BOSHIAC 博实

2025 SUMMARY OF ANNUAL REPORT

HARBIN BOSHI AUTOMATION CO.,LTD.

April 2026

HARBIN BOSHI AUTOMATION CO., LTD. Annual Report 2025

（Abstract）

Ⅰ. Important Notes

This Abstract is extracted from Annual Report 2025. In order to have a full understanding of the operating results, financial condition and future development planning of the Company, investors are suggested to read the full report carefully on cninfo.com. The Company's 2025 Annual Report is prepared and published in Chinese version, and the English version is for reference only. Should there be any inconsistency between the Chinese version and English version, the Chinese version shall prevail.

All directors attended the Board Meeting in person for reviewing of this Annual Report.

Indicate by check mark if independent auditor issues non-standard unqualified opinion.

□Applicable √Not applicable

Indicate by check mark if there is a pre-arranged plan of profit distribution or transferring capital reserve into common stock for the report period which has been reviewed by the Board of Directors.

√Applicable □Not applicable

Indicate by check mark if transferring capital reserve into common stock.

□Yes √No

The Company's profit distribution plan approved by the second meeting of the sixth Board of Directors is as follows: based on the total share capital after the close of Shenzhen Stock Exchange on the share registration date determined by the Company's 2025 annual profit distribution, cash dividend of RMB 2.50 (including tax) will be paid to all shareholders for every 10 shares, and 0 shares of bonus shares (including tax) will be given, and no accumulation fund will be converted into additional share capital.

According to the *Proposal on the Company's Public Offering of Convertible Corporate Bonds*, all shareholders (including those formed by the convertible bonds) registered on the date of registration of the dividend payment are equally entitled to participate in the current distribution of profits.

II. Basic Situation of the Company

1.Company Profile

Stock Abbreviation	Boshi	**Stock Code**	002698
Stock Exchange for Stock Listing	Shenzhen Stock Exchange		
Contact Person and Contact Information	**Secretary of the Board**	**Securities Affairs Representative**	
Name	Chen Bo	Zhang Wei	
Contact Address	9 Donghu Street, Concentration Zone of Yingbin Road, Harbin Development Zone	9 Donghu Street, Concentration Zone of Yingbin Road, Harbin Development Zone	
Fax	+86-451-84367022	+86-451-84367022	
Tel	+86-451-84367021	+86-451-84367021	
Email	ir@boshi.cn	zhangwei@boshi.cn	

2.Key Financial Information

(1)Key accounting data and financial indicators in the past three years

Does the Company need to make retroactive adjustment or restatement of the accounting data of the previous year.

□Yes √No

Unit: RMB

	As of Dec.31, 2025	As of Dec.31, 2024	Increase/decrease of 2025 over 2024	As of Dec.31, 2023
Total assets	7,302,850,291.57	6,955,348,945.64	5.00%	6,648,692,787.99
Total equity attributable to shareholders of the parent company	4,171,835,683.74	3,790,432,312.96	10.06%	3,450,338,131.69
	2025	**2024**	**Increase/decrease of 2025 over 2024**	**2023**
Operating Revenue	2,828,078,579.62	2,862,689,438.16	-1.21%	2,565,408,783.42
Net profit attributable to parent company’s shareholders	563,756,408.99	524,225,526.98	7.54%	533,591,213.86
Net profit after deducting non-recurring profit or loss attributable	529,495,440.74	493,358,983.81	7.32%	485,726,824.70

to shareholders of the parent company				
Net cash flow from operating activities	397,641,133.20	643,842,979.01	-38.24%	138,942,658.01
Basic earnings per share (RMB/share)	0.5546	0.5161	7.46%	0.5218
Diluted earnings per share(RMB/share)	0.5516	0.5130	7.52%	0.5190
Weighted average return on equity	14.31%	14.59%	-0.28%	16.22%

(2)Key accounting data by quarter

Unit: RMB

	First quarter	Second quarter	Third quarter	Fourth quarter
Operating revenue	700,025,064.80	661,880,956.17	780,169,940.84	686,002,617.81
Net profit attributable to parent company's shareholders	150,060,221.43	127,312,238.68	148,252,073.40	138,131,875.48
Net profit after deducting non-recurring profit or loss attributable to shareholders of the parent company	140,242,465.19	119,908,911.27	139,506,729.82	129,837,334.46
Net cash flows from operating activities	-40,463,557.49	54,694,494.71	20,046,836.99	363,363,358.99

Indicate by check mark if any material difference between the above financial indicators or their summations and those which have been disclosed in the Company's Quarterly or Interim report.

□Yes √No

3. Shareholders Information

(1)Total number of common shareholders and preference shareholders with voting rights recovered and top ten common shareholders

Unit: Share

Total number of shareholders of common stocks at the end of the reporting period	44,325	**Total number of shareholders of common stocks at previous month-end of this report's disclosure**	47,704	**Total number of shareholders of preferred stock with resumed voting right at the end of the reporting period**	0	**Total number of shareholders of preferred stock with resumed voting rights at previous month-end of this report's disclosure**	0
Top 10 shareholders(Excluding shares lent in refinancing)							

Name	Nature	Ownership	Quantity of stocks	Quantity of restricted stocks held	Pledged, marked or frozen stocks	
					Status	Quantity
Unicom-Xinwo Venture Capital Management (Shanghai) Co., Ltd. - Lianchuang Weilai (Wuhan) Intelligent Manufacturing Industrial Investment Partnership (Limited Partnership)	Others	11.20%	114,499,861		Not applicable	
Deng Xijun	Domestic natural person	9.41%	96,181,562	72,136,172	Not applicable	
Zhang Yuchun	Domestic natural person	8.09%	82,696,357	62,022,268	Not applicable	
Wang Chungang	Domestic natural person	5.61%	57,394,047	43,045,535	Not applicable	
Cai Zhihong	Domestic natural person	4.96%	50,677,029		Not applicable	
Cai Hegao	Domestic natural person	4.89%	50,000,000		Not applicable	
Tan Jianxun	Domestic natural person	1.11%	11,356,438		Not applicable	
Cheng Fang	Domestic natural person	1.09%	11,123,396		Not applicable	
China Construction Bank Corporation-E Fund Guozheng Robotics Industry Exchange-Traded Open-End Index Securities Investment Fund	Others	1.07%	10,964,750		Not applicable	
Li Xianglan	Domestic natural person	1.05%	10,690,752		Not applicable	

(2)The ownership and controlling relationship between the Company and its actual controller in form of diagram

4.Bonds

(1) Bond profile

Bond name	Abbreviation	Bond code	Date of issue	Maturity	Balance (RMB'0,000)	Coupon rate
Convertible	Boshi	127072	Sep. 22nd, 2022	Sep. 21st, 2028	44,982.01	1st year 0.30%

Corporate Bonds of Harbin Boshi Automation Co., Ltd.	Convertible Bonds					2nd year 0.50% 3rd year 1.00% 4th year 1.50% 5th year 1.80% 6th year 2.00%
Bond redemption and interest payment during the reporting period	① Interest of the third year has been paid at par on Sep. 22nd, 2025. The interest is RMB10.00 (inclusive of tax) for every 10 "Boshi Convertible Bonds"（Face value of RMB 1,000）. ② Claims registration date: Sep. 19th, 2025 ③ Ex-dividend date: Sep. 22nd, 2025 ④ Interest payment date: Sep. 22nd, 2025					

(2) Top 10 convertible bond holders

NO.	Name	Nature	Number of convertible bonds held at the period-end	Face value of convertible bonds held at the period end (RMB)	As % of convertible bonds held at the period end
1	China Merchants Bank Co., Ltd. -Boshi CSI Convertible Bonds and Exchangeable Bonds Exchange-Traded Open-End Index Securities Investment Fund	Others	299,137	29,913,700.00	6.65%
2	Guotai Haitong Securities Co., Ltd.	State-owned legal person	230,120	23,012,000.00	5.12%
3	China Merchants Bank Co., Ltd. -Huabao Convertible Bond Securities Investment Fund	Others	228,905	22,890,500.00	5.09%
4	Southern Fund Ningkang Convertible Bond Fixed Income Pension Product-Bank of China Limited	Others	207,883	20,788,300.00	4.62%
5	China National Petroleum Corporation Enterprise Pension Plan-Industrial and Commercial Bank of China Co., Ltd.	Others	205,000	20,500,000.00	4.56%
6	Guoxin Securities Co., Ltd.	State-owned legal person	162,279	16,227,900.00	3.61%
7	China Construction Bank Corporation-Huashang Credit Enhancement Bond Securities Investment Fund.	Others	122,880	12,288,000.00	2.73%
8	Guoyuan Securities Co., Ltd.	State-owned legal person	77,260	7,726,000.00	1.72%
9	Guohai Securities-Industrial Bank-Guohai Securities Yangfan No.2550 Collective Asset Management Plan	Others	70,420	7,042,000.00	1.57%

10	Southern Fund LeFeng Hybrid Pension Product-China Construction Bank Corporation Limited	Others	65,646	6,564,600.00	1.46%

(3) Latest rating and rating change

On June 19th, 2025, China Lianhe Credit Rating Co., Ltd. issued *the 2025 Credit Rating Report of Harbin Boshi Automation Co., Ltd.'s Public Issuance of Convertible Corporate Bonds*. The long-term credit rating of the Company maintained "AA", the credit rating of this convertible corporate bond was "AA", and the bond rating outlook was "stable". The result of this tracking rating did not change from the previous rating. The credit rating report mentioned above is available at *cninfo.com.cn*.

Ⅲ.Important Issues

The first lock-up period of the Company's 2024 Employee Stock Ownership Plan (ESOP) expired on October 16th, 2025, with all unlocking conditions met. During this period, 68% of the total target shares under the ESOP were unlocked, amounting to 4.8981 million shares, representing approximately 0.48% of the Company's current total share capital.

IV. Management Discussion and Analysis

During the reporting period, the Company's core business operations, key products and their applications, as well as its business model, remained largely unchanged.

