Our framework sales agreements with major customers generally share the following features:

- **Term:** The framework agreements usually have a fixed term of approximately one to five years and may be renewed by mutual agreement prior to expiry.
- **Scope of products and quality standards:** The agreement sets out the main indicative terms, while the specific product and quality standard are defined in the purchase orders and the quality assurance agreements.
- **Ordering and delivery arrangements:** The agreements typically set out the arrangements for delivery terms (such as delivery location, transfer of risk and title, and responsibilities for transportation, insurance).
- **Pricing and settlement:** The framework agreements usually provide that prices will be determined and updated through separate quotations or as set out in the purchase orders and that invoices will be settled in accordance with the agreed settlement arrangements (for example, bank transfer) within the agreed time period.
- **Credit terms and payment:** Subject to customer creditworthiness, order size and length of cooperation, we may grant credit periods of from 30 days to around 120 days to certain customers.
- **Termination:** The framework agreements may be terminated upon expiry or earlier in accordance with the terms of the agreements, including for material breach, insolvency or other specified events.

We typically do not undertake to sell, nor do our customers undertake to purchase, a fixed minimum volume under these framework agreements. Actual sales volumes are determined by the purchase orders placed from time to time, having regard to customers’ production plans and our available capacity.

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Customer credit terms and settlement

For PRC customers, our settlement methods mainly include bank acceptance bills, commercial acceptance bills, electronic receivables and bank transfers. For overseas customers, settlement is primarily conducted by telegraphic transfer or other accepted payment methods. In line with industry practice, our battery chemicals customers generally enjoy longer credit periods than certain electronic information and fluorochemical customers, reflecting differing downstream bargaining positions and order patterns. We implement credit policies and internal approval procedures for new customers and changes in credit limits for existing customers. We also monitor the ageing profile of our trade receivables and record provisions for expected credit losses in accordance with applicable accounting standards. For the six months ended June 30, 2026, our customer profile, geographic revenue mix and customer concentration remained broadly consistent with the trends observed during the Track Record Period. For details of our trade receivables, credit risk management and expected credit loss provisions, see “Financial Information — Trade and Other Receivables” in this document.

Suppliers

Raw materials and supplier base

Our principal raw materials include: (i) battery chemicals segment: solutes (such as LiPF_6 and LiFSI), solvents, and additives; (ii) organic fluorochemicals segment: upstream fluorine feedstocks (including hexafluoropropylene, anhydrous hydrogen fluoride and other organic intermediates); (iii) electronic information chemicals segment: boric acid, liquid ammonia, conductive polymers and precursors, organic solvents, specialty monomers used in capacitor chemicals and semiconductor chemicals. We procure raw materials from a diversified group of suppliers. Our main raw materials were solutes, additives and solvents. Our raw materials for all segments in the aggregate account for 78.5%, 74.8%, 76.9%, and 83.6% of our cost of sales in 2023, 2024, 2025, and the six months ended June 30, 2026.

Major suppliers and supplier concentration

We have a broad supplier base and are not materially dependent on any single supplier. Our major suppliers mainly consist of chemical companies providing solutes, fluorinated chemicals, solvents and other bulk raw materials.

During the Track Record Period, the total purchase amounts and concentration of our top five suppliers for the years indicated below were as follows:

	Year Ended December 31,			Six Months Ended June 30,
	2023	2024	2025	2026
Total purchases from top five suppliers (RMB Million)	1,739.3	1,588.0	2,346.8	2,246.9
As % of total purchases . . .	39.0%	30.3%	35.0%	37.6%
Purchases from largest supplier as % of total purchases	13.6%	11.3%	16.1%	21.3%

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The following tables set forth the information of our five largest suppliers during the Track Record Period:

For the Year Ended December 31, 2023

Supplier	Background	Materials purchased	Location	Purchase costs (RMB Million)	% of total purchases	Credit terms	Years of business relationship
Supplier A . . .	An enterprise engaged in high-performance inorganic fluorides, electronic chemicals, lithium-ion batteries	Lithium-ion battery raw materials	PRC	607.9	13.6%	in 60-100 days	since 2013
Supplier B . . .	An enterprise specialising in key lithium battery electrolytes	Lithium-ion battery raw materials	PRC	331.0	7.4%	in 60-100 days	since 2015
Supplier C . . .	An enterprise mainly focused on pharmaceutical intermediates and lithium battery chemicals	Lithium-ion battery raw materials	PRC	320.5	7.2%	in 60-100 days	since 2014
Supplier D . . .	An enterprise engaged in fluorine-containing new materials	Lithium-ion battery raw materials	PRC	282.1	6.3%	in 60-100 days	since 2021
Supplier E . . .	A lithium battery material enterprise mainly engaged in R&D, production and sales of battery chemicals	Lithium-ion battery raw materials	PRC	197.8	4.4%	in 60-100 days	since 2017

For the Year Ended December 31, 2024

Supplier	Background	Materials purchased	Location	Purchase costs (RMB Million)	% of total purchases	Credit terms	Years of business relationship
Supplier D . . .	An enterprise engaged in fluorine-containing new materials	Lithium-ion battery raw materials	PRC	591.7	11.3%	in 60 to 100 days	since 2021
Supplier F . . .	An enterprise focused on supplying basic chemical raw materials	Lithium-ion battery and Capacitor Chemicals raw materials	PRC	382.2	7.3%	prepaid	since 2005

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Supplier	Background	Materials purchased	Location	Purchase costs (RMB Million)	% of total purchases	Credit terms	Years of business relationship
Supplier A . . .	An enterprise engaged in high-performance inorganic fluorides, electronic chemicals, lithium-ion batteries and related materials	Lithium-ion battery raw materials	PRC	316.9	6.0%	in 60 to 100 days	since 2013
Supplier B . . .	An specialised specialized in lithium battery key electrolytes	Lithium-ion battery raw materials	PRC	161.8	3.1%	in 60 to 100 days	since 2015
Supplier G . . .	An enterprise for pharmaceuticals and new energy	Lithium-ion battery raw materials	PRC	135.4	2.6%	in 60 to 100 days	since 2022

For the Year Ended December 31, 2025

Supplier	Background	Materials purchased	Location	Purchase costs (RMB Million)	% of total purchases	Credit terms	Years of business relationship
Supplier D . . .	An enterprise engaged in fluorine-containing new materials	Lithium-ion battery raw materials	PRC	1,077.3	16.1%	in 60 to 100 days	since 2021
Supplier F . . .	An enterprise focused on supplying basic chemical raw materials	Lithium-ion battery and Capacitor Chemicals raw materials	PRC	434.6	6.5%	prepaid	since 2005
Supplier B . . .	An enterprise specialised in lithium battery electrolytes	Lithium-ion battery raw materials	PRC	407.2	6.1%	in 60 to 100 days	since 2015
Supplier A . . .	An enterprise engaged in high-performance inorganic fluorides, electronic chemicals, lithium-ion batteries and related materials	Lithium-ion battery raw materials	PRC	250.1	3.7%	in 60 to 100 days	since 2013
Supplier H . . .	An enterprise engaged in lithium-ion battery electrolytes, solvent and high-end innovative materials	Lithium-ion battery raw materials	PRC	177.7	2.7%	in 60 to 120 days	since 2007

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For the Six Months Ended June 30, 2026

Supplier	Background	Materials purchased	Location	Purchase costs (RMB Million)	% of total purchases	Credit terms	Years of business relationship
Supplier D . . .	An enterprise engaged in fluorine-containing new materials	Lithium-ion battery raw materials	PRC	1,274.3	21.3%	in 60 to 100 days	since 2021
Supplier B . . .	An enterprise specialised in lithium battery electrolytes	Lithium-ion battery raw materials	PRC	356.0	6.0%	in 60 to 100 days	since 2015
Supplier A . . .	An enterprise engaged in high-performance inorganic fluorides, electronic chemicals, lithium-ion batteries and related materials	Lithium-ion battery raw materials	PRC	218.2	3.7%	in 60 to 100 days	since 2013
Supplier F . . .	An enterprise focused on supplying basic chemical raw materials	Lithium-ion battery raw materials	PRC	205.3	3.4%	Prepaid	since 2005
Supplier I . . .	A company engaged in the research, development, manufacturing, and distribution of advanced new energy materials	Lithium-ion battery raw materials	PRC	193.2	3.2%	in 60 to 100 days	since 2023

In 2023, 2024, 2025, and the six months ended June 30, 2026, our top five suppliers together accounted for approximately 39.0%, 30.3%, 35.0%, and 37.6% of our total purchases, respectively.