1. Company Main Businesses during the Reporting Period

(1)Main products, services, application level and business model of the Company

Overall Solution for Intelligent Manufacturing Equipment and Intelligent Factory

Post-processing Intelligent Manufacturing Equipment for Solid Material	Post-processing Intelligent Manufacturing Equipment for Rubber
It is applied in the post-processing fields for the powder, granular materials or irregular materials of petrochemical, new energy, grain, animal feeds, building materials, medicine, food, ports etc. (such as crushing, screening, bagging, boxing and transportation of new energy field polysilicon reduced silicon rods, etc.), providing efficient automatic weighing, packaging and palletizing intelligent manufacturing and production equipment and overall solutions of intelligent factories.	It is intelligent equipment and intelligent plant overall solution, applied in production process of synthetic rubber and natural rubber and in the fields of product refining process, dewatering and drying process (rubber washing, cleaning and impurity removal, dewatering, crushing and drying, etc.) and finished product packaging process (weighing, baling, detecting, conveying, packaging and palletizing, etc.)
In the field of post-processing high-end equipment for powder and granular materials in China it has obvious advantages and a stable competitive position. In the field of post-processing high-end equipment for the new energy field irregular polysilicon materials, the original first set of applications has promoted the upgrade of intelligent manufacturing in the industry.	Complete product line, covering natural rubber and synthetic rubber; It is the only supplier which can provide complete large-scale systems worldwide.
Robot Plus	**Intelligent Logistics, Warehousing Systems**
(High temperature) Operation robot for submerged arc furnace and serialized intelligent products,intelligent inspection and comprehensive intelligent factory solution are applied for high-risk as well as other special operation robots and complete system solutions which can replace high-risk, harsh working conditions, and heavy manual labor.	Connecting solid material post-processing intelligent manufacturing equipment with rubber post-processing intelligent manufacturing equipment to realize intelligent identification, outbound and inbound warehousing management, logistics transshipment, fully automatic vehicle loading, etc., which widely used in many industries of national economy, to help customers to build intelligent factory overall solutions.
(High temperature) Operation robot for sub-merged arc furnace and its surrounding systems are in leading position worldwide in the field of calcium carbide; The successful delivery of intelligent workshop project demonstration project in the field of calcium carbide arc furnace production, committed to promoting the production of fewer people, unmanned, safe, efficient and environmental", and bringing the traditional industrial technology revolution with industry subversive technology.	Fully automatic loading machine has formed the first mover advantage of the scale of application, the market responded positively, the future demand in many fields and industries has great potential

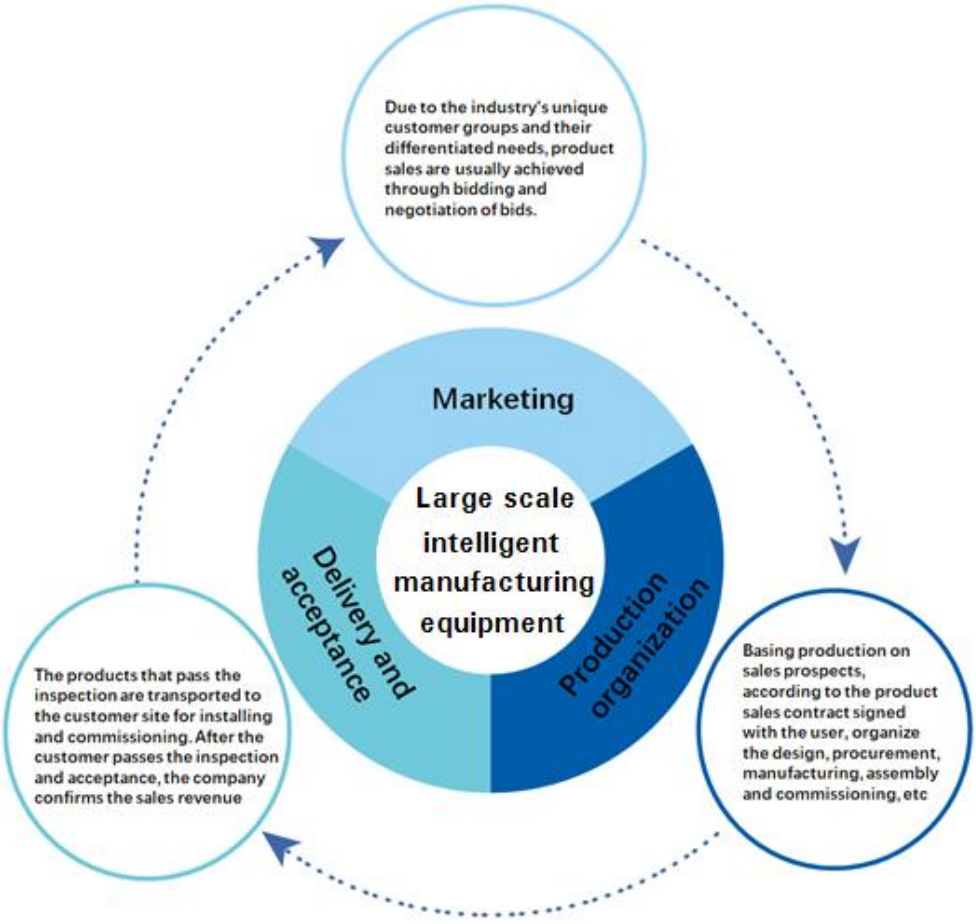
Industrial Services

The industrial services, extended from in the above-mentioned related fields of intelligent manufacturing equipment, are mainly integrated service, equipment maintenance and spare parts sales which facing the operation in the application fields of intelligent manufacturing equipment, after-sales industrial service, and supplementary industrial service.

Adhering to the Company's technological leadership in the field of intelligent equipment, leading service capabilities and scale in the field

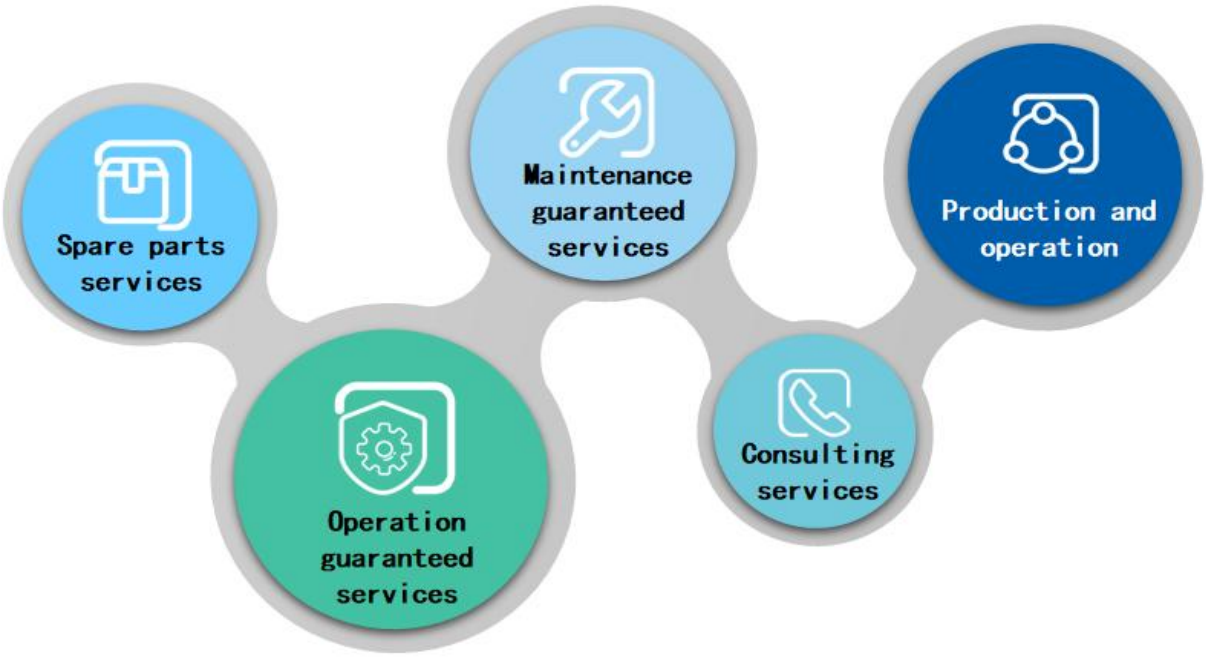
(2)Business model

The business model of large-scale intelligent manufacturing equipment is driven by sales, production organization, product delivery and acceptance, revenue recognition and other links, as shown in the following figure:



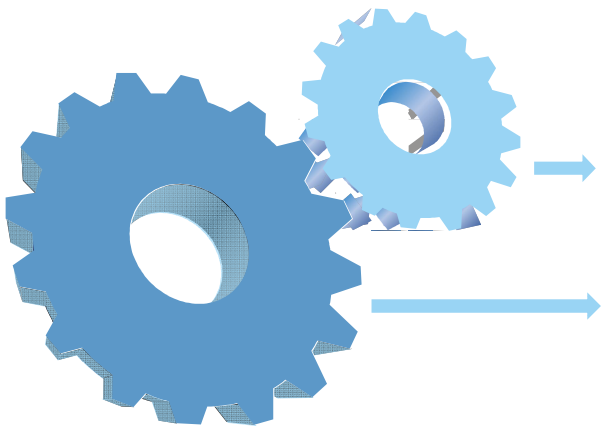
The content characteristics of the operation and maintenance aftermarket and complementary industrial services business models are summarized in the figure below:

Industrial Services——Operation and After-sales Type Industrial Services



By participating in bidding or negotiating bids, the Company signs integrated service, equipment maintenance service agreements with customers (which may include FFS film rolls sales matching with production services), equipment maintenance, operation maintenance and the like to determine the contents and modes of services;
For the performance obligations of the service contract performed within a certain period of time, the Company shall recognize the revenue according to the performance progress within the period of time;
The sales mode of spare parts is flexible (the Company initiates stocking or the customer initiates procurement), and the operating revenue is confirmed based on the actual delivery of the product and the time when the revenue confirmation conditions are met

Industrial Services——Supplementary Industrial Services and Miscellaneous



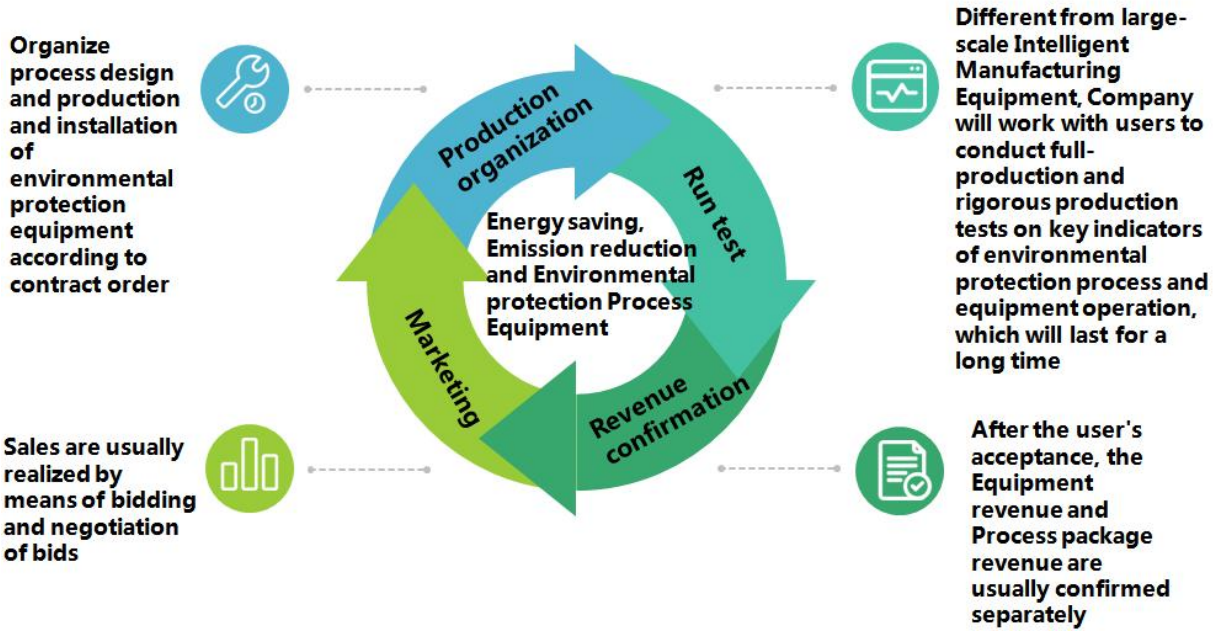
FFS Film roll production enterprise matching with industrial services (Nanjing Green New Material Co., Ltd., Company's holding subsidiary) separately sells FFS film rolls, plastic auxiliaries and the like apart from the Company's production and operation services;
Other kinds with small revenue are not classified as material.
Revenue recognition: Usually as per the contract signed with customer, implement the contract and meet the revenue conditions, then confirm the operating revenue.

The following environmental protection process equipment business is a useful complement to the Company's core growth businesses, intelligent manufacturing equipment and industrial services.

Energy saving, emission reduction and environmental protection process equipment field

Harbin Boao Environmental Technology Co., Ltd is currently mainly engaged in the design, production, and sales of energy-saving, emission-reduction and environmental protection process equipment which is represented by industrial waste acid regeneration process and equipment. Industrial waste acid regeneration technology and equipment collect and process industrial waste sulfuric acid and sulfur-containing acid gas which are produced in the customer's chemical production to generate high-purity sulfuric acid for recycling production, and release heat energy for recycling and reusing, realizing the effects of energy saving and emission-reduction, recycling uses, economy and environment protection and help to achieve carbon peak and carbon neutral emission reduction targets.

Realizing the effects of energy saving and emission-reduction, recycling uses, economy and environment protection.



(3)Develop new quality productivity to serve the national digitalization strategy.

As the outcome of revolutionary technological breakthroughs and innovative allocation of production factors, new quality productivity is reshaping the competitive landscape of the global intelligent equipment industry, promoting the evolution of China's industry from traditional manufacturing to intelligent manufacturing, and giving rise to changes in the industrial ecosystem. In the application field of intelligent manufacturing equipment products, the Company has achieved the ability and breakthrough to leap from single machine and automated production lines to digital workshops and overall solutions for intelligent factories, deeply serving the national digitalization strategy, industrial upgrading and the demand for cultivating future industries.

Following the successful implementation and delivery of two calcium carbide intelligent factory (workshop) projects in 2024, on April 24th, 2025, the Company held the "Intelligent Start of a New Journey, Intelligent Win of the Future: Calcium Carbide Intelligent Factory - Digital Transformation and Practical Application Conference" in the city of Wuhai, known as the "Pearl of the Yellow River". Many industry leaders, experts and enterprise representatives attending the conference jointly explored new paths for the digital and intelligent transformation of the calcium carbide industry, aiming to inject new impetus into the green and sustainable development of the industry. During the customer site visit, the Company's intelligent factory demonstrated orderly production operations and highly efficient equipment performance. The digital technologies driving transformative changes in calcium carbide production received widespread recognition from attendees.The Company's overall intelligent factory solution for calcium carbide production has been positively responded to by the attending customers. In the future, it is expected to drive more potential customers to join the path of digital transformation and intelligent transformation, helping industries achieve green and sustainable development.

Legend: Calcium carbide intelligent factory –the scene of the Digital Transformation and Practical Application Conference

The intelligent calcium carbide production facility has revolutionized traditional manufacturing processes in calcium carbide submerged arc furnaces, effectively addressing industry challenges including production safety risks, environmental hazards, high energy consumption, significant pollution, and low productivity. By integrating AI technologies such as machine vision, deep learning, robotic control algorithms, and expert control strategies with industrial internet communication systems, the Company has implemented comprehensive intelligent workshop and factory solutions. This innovative approach establishes a "perception-decision-execution" intelligent closed-loop system, fundamentally transforming conventional production methods. The breakthrough significantly enhances operational safety and efficiency while enabling precise process control and intelligent manufacturing capabilities, paving the way for next-generation manufacturing paradigms.

(4) Key performance drivers

In 2025, facing a complex and volatile external environment, the domestic economy steadily rebounded. The Company achieved operating revenue of RMB 2.828 billion, with net profit attributable to shareholders hitting a historic high of RMB 564 million . The two core growth segments— "intelligent equipment"and "industrial services" —reported year-on-year revenue growth of 3.95% and 4.17%, respectively, serving as the primary drivers behind the 7.54% increase in net profit attributable to shareholders.

The Company's solid growth in performance is the result of the combined effect of its internal core capabilities and external development opportunities. Internally, the Company has long been committed to the innovation of intelligent manufacturing equipment products, implementing a differentiated competition strategy led by technology, achieving the replacement of imported products by domestic equipment and the independent control of core technologies for major equipment. With its accumulated core technical capabilities, industrial application experience, the "point → line → whole → intelligence" technology development path, and a R&D focus on high-tech barriers, it has formed its own core advantages. Externally, the country's "manufacturing power" strategy has been continuously advanced, and medium- and long-term plans and industrial policies such as the *14th Five-Year Plan for Intelligent Manufacturing Development* and the *Implementation Plan for the "robot plus'"Application Action* have been successively introduced. The demand for automation, digitalization, and intelligence transformation from manufacturing enterprises has been continuously released, providing a favorable market environment and policy support for the Company's development.

In recent years, the Company's performance drivers have primarily benefited from actively seizing the robust demand brought about by the digitalization and intelligent upgrading of China's manufacturing industry. Through technological progress and product innovation, the Company has expanded its product portfolio. Continuous R&D investments have enabled intelligent manufacturing equipment to undergo constant technological iterations and product innovations, accelerating the market adoption of its flagship products. Meanwhile, thanks to the effective implementation of its long-term service-oriented manufacturing strategy, the Company's industrial service business has achieved steady growth, with increased revenue and profits. During this period, sales of intelligent manufacturing equipment for solid material post-processing showed strong growth. Innovative products, such as high-temperature furnace front-line robots, have been successfully applied in high-risk and complex industrial environments including calcium carbide, ferrosilicon, silicon-manganese, and industrial silicon production. The industry-pioneering calcium carbide intelligent factory has been successfully delivered and put into operation. Intelligent equipment for solid material post-processing in the new energy polysilicon raw material sector has achieved multi-point applications across the industry, expanding the application dimensions of irregular solid material post-processing intelligent manufacturing equipment and collectively driving the Company's strong performance.

During the reporting period, revenue from intelligent manufacturing equipment for solid material post-processing, rubber post-processing, and intelligent logistics and warehousing systems demonstrated robust growth, offsetting the negative impact of "robot plus" revenue. The industrial services business, a key revenue and profit source for the Company, continued its growth trajectory, further empowering the intelligent manufacturing equipment sector.

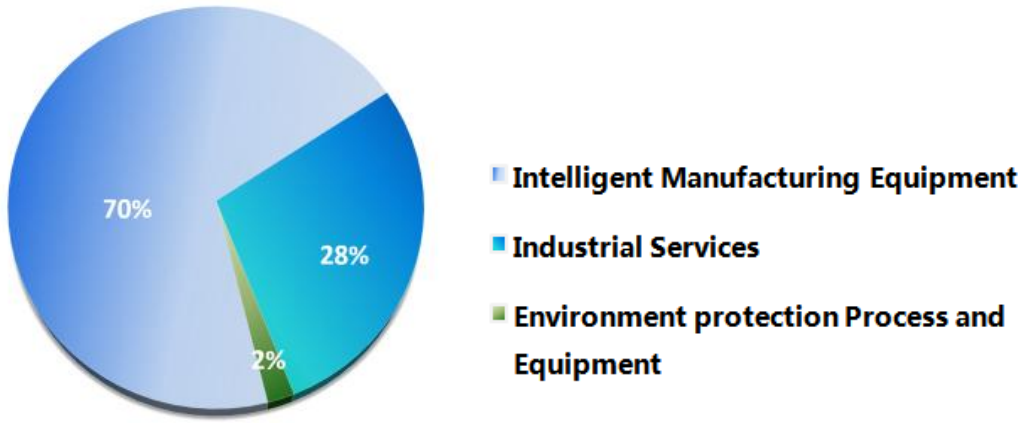
At the strategic level, the Company has consistently adhered to three core strategies: technological leadership, integrated large-scale system solutions, and product-service integration. By continuously enhancing its capabilities in implementing comprehensive intelligent manufacturing solutions, it has driven the demonstration and widespread adoption of intelligent factory models. The synergistic development model combining "intelligent equipment" with "industrial services" has further solidified the Company's core competitiveness and market position.

Looking ahead, the core business that aligns closely with China's intelligent manufacturing development direction and continues to innovate will benefit from policy guidance and industrial upgrading processes, consistently contributing growth momentum to the Company. With long-term vision and persistent efforts, we will achieve steady and sustainable progress.

2. The Company's Industry Status during the Reporting Period

(1)Industry overview

According to the proportion of revenue during the reporting period, the Company's main businesses in its industry are shown in the following figure：



The Company has long been building and improving a service-oriented manufacturing industrial system, and has established intelligent manufacturing equipment and industrial services extended based on the core advantages of the equipment industry as the "dual-core-driven" development engines. On one hand, the intelligent manufacturing equipment business belongs to the high-end equipment manufacturing industry, which is given key support and encouragement by the state, on the other hand, the industrial service business belongs to the key development direction of modern service industry. Both core businesses are in line with the national industrial development strategy orientation and have clear policy guidance and long-term development space.The Company's industry fundamentals, development stage, cyclical characteristics, and market position remained largely unchanged.

During the reporting period, the intelligent manufacturing equipment and industrial services, these two core growth businesses, accounted for 98% of the operating revenue, becoming the core drivers of the Company's performance growth. The environmental protection process and equipment business achieved a revenue share of 2%, forming a stable revenue structure of "dual-core dominance and beneficial supplements".