We hold approximately 42.83% of the equity interest of Supplier D. Other than that, to the best of our knowledge, all of our five largest suppliers in each year during the Track Record Period are 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 suppliers in each year during the Track Record Period.

Procurement agreements

We primarily procure raw materials, intermediate materials and certain services from our suppliers under framework procurement agreements supplemented by individual purchase orders. These framework agreements set out general terms for supply. Our framework procurement agreements with major suppliers generally contain the following key terms: (i) Term: The framework agreements usually are open-ended and remain in force until terminated in accordance with their terms; (ii) Scope of supply and quality standards: The agreement sets out the main indicative terms, while the specific product and technical specifications are defined in the purchase orders and the quality assurance agreements. For certain critical raw materials, the agreements may incorporate or refer to detailed technical specifications agreed between us and the supplier; (iii) Ordering and delivery: The agreements specify the

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procedures for issuing purchase orders, including forecast arrangements (if any), minimum notice periods for orders, and the terms of delivery (for example, delivery point, transfer of title and risk, responsibilities for transportation and insurance). Actual quantities and delivery schedules are determined by the purchase orders we issue from time to time based on our production needs; (iv) Pricing and price adjustment: Prices are typically set out in the purchase orders or separate price lists and are determined with reference to market prices for similar products, product quality, order volume and other commercial factors. For certain raw materials, the agreements may include price adjustment mechanisms (for example, periodic price review or adjustments linked to changes in benchmark market prices) to reflect fluctuations in raw material costs; (v) Quality inspection and acceptance: The agreements generally provide that we may conduct inspection and testing of the goods upon delivery. If the goods do not conform to the agreed specifications or quality requirements, we may request the supplier to replace or take back the goods, depending on the circumstances and the terms of the agreement; (vi) Payment and credit terms: Payment terms vary among suppliers, taking into account factors such as the nature of the materials or services, the supplier’s credit profile and length of cooperation. For major suppliers, we typically settle invoices within 60 to 120 days after delivery and acceptance; (vii) Termination and liability: The agreements may be terminated upon expiry or earlier in case of events such as material breach, repeated failure to meet quality or delivery requirements, insolvency or other specified events. The agreements usually contain provisions dealing with liabilities for defective or non-conforming goods, delayed delivery and other breaches, including replacement of goods, price reduction, liquidated damages or compensation. We believe that our procurement agreements with suppliers are on normal commercial terms and in the ordinary and usual course of business.

Other suppliers (non-raw material suppliers)

Unless otherwise stated, references to our “suppliers” and the analysis of our top five suppliers primarily relate to suppliers of raw materials and intermediate materials used in our production. In addition, we also engage a number of non-raw material suppliers which provide engineering, equipment, logistics and other supporting services to our operations. These non-raw material suppliers mainly include: (i) engineering and construction contractors for plant construction, expansion and technical upgrade projects; (ii) suppliers of production equipment and testing instruments; (iii) logistics and warehousing service providers; (iv) utilities providers (such as electricity, steam and industrial gases); and (v) information technology, consulting and other professional service providers.

Procurement model and settlement

We adopt a centralised procurement model for major raw materials, under which our procurement department organises tendering, supplier qualification, price negotiation and contract management, in coordination with our business segments and production bases. For important categories such as solutes, additives and solvents, we typically enter into annual or multi-year framework agreements with selected suppliers to secure supply and obtain more competitive pricing. We generally settle purchases by bank acceptance bills, electronic trade receivables or bank transfers, in line with industry practice and individual supplier arrangements.

Supply chain management and risk mitigation

We have established supply chain management procedures covering supplier admission, on-site audits, periodic evaluations and ongoing performance monitoring. Our quality management system covers raw material procurement, production and finished goods delivery, and includes raw material incoming inspection, in-process inspection and finished product

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testing. We apply strict admission criteria and periodic reassessment to suppliers of critical raw materials, particularly for high-purity materials used in semiconductor-grade chemicals. To mitigate raw material price and supply risks, we (i) implement long-term framework agreements with major suppliers of bulk chemical raw materials; (ii) conduct dynamic tracking of price trends for raw materials and adjust procurement and inventory strategies in response; and (iii) continue to enhance our upstream integration for selected raw materials where commercially and technically justified.

Overlapping of Customers and Suppliers

During the Track Record Period, certain of our five largest customers were also our suppliers, and certain of our five largest suppliers were also our customers, which is consistent with industry practice. These overlapping counterparties included Customer A, Customer B, Customer C and Customer D (each being one of our five largest customers in at least one period) and Supplier D, Supplier E and Supplier H (each being one of our five largest suppliers in at least one period) (each an “Overlapping Customer” or “Overlapping Supplier”, and together, the “Overlapping Customers and Suppliers”). Such overlap may arise in our industry because it is a common practice in the industry to have overlapping customers and suppliers, for example, a counterparty may procure our electrolytes and solvents while supplying us with lithium salt materials or other upstream inputs, reflecting the breadth of the industry chain and the complementary positioning of participants at different stages of production.

Customer A is a company specializing in consumer batteries, power batteries, and energy storage batteries. During the Track Record Period, we primarily sold lithium-ion battery electrolytes to Customer A, and we also purchased a small amount of lithium-ion battery electrolytes from Customer A. In 2023, 2024, 2025, and the six months ended June 30, 2026, our revenue attributable to Customer A amounted to RMB1,151.3 million, RMB916.1 million, RMB585.7 million, and RMB179.1 million, respectively, representing 15.4%, 11.7%, 6.1%, and 2.4% of our total revenue for the same periods; and our purchases from Customer A amounted to nil, RMB1.0 million, nil, and nil, respectively, representing nil, 0.02%, nil, and nil of our total purchases for the same periods. The purchase arose as Customer A adjusted its production plans in 2024, resulting in certain battery chemical materials approaching the end of their commercially usable shelf life. Given our material resource integration capacity, we agreed to repurchase these near-expiry battery chemical materials from Customer A on an arm’s length basis and at prevailing market price to preserve the long-term commercial relationship.

Customer B is a company engaged in the R&D, production and sales of consumer batteries, power batteries and energy storage batteries. During the Track Record Period, we primarily sold lithium-ion battery electrolytes to Customer B, and we also purchased a small amount of low-value consumables from Customer B. In 2023, 2024, 2025, and the six months ended June 30, 2026, our revenue attributable to Customer B amounted to RMB949.7 million, RMB871.7 million, RMB1,333.9 million, and RMB1,164.3 million, respectively, representing 12.7%, 11.1%, 13.9%, and 15.6% of our total revenue for the same periods; and our purchases from Customer B amounted to nil, nil, RMB26,549, and nil, respectively, representing nil, nil, 0.001%, and nil of our total purchases for the same periods.