Intelligent Manufacturing Equipment：

As the main body of the national economy and the foundation of a strong country, the digital upgrade and intelligent transformation of the manufacturing industry have been elevated to the core strategy of national economic development and have become a key engine for promoting the high-quality development of the

real economy. At present, the intelligent transformation of China’s manufacturing industry presents a dual-track parallel feature of “stock improvement + increment expansion” : On one hand, the popularization rate of automated equipment in large-scale industrial enterprises has reached a relatively high level, but the proportion of digital factories with equipment networking and data collaborative sharing is relatively low. Intelligent factories with intelligent decision-making and flexible production capabilities are still in the pilot stage of typical scenarios. The market space for digital and intelligent transformation of existing production capacity is vast. On the other hand, strategic emerging industries such as new energy and new materials have risen. In the early stage of construction, related projects generally benchmark against the standards of intelligent factories, driving the continuous release and steady growth of new capacity demand for intelligent equipment. Benefiting from this industry pattern, the demand for intelligent transformation in China’s manufacturing sector is highly resilient, with no obvious cyclical fluctuations, providing continuous and stable development opportunities for enterprises within the industry.

The Company has long been dedicated to the field of intelligent equipment, taking self-reliance and core security as its technical support and focusing on the R&D and industrialization of intelligent manufacturing equipment products. Through product innovations such as import substitution and industry-first initiatives, it helps improve the quality and efficiency of China's manufacturing and upgrade its technology. The Company firmly implements a differentiated competition strategy led by technology. In terms of core technology R&D, high-end product innovation, large-scale system integration advantages, full-process industrial service capabilities, large-scale project implementation experience, and brand recognition, it has formed significant differentiated advantages compared with its competitors and built long-term competitiveness.

The Company’s products have a wide range of application scenarios, comprehensively covering multiple key industries of the national economy such as petrochemicals and chemical engineering, new energy, sub-merger arc furnaces, grain and feed, building materials, pharmaceuticals and food, and port logistics. It provides customers with efficient, stable and intelligent manufacturing production equipment, and actively promotes the implementation of overall solutions for intelligent factories, helping customers achieve intelligent upgrades throughout the production process. In recent years, relying on the national industrial digitalization strategy orientation, the Company has accelerated the application of its accumulated digital and intelligent technologies over the years. It has the ability to provide full-stack solutions in multiple core product application fields, and has built a complete product matrix ranging from intelligent complete sets of equipment, digital workshops to intelligent factories, achieving a full industrial chain layout.

In major domestic product application fields, the Company’s technological level and intelligent equipment products are both in the leading position in the industry, and there are currently no competitors of the same scale. The technical application scale of some of its core products has reached the world’s leading level, demonstrating the Company’s global industry competitiveness.During the reporting period, the Company’s intelligent manufacturing equipment business continued to make breakthroughs in product innovation and iteration, expansion of application fields, growth of revenue scale, and improvement of profitability. It achieved stable and rapid development, creating good value returns for all shareholders.

Industrial Service：

The state attaches great importance to the high-quality development of the manufacturing service industry. In March 2021, 13 departments, including the National Development and Reform Commission, the Ministry of Science and Technology, and the Ministry of Industry and Information Technology, jointly issued *the Opinions on Accelerating the High - Quality Development of the Manufacturing Service Industry*. The manufacturing service industry is clearly positioned as "an important support for enhancing the competitiveness and comprehensive strength of manufacturing products and promoting the transformation, upgrading, and high-quality development of the manufacturing industry." Under policy guidance, manufacturing enterprises have accelerated business model innovation, restructured production organization systems, increased the proportion of service elements in the industrial chain, and gradually transformed from traditional manufacturing to "manufacturing + services", achieving a leap from single product delivery to an integrated solution of "products + services". The service - oriented manufacturing model effectively expands the value boundary of the equipment manufacturing industry chain, enhances the added value and production efficiency of industrial service elements, and boosts the vitality and market competitiveness of enterprises.

The Company has long been dedicated to the field of intelligent manufacturing equipment. Relying on the advantages of its core products, it has established a professional production, operation, and maintenance management service system covering the entire life cycle of equipment products. Focusing on the core needs of customers, it provides integrated industrial services such as equipment operation and maintenance, finished product warehousing and transportation, and full-process operation and maintenance support, helping customers outsource non-core businesses and achieve cost reduction, efficiency improvement, quality enhancement, and upgrading. It also promotes its own high-quality development.

At present, the demand for the Company's industrial service business shows a two-way growth trend. On one hand, as the stock of the Company's intelligent equipment products continues to expand, it drives the demand for supporting services such as spare parts, maintenance, and renovation to grow steadily, forming the cornerstone of the service business development. On the other hand, the Company has been delving deep into its customers' potential demands, actively expanding new production, operation, and maintenance service projects, continuously broadening the business growth space, and promoting the high-quality development of its industrial service business.After years of strategic planning, the Company's product-service integration strategy, which was the focus of its IPO fundraising in 2012, has achieved remarkable results. It has now formed a complete service network covering all regions of the country except Hong Kong, Macao, Taiwan, and Xizang. Both the service scale and profitability have remained among the top in the industry.

With its continuous business innovation capabilities and industry-leading service fulfillment capabilities, the Company was selected as a "Pilot Unit for the Integrated Development of Advanced Manufacturing and Modern Services" by the National Development and Reform Commission in August 2021. In January 2023, it was awarded the title of "Fourth Batch of Service-oriented Manufacturing Demonstration Enterprises" by the Ministry of Industry and Information Technology. It has obtained dual national-level qualification certifications. This fully demonstrates the Company's exemplary and leading role in the integrated development direction of manufacturing and services, laying a solid foundation for the continuous expansion of the Company's industrial service business.

Environmental Protection Process and Equipment:

“Lucid waters and lush mountains are invaluable treasures.” A healthy ecological environment is not only a natural wealth but also an economic prosperity, which is related to the potential and momentum of economic and social development. At present, the country has incorporated green and low-carbon development into the core strategy of high-quality development, vigorously promoting energy conservation, consumption reduction, pollution control, and resource recycling in the industrial sector. This has brought a favorable development space for the environmental protection equipment-related industries.

Boao Environment, a subsidiary of the Company, specializes in the deep treatment and recycling of industrial waste acid and acidic gases. With comprehensive treatment technologies and environmental protection equipment manufacturing capabilities, it efficiently collects and safely processes waste sulfuric acid and sulfuric acid-containing gases generated during industrial production, ultimately producing high-purity sulfuric acid for recycling. The related environmental protection equipment products enable the recovery and reuse of thermal energy released during the treatment process, achieving multiple benefits such as energy conservation, emission reduction, recycling, economic efficiency, and environmental protection. This not only reduces production costs for customers and improves the utilization efficiency of waste resources but also actively supports the national green and low-carbon development strategy, facilitating the green production transformation of industrial enterprises and achieving a harmonious balance between economic and social benefits.

(2) Industry policy impact

The national “manufacturing power”strategy is being vigorously advanced, with intelligent manufacturing and industrial digital transformation becoming the core drivers of high-quality manufacturing development. These initiatives also serve as crucial measures for nurturing new productive forces and consolidating the foundation of the real economy. By 2025, national industrial policies will continue to exert precise and intensive efforts, building upon previously extended key policies to establish a comprehensive, multi-level policy support system covering technological innovation, standardization, practical implementation, and ecosystem cultivation. These policies align deeply with the Company’s dual-core business structure dominated by “intelligent manufacturing equipment + industrial services”,complemented by environmentally friendly processes and equipment. This alignment provides policy support and development opportunities for the Company’s product R&D, technological iteration, market expansion, and business scale enhancement.

The key policies that were continued to be implemented in the early stage:

The core policies from the early stage will continue to play a guiding role in 2025: *The “Robot Plus” Application Action Implementation Plan* accelerates the integration of intelligent equipment and manufacturing, providing guidance for the Company’s scenario expansion and product adaptation. *The Work Plan for Digital Transformation of Raw Materials Industry (2024-2026)* and the *Implementation Guide for Digital Transformation of Petrochemical and Chemical Industry* focus on the intelligent upgrade of process industries and are closely aligned with the Company’s overall intelligent post-treatment solutions for process industries in fields such as petrochemical and chemical engineering. Policies related to equipment renewal and service-oriented manufacturing continuously activate the demand for intelligent equipment and industrial service demand, lead the Company’s core business to develop in a standardized and normalized manner.

New core policies and their impacts in 2025:

National Guidelines for the Construction of the Intelligent Manufacturing Standard System (2024 Edition) (Ministry of Industry and Information Technology Joint Science and Technology [2025] No. 60)

Issued in March 2025, it aims to establish a standard system for intelligent manufacturing, clearly stipulating that over 100 standards will be formulated and revised by 2026, and detailing application standards for industries such as petrochemicals and chemicals. Its relevant standards are closely related to the Company's core business, promoting the standardization and normalization of the Company's business .

Reference Guidelines for Typical Scenarios of Intelligent Manufacturing (2025 Edition) (Letter No. 155 of the General Office of the Ministry of Industry and Information Technology [2025])

In April 2025, it was issued, distilling 40 typical scenarios of intelligent manufacturing and clarifying the implementation paths for core scenarios. Multiple scenarios are matched with the Company's business, providing precise references for the Company to optimize solutions, explore customer needs, and expand the market.

Implementation Plan for Digital Transformation of the Machinery Industry (Ministry of Industry and Information Technology, China Unicom Installation [2025] No. 152)

Issued in July 2025, it focuses on the digital transformation of the machinery industry and clearly defines the core development goals for 2027. Its requirements for intelligent equipment innovation, digital transformation, and the expansion of intelligent services are in line with the Company's core business and are conducive to the Company's technological breakthroughs and the expansion of market applications.

Reference Guidelines for Promoting Digital Transformation of Key Industries through Scenario-based and Map-based Methods (2025 Edition) (No. 44 of 2025 issued by the Ministry of Industry and Information Technology)

Issued in September 2025, this initiative addresses transformation pain points through an industry digital transformation scenario map integrated with data elements, knowledge models, tool software, and talent skill inventories, covering key sectors such as petrochemicals and robotics. It enables companies to precisely align with customer needs, optimize solutions, enhance industry influence, and provide direction for business innovation.

Work Plan for Stabilizing Growth in the Petrochemical and Chemical Industry (2025-2026) (Ministry of Industry and Information Technology and Ministry of Commerce Document No. 195 [2025])

Issued in September 2025, it clearly defines the objectives of stabilizing growth and promoting transformation in the petrochemical and chemical industry. Measures such as digital and green transformation, upgrading of outdated facilities, and cultivation of chemical industrial parks are conducive to the Company's core business.

Work Plan for Stabilizing Growth in the Machinery Industry (2025-2026) (Ministry of Industry and Information Technology, China Unicom Installation [2025] No. 205)

Issued in September 2025, the document clearly defines revenue growth targets for the machinery industry, focusing on key areas such as demand expansion and innovation in intelligent equipment. The plan is expected to stimulate equipment demand, achieve breakthroughs in core technologies, and expand the digital transformation service market.

Implementation Plan for Deepening the Innovative Development of Service-Oriented Manufacturing (2025-2028) (Jointly issued by Seven Departments)

In September 2025, it was issued, clearly defining the development goals of service-oriented manufacturing, focusing on technological model innovation and the cultivation of production-oriented service industries. The plan helps the Company optimize its service model, expand new service scenarios and enhance brand influence.

The Safety Technical Specifications for Calcium Carbide Production (GB32375-2025)

On October 5th, 2025, it was jointly issued by the State Administration for Market Regulation and the Standardization Administration of the People's Republic of China, and will come into effect on September 1st, 2026. The regulations clearly stipulate in parts such as intelligent management, calcium carbide tapping and cooling that tapping operations should use tapping robots. Calcium carbide tapping should adopt tapping robots to complete the operation of opening and closing the eyes. Tapping robots should have the functions of achieving multiple degrees of freedom, programmability, acceptance of remote control by operators, and automatic operation of various tapping tools in high-temperature environments through their own power and control capabilities. The release of the regulations will help boost the market demand for the Company’s calcium carbide tapping robots and related products, as well as the calcium carbide intelligent factory.

Implementation Opinions on the Special Action Plan for “AI+ Manufacturing” (No. 279 of 2025 issued by the Ministry of Industry and Information Technology and the Ministry of Science and Technology)

Issued in December 2025 as a guiding document for “AI+ Manufacturing”, this policy framework establishes a dual empowerment strategy between intelligent industrialization and industrial intelligence. It sets core objectives to deploy 1,000 high-level industrial intelligent entities and promote 500 exemplary application scenarios by 2027, focusing on four key areas: computing power supply, industry-specific models, scenario-based applications, and talent development. The policy directly supports the Company’s core operations by enhancing autonomous decision-making and precision control capabilities in intelligent equipment, expanding high-value applications such as predictive maintenance and industrial vision inspection, while facilitating market expansion through supply-demand matching platforms. Additionally, it strengthens data security and cybersecurity protections to mitigate risks, providing robust support for the Company’s long-term high-quality development.

Action Plan for Accelerating the Upgrade and Renovation of Outdated Facilities in the Petrochemical and Chemical Industry (2026-2029) (Ministry of Industry and Information Technology, China Unicom Installation[2026] No.72)

Released on April 3rd, 2026, the action plan highlights that petrochemical and chemical industries serve as vital foundational and pillar sectors of the national economy, playing a crucial role in stabilizing economic growth and ensuring energy security as well as supply chain resilience. To accelerate the modernization of outdated facilities in the petrochemical sector, mitigate safety risks, and drive high-quality industry development, this action plan has been formulated. It encourages enterprises undergoing upgrades to benchmark against industry-leading standards for safety-enhanced, green, and intelligent transformations, while accelerating the adoption of advanced technologies and replacing outdated industrial software and control systems. The plan also promotes full-process automation upgrades or low-risk alternatives for key regulated hazardous processes. These measures are expected to create long-term opportunities for the petrochemical industry, particularly boosting demand and application of intelligent equipment products and technologies.

In addition to the above-mentioned industry norms, standards and policies, in accordance with the requirements of “promoting the pilot experience of intelligent and unmanned construction” deployed at the 2026 National Emergency Management Work Conference held in early January 2026, focusing on six types of processes including phosgene and phosgasification, fluorination, electrolysis, calcium carbide production, chlorination and coal coking, as well as storage tank areas of first-level major hazard sources, etc. Promote the cultivation and construction of intelligent and unmanned scenarios for chemical safety production in chemical enterprises with mature processes, high levels of automation control, and standardized safety management, and create a number of benchmarks for digital transformation and intelligent upgrading of chemical safety production. The relevant work requirements are conducive to the promotion and application of the Company’s product technology in the field of intelligent calcium carbide factories.

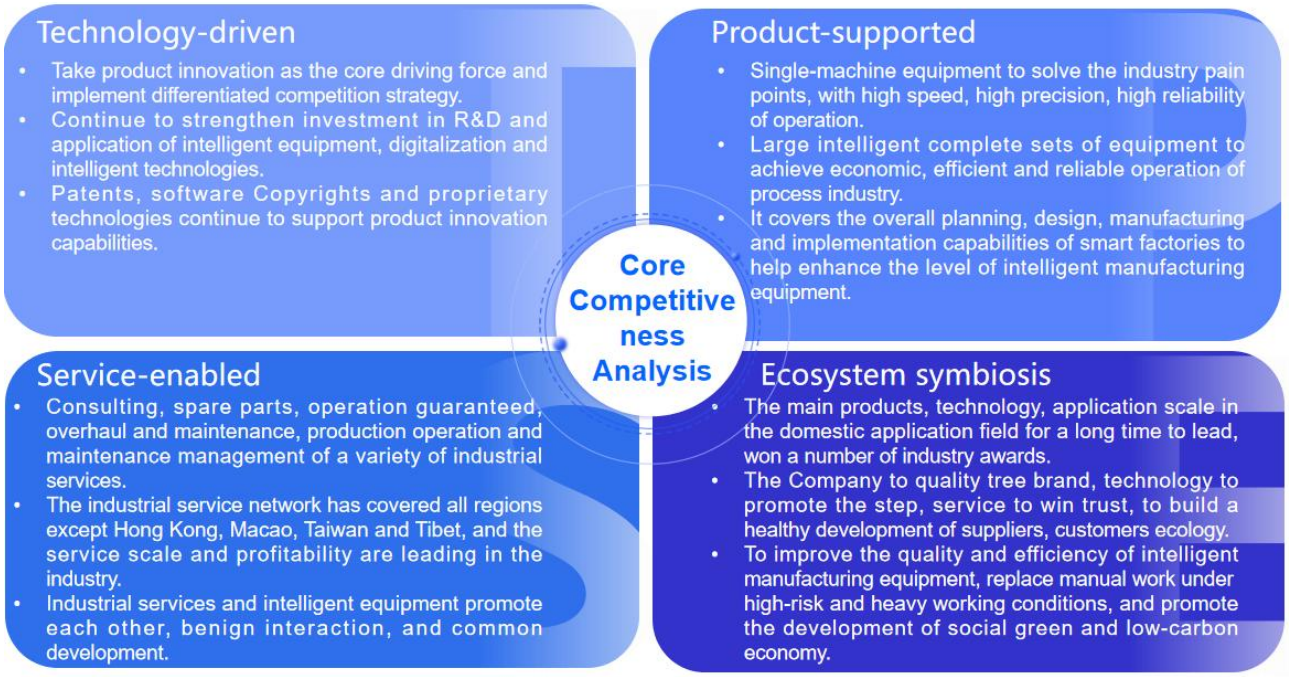
The aforementioned national industry and industrial support policies have established a comprehensive, multi-tiered, and integrated policy ecosystem. This aligns with the Company’s strategic framework of “dual-core leadership with complementary advantages,” accelerating the digital transformation, intelligent upgrading, and green transition in manufacturing. Such policies create favorable opportunities for core business expansion, technological innovation, and market penetration. Moving forward, the Company will proactively leverage policy incentives, focus on its two core businesses—intelligent manufacturing equipment and industrial services—strengthen core technology innovation, optimize scenario-based application solutions, enhance business synergy, and achieve sustainable high-quality growth.

3.Core Competitiveness Analysis

The Company takes product innovation as its core development engine and firmly implements a technology differentiated competition strategy. Leveraging a profound understanding of the development trends in China’s industrial automation industry and nearly three decades of industrial expertise, the Company has established an industrial development framework centered on intelligent manufacturing equipment, with industrial services as the two wings and environmental protection processes and equipment as beneficial supplements. This has formed a core competitive barrier characterized by “technology-driven, product-supported, service-enabled, and ecosystem symbiosis” as an integrated four-pillar system.

In recent years, the Company has continuously increased its investment in digital and intelligent technology R&D as well as scenario-based applications. The Company has achieved remarkable results in product innovation. It has developed a full-scenario product matrix covering “high-end single-machine

equipment-intelligent complete production lines—lighthouse-level intelligent factories", realizing a leapfrog development from point breakthroughs to chain formation and then to full-scenario coverage. Meanwhile, the level of the Company's industrial service system has been continuously elevated, and its multi-dimensional value creation capabilities have been continuously enhanced, further consolidating the Company's competitive edge and sustainable development momentum within the industry.



(1)Technology-driven- Technology leadership forge core competitiveness.

①Leadership in product capabilities driven by technology.

Innovation is the core engine for the high-quality development of technology-based enterprises, and technological leadership is the key support for companies to build their core competitiveness. The Company firmly anchors the development direction and market demand of the national intelligent manufacturing industry, continuously increases investment in R&D resources, seizes the development opportunities of the industry, steadily expands the diversification of application scenarios, and constantly strengthens the ability of product innovation iteration and engineering implementation. Relying on long-term technological accumulation and breakthroughs, the Company has continuously consolidated its leading technological edge and remained at the forefront of industry competition for a long time.

In the field of intelligent manufacturing equipment, the Company's core products feature core technical characteristics such as high-speed operation, high-precision control, and high stability and reliability. They precisely align with the market demands of high-end intelligent manufacturing equipment and meet the strict standards of downstream customers for efficient, safe, and refined production. At the level of overall solutions for intelligent manufacturing, the Company deeply integrates AI technologies such as machine vision, deep learning, and robot control algorithms to create a series of innovative product solutions for multiple categories, helping customers build full-process digital and intelligent production application scenarios.