Customer C is a PRC manufacturer primarily engaged in the R&D, production and sales of power batteries and energy storage batteries. During the Track Record Period, we primarily sold lithium-ion battery electrolytes and battery chemical solvents to Customer c, and we also purchased certain battery-chemical raw materials (including solutes such as lithium salt materials used for electrolyte production) from Customer C. In 2023, 2024, 2025, and the six months ended June 30, 2026, our revenue attributable to Customer C amounted to RMB577.3 million, RMB219.3 million, RMB216.6 million, and RMB155.8 million, respectively,

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representing 7.7%, 2.8%, 2.3%, and 2.1% of our total revenue for the same periods; and our purchases from Customer C amounted to RMB71.9 million, RMB128.3 million, RMB169.4 million, RMB53.8 million, respectively, representing 1.6%, 2.5%, 2.5%, and 0.9% of our total purchases for the same periods.

Customer D is a company mainly engaged in power batteries and energy storage batteries. During the Track Record Period, we primarily sold lithium-ion battery electrolytes to Customer D, and we also purchased a small amount of lithium-ion battery electrolytes from Customer D. In 2023, 2024, 2025, and the six months ended June 30, 2026, our revenue attributable to Customer D amounted to RMB238.1 million, RMB242.4 million, RMB388.8 million, and RMB194.3 million respectively, representing 3.2%, 3.1%, 4.0%, and 2.6% of our total revenue for the same periods; and our purchases from Customer D amounted to nil, RMB0.4 million, nil, and nil, respectively, representing nil, 0.01%, nil, and nil of our total purchases for the same periods. The purchase arose as Customer D adjusted its production plans in 2024, resulting in certain battery chemical materials approaching the end of their commercially usable shelf life. Given our material resource integration capacity, we agreed to repurchase these near-expiry battery chemical materials from Customer D on an arm’s length basis and at prevailing market price to preserve the long-term commercial relationship.

Supplier D is a PRC enterprise engaged in the R&D, production and sales of fluorine-containing new materials. During the Track Record Period, we primarily purchased certain battery chemical raw materials (including solutes, i.e. lithium salt materials used for electrolyte production) from Supplier D, and we also sold solvents to Supplier D. In 2023, 2024, 2025, and the six months ended June 30, 2026, revenue attributable to Supplier D amounted to RMB4.6 million, RMB131.3 million, RMB202.0 million, and RMB153.8 million, respectively, representing 0.1%, 1.7%, 2.1%, and 2.1% of our total revenue for the same periods; and our purchases from Supplier D amounted to RMB282.1 million, RMB591.7 million, RMB1,077.3 million, and RMB1,274.3 million, respectively, representing 6.3%, 11.3%, 16.1%, and 21.3% of our total purchases for the same periods.

Supplier E is a PRC lithium battery materials enterprise mainly focused on the R&D, production and sales of battery chemicals. During the Track Record Period, we primarily purchased certain battery chemical raw materials (including solutes, i.e. lithium salt materials used for electrolyte production) from Supplier E, and we also sold lithium-ion battery electrolytes to Supplier E. In 2023, 2024, 2025, and the six months ended June 30, 2026, revenue attributable to Supplier E amounted to RMB1.4 million, RMB16,380.5, RMB5,309.7, and nil, respectively, representing 0.02%, 0.0002%, 0.0001%, and nil of our total revenue for the same periods; and our purchases from Supplier E amounted to RMB197.8 million, RMB36.2 million, RMB11.1 million, and nil, respectively, representing 4.4%, 0.7%, 0.2%, and nil of our total purchases for the same periods.

Supplier H is an enterprise engaged in lithium-ion battery electrolytes, solvent and high-end innovative materials. During the Track Record Period, we primarily purchased solvents from Supplier H, and we also sold additives to Supplier H. In 2023, 2024, 2025, and six months ended June 30, 2026, revenue attributable to Supplier H amounted to RMB5.0 million, RMB39.4 million, RMB44.4 million, and nil respectively, representing 0.1%, 0.5%, 0.5%, and nil of our total revenue for the same periods; and our purchases from Supplier H amounted to nil, RMB94.0 million, RMB177.7 million, and RMB112.0 million, respectively, representing nil, 1.8%, 2.7%, and 1.9% of our total purchases for the same periods.

As of the Latest Practicable Date, none of the Overlapping Customers/Suppliers during the Track Record Period is a connected person of our Group under the Listing Rules. During the Track Record Period, we believe the gross profit margins attributable to sales to our Overlapping Customers were generally consistent with those realised for similar products sold

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to our other major customers, and the terms and conditions of the supply arrangements with our Overlapping Suppliers were negotiated on an arms’ length basis and were generally in line with those with other comparable suppliers.

Pricing, terms and internal control

We conduct transactions with the Overlapping Customers and Suppliers on normal commercial terms and in the ordinary course of business. Pricing and other principal terms for sales and purchases with these parties are determined through arm’s length negotiation, with reference to (i) prevailing market prices for comparable products, (ii) product specifications and quality requirements, (iii) order size and delivery conditions, and (iv) comparable terms with other independent customers or suppliers for similar products during the same period.

We have implemented internal policies and procedures governing the selection and assessment of customers and suppliers. Transactions with the Overlapping Customers and Suppliers are subject to the same credit control, quality control, procurement, tendering (where applicable) and approval processes as those applied to other independent customers and suppliers. The existence of overlapping customers and suppliers may give rise to perceived or potential conflicts of interest, for example where the performance of one side of the relationship (as customer or supplier) could affect the terms or stability of the other side.

To manage such risks, (i) we maintain separate commercial teams and approval processes for sales and procurement; (ii) we do not set off trade receivables against trade payables unless permitted by internal finance policies and agreed with the relevant counterparty, (iii) regularly review the contribution of each Overlapping Customer or Overlapping Supplier to our revenue and purchases and monitor concentration levels, (iv) benchmark the prices and terms offered to or obtained from the Overlapping Customers/Suppliers against those offered to or obtained from other independent customers and suppliers; and (v) seek to maintain alternative sources of supply for raw materials and a diversified customer base.

Having considered the above measures, the Board is of the view that (i) our dependence on any single Overlapping Customer or Overlapping Supplier is not excessive; (ii) our transactions with the Overlapping Customers and Suppliers were conducted on normal commercial terms and in the ordinary and usual course of business during the Track Record Period; and (iii) our existing internal control and risk management systems are adequate to manage the risks associated with Overlapping Customers and Suppliers.

Competition

We operate in competitive markets for electronic chemicals and functional materials. Across our three major business segments — battery chemicals, organic fluorochemicals and electronic information chemicals — we compete primarily on product performance and quality, breadth of product portfolio, technology and R&D capabilities, supply reliability, cost efficiency, environmental, health and safety performance and service capability.

Battery chemicals

The lithium-ion battery electrolyte market is relatively concentrated among a small number of large producers with footprints, supported by a long tail of smaller processors. According to Frost & Sullivan, the five largest electrolyte producers together account for approximately 57% of the electrolyte market in terms of revenue. At the same time, many mid- and small-sized producers continue to supply specific customers or regional niches. In battery chemicals, our principal competitors include electrolyte producers. Some of these competitors

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focus more heavily on large-scale processing of purchased raw materials, whereas we combine electrolyte production with upstream integration into solutes, solvents and key additives. Certain competitors also adopt different business models. For example, Company B produces electrolytes primarily for in-house use in its power-battery and energy-storage battery manufacturing, and therefore does not, in general, compete with us for supply to other customers. Overseas, we also compete with electrolyte suppliers in serving NEV and ESS markets in East Asia, the Americas, Europe, Southeast Asia and other regions.