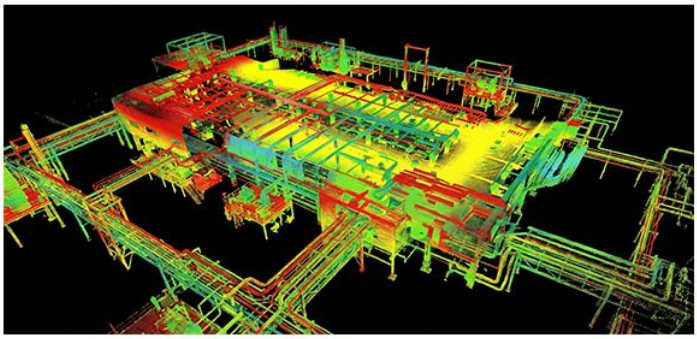
The Company provides comprehensive intelligent manufacturing solutions for industries, including solid material post-processing systems and intelligent factories for calcium carbide submerged arc furnace smelting operations. These solutions empower clients to accelerate digital transformation and intelligent upgrades, enabling coordinated improvements in production efficiency, product quality, and operational performance while driving the adoption of intelligent manufacturing technologies across industries. In key domestic application sectors of core products, the Company has consistently maintained leading domestic and internationally advanced technical capabilities and product performance, achieving large-scale implementation that places its application standards among the global forefront.

②Innovation and application capabilities driven by underlying technologies.

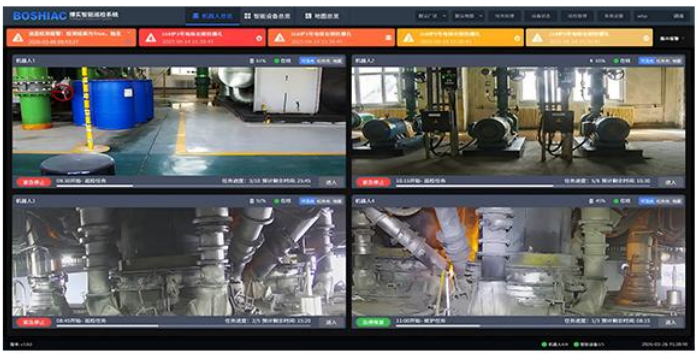
The underlying core technologies, key algorithms and application platform architectures are the cornerstones for the Company to achieve independent control of core technologies and ensure the security of the industrial chain and supply chain. They are also the fundamental technical paths for the Company to implement the technology differentiated competition strategy and continuously strengthen the core competitive barriers.

Taking the Company's technological development in the "robot plus" field as an example, with its in-depth control and continuous iteration of the underlying core technologies, the Company can quickly transfer and efficiently reuse the core technical capabilities accumulated in areas such as high-temperature environment special operation robots into the overall solutions for digital workshops and intelligent factories, achieving cross-scenario and cross-field collaborative empowerment of technological achievements. This form a core competitive advantage that drives the digital transformation and intelligent upgrading of industries.

Underlying drive and core control system

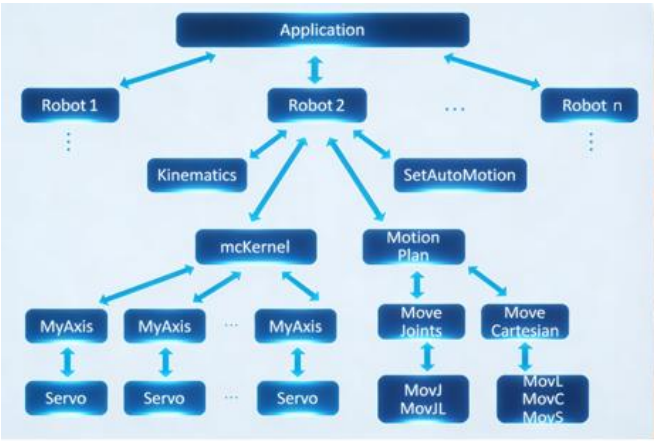


Laser SLAM navigation technology



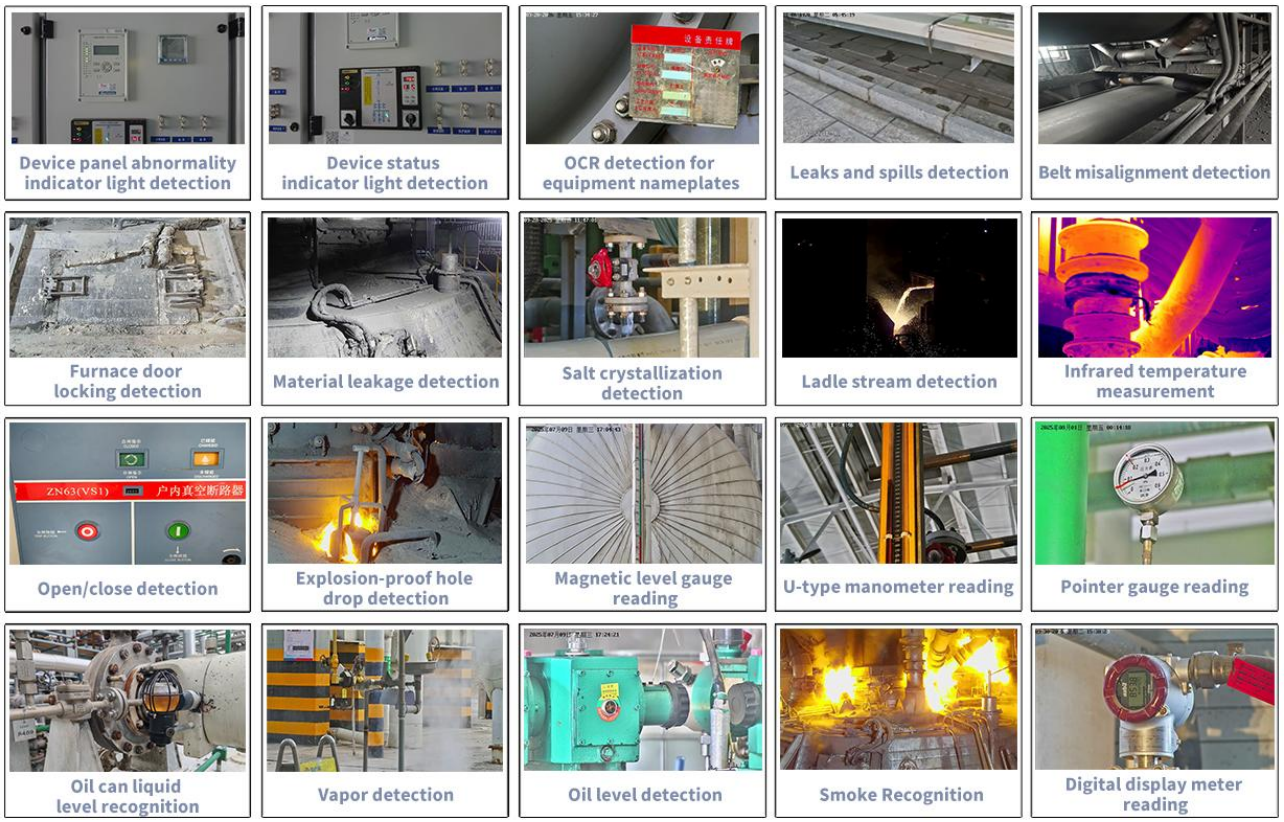
Task management system

Legend：Development platform for mobile robot system based on autonomous navigation



The underlying program code of the motion control system is completely autonomous and has the advantages of modularity and high flexibility. The system uses object-oriented programming technology, the code is highly reusable, through the interface binding module function. Combined with related robot kinematics and dynamics model, multi-axis motion control is realized to complete the control of robots with different functions and specifications. It has been applied to the direction of oven robot, palletizing robot, truss robot and so on.

Legend：Robot motion control system



Legend：Intelligent inspection and digital vision technology

③“Point → line → whole →intelligence”: full-cycle empowerment from systematic innovation to intelligent ecosystem

Relying on the systematic innovation logic of “point → line → whole → intelligence”, the Company has built a full-cycle industrialization path from the implementation of key technologies to the maturity of the intelligent ecosystem, achieving a deep binding between technological R&D and market value, and forming a sustainable innovation growth model. This model runs through the entire process of the Company’s technological breakthroughs, product iterations, and expansion into new fields. It not only ensures the efficient conversion of R&D investment but also provides a solid support for the continuous improvement of core competitiveness.

Breaking through at the “point”: Entering new tracks with key single-machine equipment. When the Company lays out new industries and explores new fields, it takes solving the pain points that have long restricted the technological progress of the industry as the orientation, and focuses on key single-machine equipment to achieve “single-point breakthroughs”. By identifying the bottlenecks in industrial development and the potential demands of the market, concentrating R&D resources to solve the technical problems that have long restricted the development of the industry, entering new tracks with breakthrough single-machine equipment, and quickly establishing market opportunities and leading advantages.

Extending on the “line”: Vertical expansion from single machine equipment to automated production lines. After the key single-machine equipment was verified in the market and the core pain points of the industry were solved, the Company, based on its accumulated technological advantages and customer trust, rapidly advanced the vertical expansion of its products, launched automated production lines, and addressed the pain points of fragmentation and low efficiency in traditional production processes, providing customers with more large-scale and efficient production solutions.

Overlaying on the “whole”: Building an integrated intelligent manufacturing overall solution. With continuous technological accumulation and a better understanding of industry demands, the Company has further promoted the horizontal expansion of its product innovation capabilities, evolving from an automated production line to an intelligent manufacturing overall solution covering the entire process.By integrating technological achievements from multiple fields and consolidating resources throughout the entire process including production, management, and operation and maintenance, we provide customers with full life-cycle support from solution design, equipment delivery to operation and maintenance support, achieving a transformation from an “equipment product supplier” to a “comprehensive solution service provider”.

Leaping by the “intelligence”: From integrated solutions to intelligent factory ecosystem transformation. Building upon comprehensive intelligent manufacturing solutions, the Company leverages digitalization and intelligent technologies as core drivers to propel industrial capabilities toward intelligent breakthroughs, achieving ecological upgrades from integrated solutions to intelligent factories. By deeply integrating cutting-edge technologies including Industrial Internet, digital twins, AI algorithms, and edge computing, we establish seamless data connectivity across production processes. This creates a closed-loop system encompassing “intelligent sensing—data analysis—intelligent decision-making—precision execution”, delivering end-to-end solutions ranging from intelligent production line upgrades to full-scenario intelligent factory implementations. Our solutions empower clients to achieve synchronized leaps in production efficiency, operational effectiveness, and digital transformation capabilities.

Typical case: The practice of intelligent upgrading in the field of submerged arc furnace smelting

In the field of submerged arc furnace smelting, the Company has fully implemented the industrialization path of “point → line → whole → intelligence” :

Breaking through at the “point”: In response to the operational pain points of traditional calcium carbide electric arc furnaces, such as high temperature, high risk, and high labor intensity, as well as the urgent need for manual replacement, the Company has successfully developed a calcium carbide (high-temperature) furnace front operation robot based on core industrial robot technology, achieving automated replacement of key operation links in high-risk scenarios. With the disruptive nature of the technology, it has gained a leading position in the market.

Extending on the “line”: With the furnace front operation robot as the core, a series of key production operation equipment such as the calcium carbide ramping furnace robot, intelligent inspection robot, and intelligent pot handling system have been successively developed, achieving the coordinated interaction of equipment in each link, forming an automated production line covering the core production process of the submerged arc furnace, significantly enhancing production continuity and operation safety.

Overlaying on the “whole”: Integrate resources of automated production lines and industry process experience to build an overall solution for intelligent workshops in submerged arc furnace smelting, covering all links such as production scheduling, equipment management, and quality control, achieving a service upgrade from single equipment operation and maintenance to integrated workshop operation.

Leaping by the “intelligence”: By integrating intelligent technologies such as digital twins, AI predictive maintenance, and full-process data traceability, the intelligent workshop solution is upgraded to an overall intelligent factory solution for submerged arc furnace smelting. This enables intelligent scheduling of the production process, predictive early warning of equipment status, and precise control of energy consumption, helping customers achieve the core goals of “cost reduction, efficiency improvement, quality enhancement, and safety”. This set a benchmark for the intelligent upgrade of the industry.

This systematic innovation and integrated R&D capability of “point → line → whole → intelligence” not only helps the Company concentrate technology, funds and resources, effectively reducing the risks of new product development and improving the efficiency of R&D input and output, but also continuously opens up the growth ceiling through the continuous expansion of “new products - new fields - new applications - new markets”. This further strengthens the Company’s core competitive advantages in the field of intelligent manufacturing and inject impetus into long-term sustainable development.

④Technology migration and cross-industry application capability.

Relying on the core technology accumulation and scenario-based application experience accumulated by the “point → line → whole → intelligence” systematic innovation system, the Company has built an efficient technology migration and cross-industry reuse capability. It can achieve horizontal expansion to multiple industries and scenarios through modular reconstruction, scenario-based adaptation, and customized development of technological breakthroughs and R&D achievements in a single field. This effectively expands the boundaries of business growth and strengthen the resilience of core competitiveness.

The Company’s core technology system is highly universal and adaptable, covering key technology modules such as industrial robot control algorithms, high-temperature environment adaptability design, intelligent perception and collaborative control, providing technical convenience for cross-industry migration. During the process of technology migration, the Company does not simply copy existing products. Instead, based on the process characteristics, operation scenarios and core demands of the target industry, it conducts “re-research and development, re-optimization and re-application” of core technologies to form customized products and solutions that meet the needs of specific fields, ensuring the accuracy and effectiveness of technology implementation.

Typical practice: Cross-industry extension of core technologies in the field of submerged arc furnaces.

The Company has achieved breakthroughs in core technologies and industrialized expertise for high-temperature special operation robots in calcium carbide ore mine furnaces, successfully extending these solutions to diverse mining furnace applications including ferrosilicon, silicon-manganese, and industrial silicon production. Through comprehensive analysis of smelting process variations, operational environment characteristics, and client-specific requirements across different furnace types, the Company has designed and optimized key modules such as high-temperature adaptability technologies, precision operation control algorithms, and intelligent collaborative systems, resulting in a series of integrated products and customized solutions.
By the end of the reporting period, the relevant cross-industry applications have achieved significant phased results. The core products have passed the scenario verification of target industry customers, and commercial orders have been signed successively and small-batch deliveries have been achieved, earning recognition from downstream industry customers. In the future, the Company will continue to explore the cross-industry application potential of its core technologies, further expand into more high-temperature, high-risk and high-labor-intensity industrial scenarios, and constantly expand its market coverage.

The Company’s mature technology migration and cross-industry application capabilities not only effectively reduce the R&D costs and market risks in expanding into new fields, but also enhance the comprehensive output efficiency of R&D investment. Moreover, through a positive cycle of “technology reuse - scenario expansion - scale effect”, it continuously strengthens its market influence and core competitiveness.

Legend：The product atlas of special operation robot in high temperature environment

⑤Patents, software copyrights and proprietary technologies continue to support technological innovation capabilities.

Intellectual property rights are an important carrier of a Company's core technologies and a solid guarantee for the continuous improvement of product innovation capabilities. The Company attaches great importance to the layout and protection of intellectual property rights, continuously intensifies efforts in R&D innovation and patent application, and has formed a technology reserve matrix of "patents + software copyrights + proprietary technologies", building a solid technological barrier for its core competitiveness.

During the reporting period, the Company achieved fruitful results in intellectual property rights, and the core technology protection system was further improved: 52 new patents were authorized by the National Intellectual Property Administration, including 24 invention patents and 28 utility model patents, with the proportion of invention patents reaching 46%, highlighting the originality and advancement of core technologies. 20 new software Copyrights were registered with the National Copyright Administration, covering key areas such as intelligent control algorithms, data management systems, and intelligent factories, providing important software technical support for intelligent products and solutions. (Note: The amount of intellectual property acquired during the reporting period may have a slight deviation due to the limitation of statistical time points, and is only for investors' trend reference. Investors are urged to pay special attention to relevant risk factors.)

In addition to the publicly disclosed patents and software Copyrights, the Company has accumulated a large number of core technological achievements in its long-term technological R&D and industrialization practice. These technologies exist in the form of proprietary technologies through a strict confidentiality management system, covering key links such as special process design, core algorithm optimization, and scenario-based adaptation solutions, complementing the patents and software Copyrights. Together, they form the Company's irreplicable core technology system.

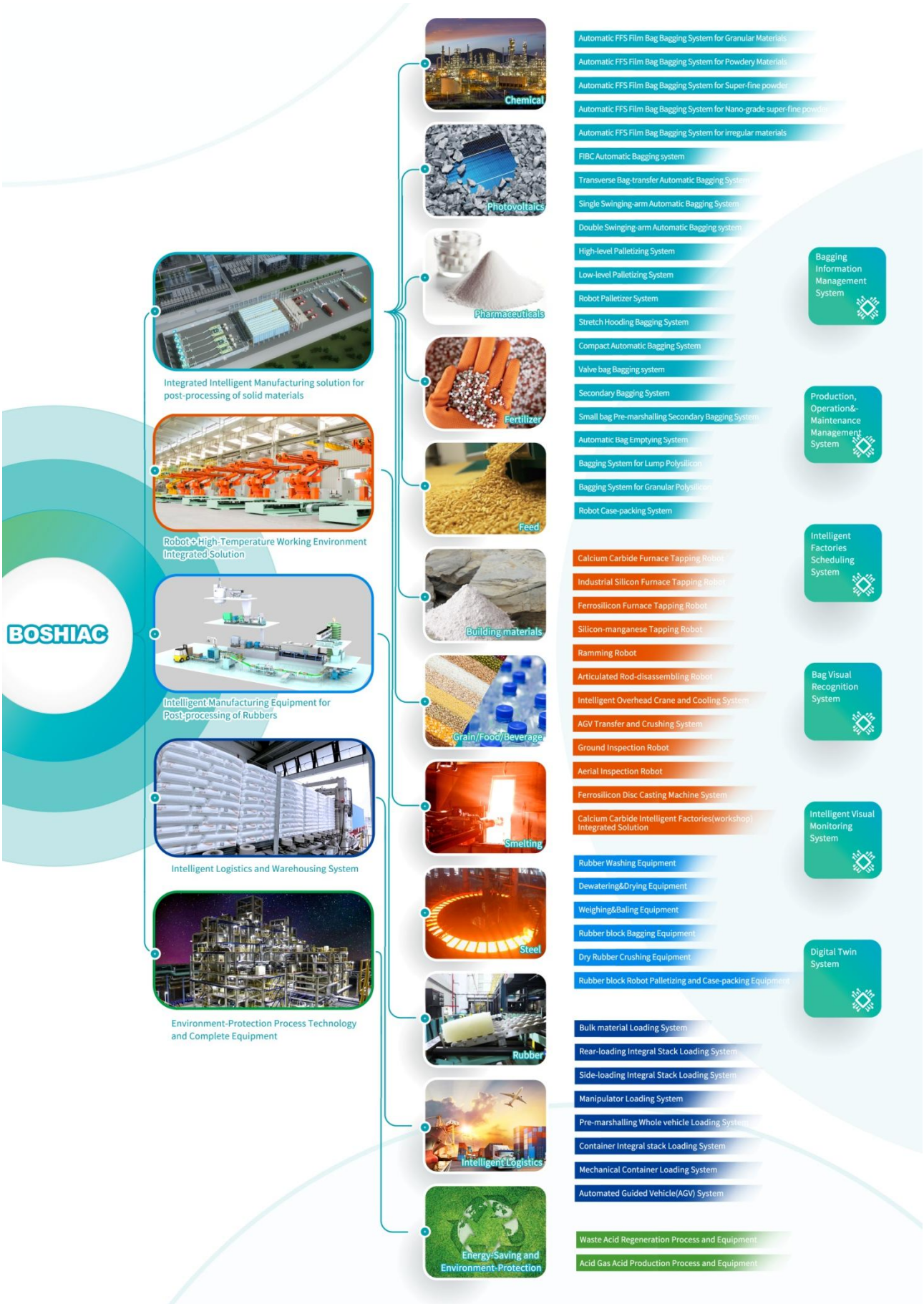
The patents, proprietary technologies and software Copyrights owned by the Company deeply empower the systematic innovation system of “point → line → whole → intelligence”, providing core support for technology transfer and cross-industry application, and effectively ensuring the technological leadership and market competitiveness of the products. In the future, the Company will continue to advance its intellectual property strategic layout, intensify R&D and efforts in intellectual property registration in core areas such as intelligent manufacturing and intelligent factories, further enrich its intellectual property reserves, strengthen technological protection, and provide strong support for continuous product innovation and market expansion.

(2)Product supported - Rich product matrix to establish market competitive advantage.

Products are the carriers for the implementation of technology and also the direct manifestation of core competitiveness. Based on the development trend of the intelligent manufacturing industry, the Company, relying on the advantages of a multi-category, highly adaptable and intelligent product matrix, meets the upgrading demands of multiple downstream industries, enabling the Company’s product foundation and continuously consolidate its competitive edge in the market.

① The broad coverage and deep adaptation of a multi-category product matrix build core competitiveness.

The Company’s intelligent manufacturing equipment covers four major product lines: comprehensive intelligent solutions for solid material post-processing, integrated robotic systems for high-temperature environments, intelligent rubber post-processing equipment, and intelligent logistics warehousing systems, supplemented by eco-friendly process technologies and complete equipment sets. Its high-speed, high-precision, high-performance products with exceptional operational reliability are widely applied across industries including petrochemicals, new energy, mineral heating furnaces, grain processing, feed production, building materials, pharmaceuticals, food processing, ports, and logistics. The product portfolio tailored to specific market segments within these industries is illustrated in the following diagram.