Competition in this segment is expected to remain intense. In recent years, substantial capacity has been added to the electrolyte industry, and the market has entered a stage of periodic and structural overcapacity, particularly in the PRC. We anticipate that producers with stronger vertical integration, technology, customer relationships and overseas supply chains will continue to gain share, while less competitive smaller producers may gradually exit the market.

Organic fluorochemicals

The organic fluorochemicals industry is characterized by relatively high technical and safety requirements, significant capital investment and long customer qualification cycles. Products often need to satisfy stringent performance and reliability specifications for use in AI and digital infrastructure, pharmaceuticals, clean energy. We participate across multiple stages of the organic fluorochemicals value chain, with business coverage extending from upstream fluorinated basic materials and intermediates to downstream fluoropolymers and fluorinated fine chemicals. Our two principal production bases, Fujian Heptafluo and Sanming Hexafluo, use TFE and HFP, respectively, as their starting points for product development and industrialisation. Building on these upstream building blocks, we have expanded into a portfolio of high value-added products, including, among others, data centre cooling liquids, PFA, HFE cleaning liquids, fluorinated intermediates for inhalation anaesthetics, PFSA resins and perfluoroisobutyronitrile. Given the breadth of our portfolio and the degree of vertical integration across intermediates and downstream products, we compete with different counterparties across different product lines. In the PRC market, we do not believe there is a single domestic peer that competes directly with us across the full breadth of our fluoropolymer and fluorinated fine chemical portfolio while also maintaining comparable coverage across upstream intermediates and downstream product. Instead, competition typically arises from companies that compete with us in specific sub-categories (for example, particular fluoropolymers or specific fluorinated fine chemicals). These competitors typically participate in one or more subsets of our organic fluorochemical portfolio, rather than replicating our integrated coverage of multiple product families and application fields on a single platform. While this segment is less concentrated than battery electrolytes, we expect competition to increase as both domestic and chemical companies expand into high-end fluorochemical materials driven by demand from AI, data centres, semiconductor manufacturing and new energy applications.

Electronic information chemicals

Our electronic information chemicals segment covers capacitor chemicals and semiconductor chemicals, which exhibit different competitive dynamics. In capacitor chemicals, the market is relatively concentrated among specialised suppliers that have established long-term relationships with capacitor manufacturers. Our principal competitors include chemical divisions of Japanese and Korean conglomerates, among others. In semiconductor chemicals for semiconductor and display manufacturing, competition is more fragmented and includes multinational electronic chemical companies as well as PRC-based suppliers. Competitors generally have long histories in semiconductor chemicals and deep

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process know-how accumulated with IDM and foundry customers, while PRC suppliers focus on import substitution, localisation and cost advantages. Our main competitors include chemical companies and PRC electronic chemical vendors serving ICs and display panel manufacturers. However, we expect competition to intensify as more domestic and foreign suppliers invest in local production bases in the PRC to serve the growing semiconductor and display industries and as customers continue to diversify their supplier bases.

Basis of competition

Across our business segments, we compete primarily on product performance and quality, portfolio breadth and solution capability, technology and R&D capabilities, supply reliability, production capacity, localisation and services, cost efficiency and integration.

We believe that our market positions described above, combined with our R&D and manufacturing capabilities, allow us to compete effectively in the markets in which we operate.

Intellectual Property

We rely on a portfolio of patents, patent applications, trademarks, copyrights, trade secrets and other intellectual property rights to support our business operations and product development. Our intellectual property primarily relates to our battery chemicals, organic fluorochemicals and electronic information chemicals businesses, including material synthesis, purification and refining, formulation design, process control, application testing and related equipment and systems.

Overview of intellectual property portfolio

As of June 30, 2026, we had submitted an aggregate of 1,716 patent applications, including 1,265 domestic patent applications, of which 1,067 were invention patents and 198 were utility model patents, 219 overseas invention patent applications and 232 PCT applications. As of the same date, we had been granted an aggregate of 602 domestic patents, of which 430 were invention patents and 172 were utility model patents, and 112 overseas invention patents. We had also registered 334 trademarks in the PRC and overseas.

Our patents and patent applications cover, among other things, electrolyte formulations and production processes, solvent manufacturing technologies, solutes preparation methods, fluorinated fine chemical synthesis routes, fluoropolymer materials and preparation methods, and electronic information chemicals including capacitor electrolytes and semiconductor chemicals. We also own registered copyrights in domain names used in our business operations and internal information systems. These rights support our production-management, R&D and business-support activities.

Patents

Our patent portfolio is an important part of our technology base. As of June 30, 2026, (i) we had 1,265 domestic patent applications and 219 overseas invention patent applications; (ii) we had been granted 602 domestic patents, including 430 invention patents and 172 utility model patents, and 112 overseas patents; and (iii) we had filed 232 PCT applications as part of our overseas patent deployment. Our domestic patents are principally registered with the China National Intellectual Property Administration, and our overseas patents and applications cover a number of jurisdictions, including, among others, countries in East Asia, Europe, the Americas and Southeast Asia, depending on the target markets of the relevant products. We focus our patent filings on core technology platforms and commercially important product

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lines, including: (i) battery chemicals: lithium-ion battery electrolytes, high-voltage and wide-temperature electrolyte systems, lithium salt preparation processes such as LiFSI production, solvent synthesis and purification technologies, and electrolyte additive synthesis and formulation technologies; (ii) organic fluorochemicals: synthesis routes for fluorinated intermediates and fine chemicals, such as HFPO and downstream products, fluorinated cleaning and cooling fluids, fluorinated insulating gases and fluoropolymer preparation processes, including PTFE, PFA and PFSA resins; (iii) electronic information chemicals: capacitor electrolyte systems, conductive polymer materials, conductive pastes and high purity chemicals for IC and consumer electronics. We do not consider any single patent to be individually critical to our overall business, and our core technologies generally rely on patent portfolios and technical know-how rather than single patents. For a summary of our major patents, see “Appendix VI — Statutory and General Information — B. Further Information about our Business — 2. Intellectual Property Rights.”

Trademarks and brands

We use a portfolio of registered trademarks in the PRC and overseas in connection with our corporate name, product brands and related logos. As of June 30, 2026, we had registered 334 trademarks in China and overseas. These trademarks are mainly registered in the PRC, the European Union and other jurisdictions relevant to our operations and target markets. Our principal trademarks include our Chinese and English corporate names and selected product-line brands, which we use on product packaging, marketing materials, technical documentation and at exhibitions. We believe our trademarks help customers identify our products and distinguish them from those of other market participants. We monitor the use of our trademarks in the market and may take such actions as we deem appropriate under the circumstances, including administrative complaints or civil proceedings, to address unauthorized use or infringement where necessary.

Other intellectual property and proprietary rights

In addition to patents and trademarks, we rely on (i) proprietary technologies and trade secrets, including formulation know-how, process conditions, equipment designs, analytical methods and quality-control procedures that may not be suitable for patenting or that we have chosen to retain as trade secrets; and (ii) domain names. We use material code management and related encryption measures to anonymize the names of materials involved in our material and formulation systems, so that individual departments can only see coded material identifiers rather than the corresponding specific material names, thereby reducing the risk that any one department can simultaneously master both the formulation and all underlying raw materials. We further protect our non-patented technologies through internal policies and contractual arrangements, including confidentiality clauses in employment contracts and stand-alone confidentiality agreements with employees, consultants and certain business partners. Our core technical and R&D staff are also subject to post-termination non-competition undertakings in accordance with PRC laws and regulations. To date, we have not experienced any material disputes with former R&D staff in relation to intellectual property rights, trade secrets or non-competition obligations.

IP management and enforcement

We have established an intellectual property management system, with dedicated personnel responsible for patent and trademark management, IP strategy formulation and IP risk control. Our IP management activities include (i) identifying and evaluating inventions and creations arising from our R&D and production activities; (ii) deciding whether to protect such inventions and creations through patent applications, as trade secrets or by other means; (iii)

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managing our patent portfolios and monitoring patent filing and grant procedures; (iv) monitoring the use of our trademarks and other IP rights; and (v) coordinating with external patent and trademark agencies and legal advisers on IP matters. From time to time, we may receive inquiries or complaints from third parties alleging that our products or technologies may infringe their IP rights, or we may consider that third parties have infringed our IP rights. As of the Latest Practicable Date, we were not involved in any IP-related disputes or legal proceedings that we consider to be material to our business or financial position. For details of our litigation and arbitration matters, see “Legal Proceedings” in this document. For further information on our R&D activities and how they relate to our IP portfolio, see “Research and Development.” For a detailed list of our key patents and trademarks, see “Appendix VI — Statutory and General Information — B. Further Information about our Business — 2. Intellectual Property Rights”.

Risk Management

We have established a group-wide risk management and internal control framework to support our sustainable development, safeguard asset integrity and ensure compliance with applicable laws and regulations in the PRC and overseas. Our framework combines board-level oversight, functional risk ownership and independent internal audit, and covers all major subsidiaries, departments and business units. According to our internal control self-evaluation, the internal control evaluation scope in 2025 covered entities accounting for 100% of our consolidated total assets and 100% of our consolidated revenue, and we concluded that our internal control design and operation were effective as of December 31, 2025.

Risk Management Objectives and Framework

Our overall risk management objective is to identify, assess and manage material risks that could affect the achievement of our strategic and operational objectives, including those arising from our battery chemicals, organic fluorochemicals and electronic information chemicals businesses, our cross-border operations and our expansion projects.

We have formulated our internal control and risk management system in accordance with the PRC Company Law, the Basic Standards for Enterprise Internal Control and related implementation guidelines, and the rules of the Shenzhen Stock Exchange applicable to listed companies. Under the supervision of our board of directors and audit committee, we have established a set of internal rules and procedures, including our articles of association, rules of procedure of the general meeting, board and supervisory committee, and work rules of our board committees and senior management, which define decision-making, execution and supervision responsibilities and form the governance framework within which risk management is implemented.

Internal Control and Compliance

We have established a comprehensive internal control system covering procurement and payment, inventory management, sales and receivables, and other key processes. For example, in the procurement and payment cycle, we implement warehouse incoming inspection procedures, supplier reconciliation processes and payment approval workflows designed to ensure that raw materials are properly received, recorded and settled. In the sales and receivables cycle, we apply differentiated credit approval mechanisms, strictly control shipment authorisation (including “payment before shipment” arrangements for certain customers), require periodic reconciliation with customers and perform ageing analysis to identify higher-risk receivables. We have established an audit and supervision department

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reporting to our audit committee. This department is responsible for internal audit, anti-corruption and internal control diagnostics. It conducts special audits, special investigations and self-assessment reviews, and participates in process optimisation to evaluate the design and operating effectiveness of controls across various businesses, with risk identification as the starting point. We also have a dedicated business process support department that regularly reviews process execution, supports the implementation of updated control requirements and aims to optimise the internal audit process. At the operational level, our business divisions, production bases and functional departments are responsible for identifying and monitoring risks within their respective areas. Our finance business partners (BPs) assigned to business divisions, supply chain and R&D provide risk-focused financial analysis and highlight issues requiring management attention, including those related to new production bases and ramp-up projects. To support integrity and anti-corruption risk management, we maintain multiple whistleblowing channels, including hotlines, internal workflow systems and e-mail, which are open to employees and external partners. We encourage the reporting of suspected misconduct and provide whistleblower protection. The audit and supervision department conducts investigations into reported cases and supports follow-up accountability measures. We also maintain compliance management policies covering areas such as information disclosure, insider information management, environmental protection and safe production, and we monitor changes in relevant PRC and overseas laws and regulations affecting our operations. Our internal control evaluation and internal audit activities are supplemented by annual financial audits performed by independent auditors in accordance with PRC auditing standards. According to our 2025 internal control self-evaluation, we did not identify any material internal control deficiencies during the year.

Financial and Operational Risk Management

Financial performance and budget control

We manage financial performance through a group-wide budgeting and management accounting system. Our budget management committee, supported by a budget management office within our corporate finance team, coordinates the preparation, execution and adjustment of annual budgets at the level of business divisions, production bases and functional centres. Finance BPs and budget officers monitor budget implementation, analyse deviations and report key financial indicators and issues to senior management at regular management and executive meetings.

Operational and safety risks

In view of the inherent hazards of our chemical production activities, we attach importance to safety and environmental risk management. As disclosed in our A share annual report, we adhere to a safety philosophy of “safety first, prevention foremost and comprehensive management” and treat safe production as a fundamental requirement for our sustainable development. We maintain a safety management approach characterized by “institutionalized management, proceduralized systems and digitalized processes”, conduct regular safety risk assessments, and adopt a process safety management (PSM) framework supported by risk grading control and hazard identification and rectification systems. We use tools such as HAZOP (hazard and operability) analysis and JSA (job safety analysis) to identify and mitigate potential process risks at our production bases. Operational risks relating to raw material supply, production capacity planning, product quality and major capital expenditure projects are managed within this broader risk management and internal control framework and are reviewed by senior management and the board through regular reporting mechanisms.

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Insurance

We maintain insurance coverage for certain key operational risks and assets in line with industry practice and regulatory requirements in the jurisdictions where we operate. Our insurance portfolio typically includes property damage and business interruption insurance for major production facilities, as well as liability insurance for certain activities. We also review our insurance coverage periodically in light of changes in our asset base, production footprint and risk profile.

Environmental, Social and Governance

Overview

As a PRC-based manufacturer of electronic chemicals and functional materials, we believe robust environmental, health and safety management, responsible supply chain practices and sound corporate governance are fundamental to sustaining long-cycle customer relationships and operating reliably at scale. Our ESG priorities focus on (i) safe and compliant operations, (ii) resource efficiency and emissions control, (iii) product responsibility and quality management and (iv) integrity and compliance in dealings with customers, suppliers and other stakeholders.

ESG Governance

We have established a four-level ESG management structure of “Board of Directors — ESG Committee — ESG Management Centre — ESG Working Groups”, with a top-down accountability transmission and supervision mechanism intended to guarantee the effective implementation of our ESG initiatives. Our Board of Directors is our highest decision-making body on ESG matters, responsible for overall leadership and supervision of ESG strategy execution. It is responsible for reviewing and approving ESG strategy, ESG report and other major ESG-related matters. Our ESG committee is responsible for reviewing ESG governance principles and strategy, reviewing ESG risk identification/assessment results and confirms control actions for high-risk topics; overseeing ESG governance activities, tracks KPIs and target progress, and approves ESG development/action plans, reviewing annual ESG report and promoting disclosure quality improvements; and exercising other ESG-related powers delegated by the board of directors. Our ESG management centre formulates ESG roadmap and action plans, coordinates implementation across the Group, prepares and publishes the annual ESG report and coordinates timely ESG disclosures. Our ESG working groups are established at headquarters and production bases on a standing or ad hoc basis, embedding ESG management into routine operations within assigned topic areas. These groups are responsible for preparing topic-level annual work plans.

Environmental protection

Our ESG initiative is anchored in the long-term goals of achieving operational carbon peak by 2029 and operational carbon neutrality by 2049. We have articulated a “green product, green process, green plant and green industry” development mind-set to guide our efforts across the product life cycle, and we embed principles such as resource efficiency, energy saving and emission reduction into process optimisation, equipment selection and waste management. In 2025, we invested approximately RMB43.3 million in environmental protection, including expenditure on pollution prevention and control, emission reduction and environmental infrastructure. We strictly comply with environmental laws and regulations in the PRC and other jurisdictions where we operate, and have established an environmental

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management structure and procedures covering pollutant emissions, waste management and water resource utilisation. During the reporting period, we did not incur any material administrative penalties for environmental violations.

Emission Control Measures and Practices

Wastewater

Process wastewater and domestic sewage generated at our plants are collected and treated through onsite wastewater treatment facilities or sent to centralised treatment within the industrial parks. Treated effluent that meets the relevant standards is discharged through designated outlets; in certain plants, part of the treated water is reused for production or utilities to reduce freshwater intake. In 2025, our total water withdrawal and total water consumption were approximately 1,579 thousand tonnes and 859 thousand tonnes, respectively, representing a water consumption intensity of approximately 0.89 tonnes per RMB10,000 of revenue. Our total discharged wastewater was approximately 720 thousand tonnes. We promote water conservation and recycling at our production bases. In the six months ended June 30, 2026, our reclaimed water reuse volume reached approximately 293 thousand tonnes, representing a reclaimed water reuse rate of approximately 45%.

Waste gas

VOCs, acid gases and other waste gases are treated through facilities such as absorption, adsorption, condensation and catalytic combustion, as appropriate to the characteristics of the emissions, before being discharged through standardised outlets. In 2025, our total air pollutant emissions were approximately 39 tonnes, comprising 17 tonnes of volatile organic compounds, five tonnes of particulate matter, 16 tonnes of nitrogen oxides and one tonne of sulphur oxides.

In 2025, our total greenhouse gas emissions amounted to approximately 4,346 thousand tonnes of carbon dioxide equivalent, including approximately 0.5 thousand tonnes from Scope 1 emissions and approximately 344 thousand tonnes from Scope 2 emissions (both excluding removals). Our combined Scope 1 and 2 emissions intensity, net of removals, was approximately 0.36 tonnes of carbon dioxide equivalent per RMB10,000 of revenue. To support our low-carbon transition, we consumed approximately 19 million kWh of purchased green electricity during 2025. We continued to optimise our energy mix and improve efficiency: our total energy consumption was approximately 112 thousand tonnes of standard coal equivalent, with an energy intensity of approximately 0.12 tonnes of standard coal equivalent per RMB10,000 of revenue. In 2025, we also invested approximately RMB43.3 million in energy-saving technological upgrades, including improvements to process energy efficiency and utility systems.

Solid and hazardous waste

General industrial solid waste is recycled or disposed of in accordance with applicable regulations. Hazardous waste (such as waste solvents, spent catalysts and contaminated packaging) is stored in specialised warehouses and entrusted to qualified third-party institutions for treatment or disposal. In 2025, we generated approximately 20 thousand tonnes of hazardous waste and approximately 1,832 tonnes of general waste, and we recycled approximately 253 tonnes of general waste. We also recycled approximately 83,390 tonnes of packaging materials in 2025. We have established dedicated procedures for the classification, storage, transportation and disposal of hazardous waste and engage qualified third parties to treat such waste in compliance with applicable laws and regulations. For example, we promote

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circular use of packaging materials (including stainless steel drums) across core sites. In 2025, the recycling volume of packaging materials was 83,390 tonnes, covering production bases including Sanming Hexafluo, Nantong Capchem, Huizhou Capchem, Jingmen Capchem, and Chongqing Capchem.

Energy management and clean energy transition

We are committed to using cleaner energy and improving energy efficiency to support our green and low-carbon development. We have established a relatively comprehensive energy (carbon) management system and set up a dedicated energy (carbon) management committee, which is responsible for coordinating energy-management activities across the Group and supervising the achievement of our energy-use and carbon-reduction targets.

Permits, monitoring and compliance

Our major PRC production subsidiaries have obtained pollutant discharge permits or conducted pollutant discharge registration. We conduct regular self-monitoring of key pollutant discharge outlets and engage qualified third-party testing institutions to carry out monitoring of pollutants and ambient environmental factors. The monitoring results indicated that our major pollutant emissions complied with the applicable national and local discharge standards during the corresponding reporting periods.

Chemical materials safety measures

We regard strict chemical safety management as a cornerstone of our stable operations and our fulfilment of social responsibility.

We manage chemicals on a “source control and strict management” basis. We regulate and continuously optimise the management of chemical substances from raw materials and intermediates to finished products and packaging materials. In 2025, we further updated and refined our Harmful Substances Management Standard in line with applicable laws and regulations, industry standards, conventions and customer requirements, and communicated the updated standard to suppliers.

Our chemical compliance management framework takes into account major PRC laws and regulations on work safety and hazardous chemicals, as well as key regimes and standards, including EU RoHS, GHS, EU REACH, the EU Battery Regulation (EU) 2023/1542, US TSCA-PBT, the EU POPs Regulation and restriction proposals issued by the European Chemicals Agency (ECHA). Under our New Chemical Substances Compliance Filing and REACH Registration Management Provisions, and with the support of our SAP system, we perform quarterly monitoring of chemical usage and identification of new substances, prepare compliance registration plans and track the status of registration certificates. We work with internal and external experts to review and verify registration information and disclose the regulatory registration status of relevant chemicals to customers, so as to ensure compliance in the production, use and export of chemicals.

Reduction and substitution of hazardous substances

We follow green, environment-friendly product development principles and continue to reduce and substitute harmful chemicals in a planned manner. We focus on substances of very high concern (SVHCs) and other environmentally controlled substances such as per- and polyfluoroalkyl substances (PFAS), and implement differentiated response measures for high-, medium- and low-risk substances, with a view to gradually phasing out and replacing SVHCs

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and PFAS and promoting customer adoption of substitute materials. For example, we have eliminated certain PFAS substances and prohibited the use of other PFAS substances in new products, and we have developed perfluoroisobutyronitrile as an insulation and arc-quenching medium to replace high-global-warming-potential SF₆.

Operational safety controls and emergency response

We have established chemical safety control mechanisms covering R&D and design, procurement and logistics, pilot production, mass production, storage and transportation, with a particular focus on environmentally controlled substances, such as SVHCs and other harmful substances, and highly toxic chemicals. We have introduced advanced information and automation systems to support process safety and real-time monitoring.

We have formulated emergency response plans for potential incidents such as chemical leaks, poisoning, fires and explosions, and equip workplaces with emergency supplies (including positive-pressure air respirators, fire-rescue suits and emergency medical kits) in line with the hazard characteristics of the chemicals used on site. We provide appropriate personal protective equipment (including specialised gloves, goggles, face shields, protective clothing and safety shoes) to employees in posts that directly handle chemicals, such as laboratory operations, analytical testing, production operations and material loading and unloading.

Training, awareness and capacity building

We place emphasis on training and drills to strengthen employees’ chemical-safety awareness and operating capabilities. We have established chemical management procedures and safe operating rules for laboratory and production activities, conduct regular safety inspections and potential-hazard rectification, and organise both scheduled and unscheduled day- and night-time emergency drills. We also regularly arrange practical training and assessments at safety-experience venues.

Work safety and occupational health

We have set up dedicated EHS departments at our main production bases to coordinate environmental protection, work safety and occupational health across the Group. These departments are responsible for, among others, (i) identifying and evaluating environmental and safety risks, (ii) formulating and updating internal policies and operating procedures, (iii) supervising implementation of pollution control, safety and occupational health measures at plant level, and (iv) organising regular trainings and drills.

For new construction, reconstruction and expansion projects, we implement the “three simultaneities” requirements (environmental protection, work safety and occupational disease prevention facilities being designed, constructed and commissioned together with the main works) as required under PRC laws.

Employee rights, health and safety and development

Our employees are the cornerstone of our sustainable development. As of June 30, 2026, we had 4,801 employees, including 3,727 male employees and 1,074 female employees. Our workforce primarily comprised employees aged between 30 and 50. We also had 128 employees based in overseas regions. We respect and protect labour rights, prohibit the use of child labour and forced labour and did not record any violations in this regard during the reporting period.

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We place occupational health and safety at the centre of our operations and regard work safety as the lifeline, red line and bottom line of our development. We have established an occupational health and safety management system in accordance with the PRC Work Safety Law, the PRC Law on Prevention and Control of Occupational Diseases and the ISO 45001 standard, and operate a Group-wide governance framework comprising our board of directors, executive committee, employee rights, health and safety and development (EHS) management committee, EHS centre and subsidiaries. We have formulated a comprehensive set of internal policies, including the occupational disease prevention responsibility system, the occupational health monitoring management system and EHS change, incident and performance management system, and link OHS performance with management remuneration under an all-employee EHS responsibility system. In 2025, our cumulative investment in occupational health and safety amounted to approximately RMB60 million. As of June 30, 2026, 86% of our operating production bases had obtained ISO 45001 occupational health and safety management system certification.

We adopt a risk-based approach and are progressively introducing process safety management elements into our operations, integrating safety standardisation with graded risk control. We regularly use tools such as HAZOP and JSA to identify risks related to materials, processes, equipment and human operations, formulate and implement corresponding control or improvement measures and promote business continuity planning for scenarios such as utility outages and extreme weather. We also enhance safety monitoring through information systems and maintain a multi-level safety-performance assessment mechanism at both Group and subsidiary levels. In 2025, our total recordable occupational health and safety incident rate (TRIR) was 0.36, and we recorded no work-related fatalities or confirmed occupational disease cases. All employees exposed to occupational hazards received pre-employment, on-the-job and post-employment occupational health examinations, with a 100% coverage rate.

Safety Records

During the Track Record Period, there were no production safety accidents classified as “general accidents” or above under PRC regulatory standards at our Group and there were no work safety incidents that, individually or in aggregate, had a material adverse impact on our operations or financial condition. During the Track Record Period there were no work safety incidents that, individually or in aggregate, had a material adverse impact on our operations or financial condition.

Properties

We own and lease certain properties primarily to be used as production facilities, R&D centres, warehouses, offices and other ancillary purposes. As of June 30, 2026, we did not have any assets with a carrying amount that equalled or exceeded 15% of our consolidated total assets as of the same date.

Principal office premises

Our registered address and principal office in the PRC are located at Capchem Technology Building, 9 Changye Road, Pingshan District, Shenzhen, Guangdong Province, the PRC, where our head office and main administrative and management functions are situated.

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Owned Land and Properties

As of June 30, 2026, we owned 187 properties in the PRC, with an aggregate construction area of approximately 2.5 million s.q. m, primarily used for production, R&D, warehousing, offices and other ancillary purposes. As of June 30, 2026, we had two parcels in the United States with a total area of 109,916.9 sq.m. Both parcels were acquired when we were evaluating options for production capacity in North America, and we had two parcels of land in Poland, with a total area of 128,549.0 sq.m. As of the Latest Practicable Date, save as disclosed in “Risk Factors — Failure to comply with PRC property laws and relevant regulations may affect our business, results of operations and financial condition”, our rights to use such properties were lawful and valid, and there were no disputes or potential disputes over our ownership.

Leased Land and Properties

As of June 30, 2026, we had three leased properties in the PRC in relation to our business operation, with a total area of 9,388.6 sq.m, which were used for offices, R&D and warehousing purposes.

As of June 30, 2026, we had two leased properties in Malaysia, with a total area of 42,486.9 sq.m, primarily used for manufacturing, offices, research and residential purposes. In addition, we have leased properties in the following overseas jurisdictions: (i) leased properties with a total area of 437.0 sq.m in Poland, primarily used for offices and residential purposes in connection with our production base in Poland; (ii) leased properties with a total area of 427.4 sq.m in the United States used for offices and residential purposes in connection with our business development and administrative activities in the United States; (iii) leased properties with a total area of 310.7 sq.m in South Korea, used for offices and residential purposes to support our sales and customer service activities for customers in Korea; and (iv) leased properties with a total area of 120 sq.m in Japan, used for offices and residential purposes to support our sales and technical service activities for customers in Japan.

As of the Latest Practicable Date, none of the properties held or leased by us had a carrying amount of 15% or more of our consolidated total assets and none of our properties leasing by us had a carrying amount of 1% or more of our consolidated total assets. According to section 6(2) of the Companies (Exemption of Companies and Prospectuses from Compliance with Provisions) Notice, this document is exempt from the requirements of section 342(1)(b) of the Companies (Winding up and Miscellaneous Provisions) Ordinance to include all interests in land or buildings in a valuation report as described under paragraph 34(2) of the Third Schedule to the Companies (Winding up and Miscellaneous Provisions) Ordinance.

Production and warehouse facilities

We maintain an integrated manufacturing footprint in the PRC and overseas to support our battery chemicals, organic fluorochemicals and electronic information chemicals businesses. As of June 30, 2026, we operated 12 production bases in China and one overseas production base in Poland, with additional overseas projects under planning or construction, in order to provide localised supply and delivery assurance for customers. Our Group’s main production bases in the PRC are located in, among others, Shenzhen (mainly R&D), Nantong, Huizhou, Sanming, and our principal overseas production base is located in Poland. These facilities comprise plants, warehouses, utilities and ancillary buildings used for the manufacturing and storage of our products. We also lease certain properties in the PRC and overseas for use as offices, sales and service premises, staff quarters and ancillary facilities.

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Properties under development and expansion

We are expanding our production capacity in both the PRC and overseas. For further details of our production capacities and expansion plans, see “Business — Production”.

Adequacy of properties

Save as disclosed in this section, we consider our existing properties to be generally adequate and suitable for our current operations and for the expansion plans described in this document.

Employees

Overview of workforce

As of December 31, 2023, 2024, 2025, and June 30, 2026, we employed a total of approximately 4,131, 4,190, 4,465, and 4,801 employees, respectively, across our operations in the PRC and overseas. Our employees are mainly based at our production bases, R&D centres and offices in the PRC, with a smaller number located at our overseas production base and overseas offices.

Breakdown by function and geography

The table below sets out a summary of our employees by function as of the dates indicated:

	As of December 31,			As of June 30,
	2023	2024	2025	2026
Production and operations . . .	1,976	2,171	2,275	2,403
R&D and technical	963	965	1,050	1,133
Sales and marketing	117	108	111	118
Finance and administrative . .	232	251	233	269
Others	843	695	796	878
Total	<u>4,131</u>	<u>4,190</u>	<u>4,465</u>	<u>4,801</u>

Our employees are primarily located in the PRC, with overseas employees mainly based in Europe and other overseas markets where we have production bases or sales and service operations. As of December 31, 2023, 2024, 2025, and June 30, 2026, employees in the PRC accounted for approximately 98.3%, 97.5%, 97.4%, and 97.3% of our total employees, respectively, and overseas employees accounted for approximately 1.7%, 2.5%, 2.6%, and 2.7% respectively.

Employee remuneration and benefits

We determine employee remuneration based on factors such as the employee’s role and responsibilities, experience, work performance and prevailing market conditions. Our remuneration package generally includes base salary, performance-based bonuses and, where applicable, project or position-based incentive arrangements. We participate in mandatory social insurance schemes and housing provident fund schemes in the PRC in accordance with applicable laws and regulations, including pension insurance, medical insurance, unemployment insurance, work-related injury insurance and maternity insurance. For our overseas employees, we make contributions to social security and other statutory schemes as required under local laws. We also provide additional benefits to certain employees, such as

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supplemental commercial medical insurance, accident insurance and other welfare programs, depending on the location and position. We review remuneration and benefit levels periodically and may adjust them with reference to market practice, inflation, operating performance and individual performance.

Share incentive and employee incentive plans

We have implemented share-based or equity-linked incentive schemes to attract, retain and incentivize key personnel. During the Track Record Period, our Group operated, among others, two share incentive schemes approved by our shareholders, under which selected employees and management personnel may be granted awards such as restricted shares, stock options or other equity-linked interests, subject to applicable PRC and overseas laws and regulations. The principal terms, grant conditions, vesting conditions and accounting treatment of our share incentive schemes are described in “Statutory and General Information — Share Incentive Schemes” and “Financial Information — Share-based Payments” in this document. As of the Latest Practicable Date, no material breach of relevant laws, regulations or scheme rules in connection with our share incentive schemes had come to our attention.

Employee relations and trade union

We seek to maintain stable and constructive relationships with our employees. We have established various channels of communication with employees, including internal announcements, staff meetings, suggestion mechanisms and regular performance and development discussions. In accordance with PRC labour laws and regulations, trade unions may be established within our PRC subsidiaries. As of the Latest Practicable Date, 12 of our principal PRC subsidiaries had established trade unions or employee representative bodies, through which employees may convey views and participate in matters such as welfare activities and labour protection. We comply, and will continue to comply, with applicable labour laws and regulations in the PRC and other jurisdictions where we operate. We had not experienced any labour disputes, strikes or other material labour incidents during the Track Record Period and up to the Latest Practicable Date that had a material adverse effect on our operations or financial condition.

Legal Proceedings

From time to time, we are involved in legal proceedings, claims and disputes in the ordinary course of our business. These may include, among others, contractual disputes, labour-related matters and other commercial claims, as well as potential administrative inquiries or inspections by regulators in the jurisdictions where we operate.

Litigation and arbitration

During the Track Record Period, we and our principal subsidiaries were not involved in any litigation, arbitration or other legal proceedings which, individually or in aggregate, had a material adverse effect on our business, financial condition or results of operations. We have not experienced material disputes or litigation arising from supplier product quality issues, and we have not been subject to customer claims or regulatory penalties as a result of such issues.

Administrative and regulatory matters

During the Track Record Period our Group and its major production subsidiaries did not incur administrative penalties in relation to environmental protection, work safety, product quality or other regulatory matters that had a material adverse impact on our operations. As of the Latest Practicable Date, we were not aware of any administrative or regulatory investigation, proceeding or penalty that we consider to be material to our business, financial condition or results of operations.

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AWARDS AND RECOGNITIONS

During the Track Record Period, we have received various awards recognising our achievements and capabilities in innovation, R&D, manufacturing and corporate responsibility. The table below sets forth a summary of significant awards and recognitions that we have received during the Track Record Period.

Year	Award	Awarding Body
2026	National Green Factory — Jingmen Capchem (國家級綠色工廠)	Ministry of Industry and Information Technology of the PRC
2025	Capacitor Chemicals business retained the title of National Manufacturing Single Champion Enterprise (電容器化學品國家級製造業單項冠軍企業)	Ministry of Industry and Information Technology of the PRC and China Federation of Industrial Economics
2025	Top 100 Backbone Enterprises in China’s Electronic Components Industry (2025) (2025年中國電子元器件骨幹企業TOP100)	China Electronic Components Industry Association
2025	Top 15 Most Growth Potential Enterprises in China (中國最具成長力企業十五強)	China Automotive Power Battery Industry Innovation Alliance
2025	No. 143 on the “Shenzhen Top 500 Enterprises” list (深圳企業500強榜單第143位)	Shenzhen Enterprise Confederation and Shenzhen Entrepreneurs Association
2025	Advanced Collective of the National Industrial and Information Technology System — Sanming Hexafluo (全國工業和信息化系統先進集體)	Ministry of Human Resources and Social Security of the PRC and Ministry of Industry and Information Technology of the PRC
2025	Top 100 Innovative Private Enterprises in Fujian Province — Sanming Hexafluo (2025) (2025福建省創新型民營企業100強)	Fujian Federation of Industry and Commerce
2025	National-level “Specialised, Sophisticated, Distinctive and Innovative (“Little Giant”) Enterprise” — Sanming Hexafluo (國家級專精特新“小巨人”企業)	Ministry of Industry and Information Technology of the PRC
2025	“Advanced-level Smart Factory” in Jiangsu — Nantong Capchem (江蘇省先進級智能工廠)	Province Department of Industry and Information Technology of Jiangsu Province
2025	Received a “B” rating in the Carbon Disclosure Project assessment upon its first participation	Carbon Disclosure Project

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Year	Award	Awarding Body
2025	Guangdong Provincial Science and Technology Progress Award (廣東省科技進步獎)	Guangdong Provincial People’s Government
2025	First Prize of the Science and Technology Progress Award (中國石油和化工聯合會科技進步一等獎)	China Petroleum and Chemical Industry Federation
2024	National Manufacturing Single-Product Champion for lithium-ion battery electrolyte (國家級製造業單項冠軍(鋰離子電池電解液))	Ministry of Industry and Information Technology of the PRC
2024	National Manufacturing Single-Product Champion Enterprise for HFPO series products (國家級製造業單項冠軍企業(六氟環氧丙烷系列產品))	Ministry of Industry and Information Technology of the PRC
2024	Top 100 Shenzhen Industry Leader Enterprises (2024) (2024 深圳行業領袖企業百強)	Shenzhen Industry Leader Enterprise Development Promotion Association and Shenzhen Business Daily
2023	National-level “Specialised, Sophisticated, Distinctive and Innovative” (‘Little Giant’) Enterprise-Huizhou Capchem, Suzhou Novolyte, Nantong Capchem (國家級專精特新“小巨人”企業)	Ministry of Industry and Information Technology of the PRC
2023	Top 100 Private Manufacturing Enterprises in Guangdong Province (2023) (2023 廣東省製造業民營企業100強)	Guangdong Federation of Industry and Commerce
2023	National Green Factory — Sanming Hexafluo, Huizhou Capchem (國家級綠色工廠)	Ministry of Industry and Information Technology of the PRC