Legend: Product matrix diagram

②Intelligent solutions achieve an upgrade from “product supply” to “value creation”.

Relying on the technological industrialization logic of “point → line → whole → intelligence”, the Company continuously promotes the upgrade of its products from single devices to intelligent overall solutions. It deeply integrates AI technologies such as machine vision, deep learning, robot control algorithms, and expert control strategies with industrial Internet communication technologies to create an overall solution for intelligent factories/workshops. Realize the leap from “meeting production demands” to “creating added value”.

The core value of the Company’s intelligent solutions highlights safety upgrades, efficiency improvements, and precise control. The Company’s intelligent factory/workshop solution takes “less manpower and unmanned operation” as its core goal. Through full-process digital control and intelligent decision-making, it helps customers achieve three core values:

Safety upgrade: Replace manual operations in dangerous and heavy working conditions with high-tech equipment to fundamentally avoid safety risks and enhance the level of worker safety protection.

Efficiency improvement: Through functions such as intelligent scheduling of production processes, real-time monitoring of equipment status, and optimization of resource allocation, the production operation efficiency and equipment utilization rate have been significantly enhanced.

Precision control: Leveraging end-to-end data traceability and intelligent analysis it enables precise production process management and consistent quality improvement, helping customers achieve refined management objectives.

The benchmark effect of exemplary projects drives industry transformation: Taking the Company’s delivered intelligent factory/workshop project for calcium carbide post-processing as an example, it not only achieved full automation in hazardous operations within the calcium carbide industry but also facilitated the transition from “traditional extensive” to “intelligent precision” production models through process innovation and intelligent management systems, establishing a benchmark for intelligent industrial upgrading. Post-implementation, clients demonstrated significant improvements in production safety assurance, operational efficiency enhancement, and cost control, earning widespread industry recognition and laying a solid foundation for the Company’s future market expansion.

③Intelligent workshop, intelligent factory, overall solution present substantial market opportunities.

The Company’s overall solution for intelligent workshops and factories, as a high-level form of “product carrying”, is in a golden development period where policies and market demands resonate. It is the key for the Company to open up growth space and consolidate its industry position.

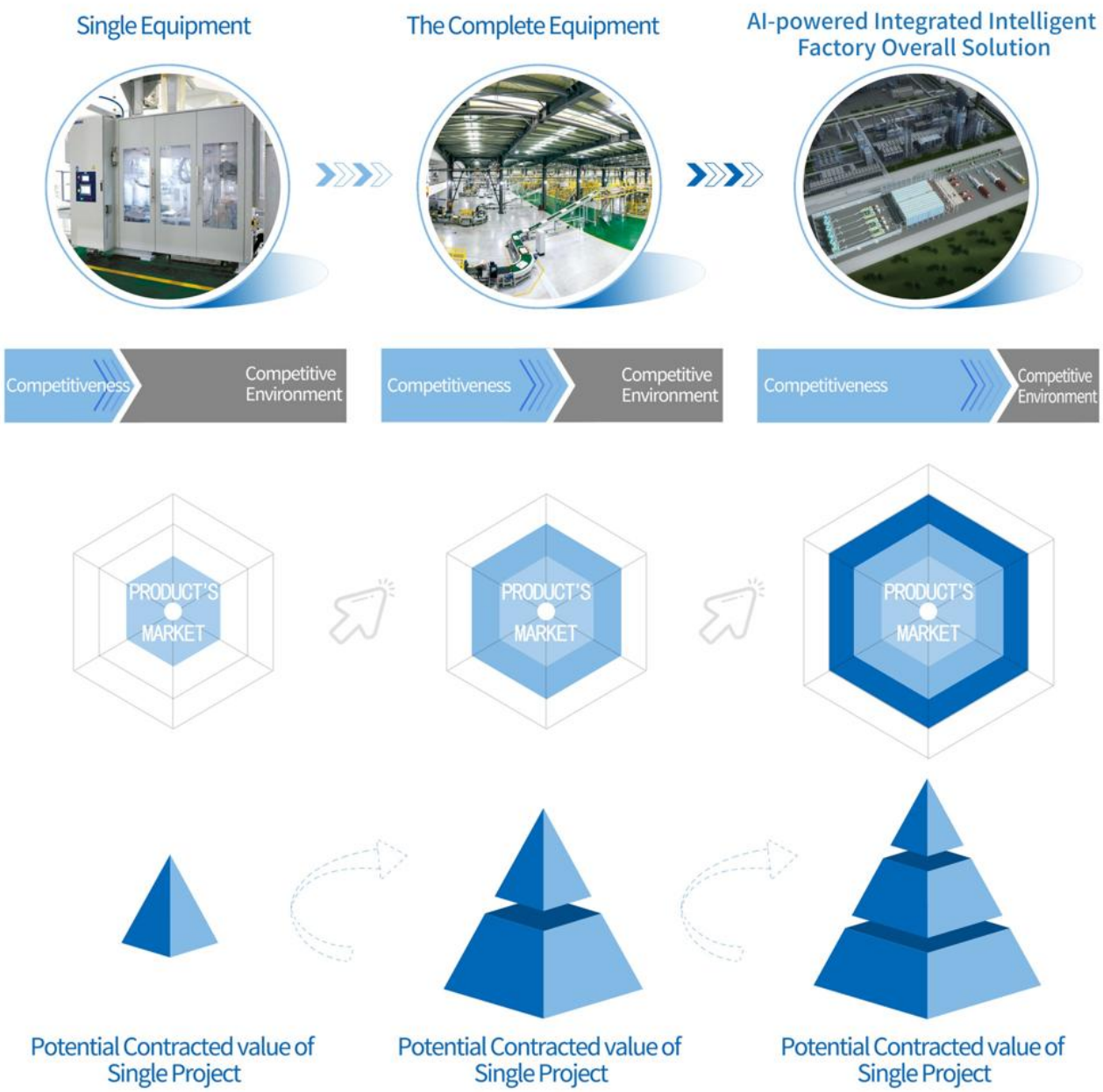
The national series of plans for the development of intelligent manufacturing and other policies clearly promote the intelligent transformation of the manufacturing industry, providing good policy guidance for market expansion. In terms of market demand, the rising labor costs, the increasing requirements for safety

and environmental protection, and under the pressure of industrial upgrading, the demand for intelligence in industries such as petrochemicals and chemical engineering, submerged arc furnace smelting, and new energy has shifted from “passive” to “active”. Emerging industries have higher demands for refinement and intelligence, thus forming an incremental market. Especially in high-risk production and operation environments, after the first set of demonstration applications of intelligent equipment replacing manual operations is achieved, there is a possibility of market demand has long existed for intelligent workshops, intelligent factories, and overall solutions.

Intelligent workshops, intelligent factories, and overall solutions require the ability to handle complex technical demands in multiple links, with high entry barriers and extremely high requirements for technological accumulation and product innovation. Leveraging the industrialization logic of “point → line → whole → intelligence” technology and cross-industry expertise, the Company provides integrated “product + service” solutions, establishing comprehensive competitive advantages with high barriers in application fields.

Legend：Calcium carbide production intelligent workshop to achieve few people, unmanned production operations

In the marketing landscape, compared to standalone product sales (“point”) and complete equipment sales (“line”), AI-powered intelligent factory integrated solutions (“whole” + “intelligence”) demonstrate exponential market potential through robust product competitiveness and limited competitive pressures. This “whole” + “intelligence” approach—integrated intelligent factory solutions—will define the Company’s core competitive edge in future market competition.



In the future, the Company will focus on the core tracks of intelligent manufacturing, iteratively optimize the overall intelligent solution, expand into high-end manufacturing market fields such as petrochemicals and chemical engineering, electric arc furnaces, new energy, and new materials, deepen cooperation with industry leaders, achieve industry penetration through the replication of benchmark projects, and promote the improvement of large-scale application and profitability.

(3)Service enabled – Integrated service capabilities to enhance competitive advantage.

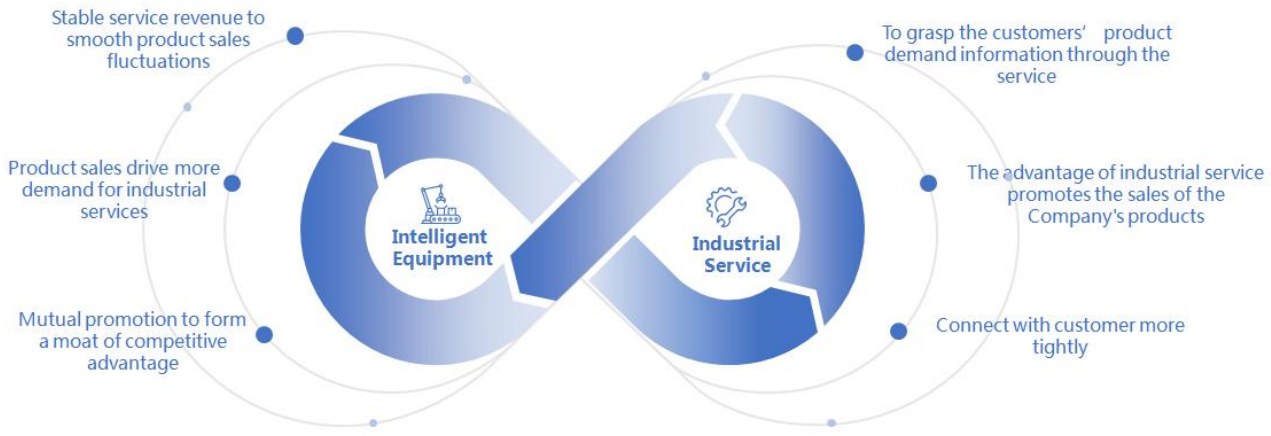
The Company will closely combine the technology leading advantage in intelligent equipment and the scale advantage of product application with industrial services, and actively promote the implementation of the integration strategy of products and services. The Company’s industrial services, covering consulting, spare parts sales, equipment transportation, inspection, maintenance and transformation, production operation and maintenance management and other full-scene application forms, have now covered all regions except Hong

Kong, Macao, Taiwan, Xizang, and its service scale and capacity are industry-leading. The Company's service integration strategy provides customers with multi-dimensional, high-quality equipment operation support services and production operation and maintenance integrated solutions, helping customers focus on the main business, to achieve continuous, stable and efficient production. The Company's professional, high-quality and advanced service model has become the preferred choice for customers to improve quality and efficiency in a complex industrial production environment, creating value for customers and achieving a win-win situation. The mutual promotion and benign interaction between intelligent equipment and industrial services has formed a good synergy effect and promoted the high-quality development of the Company's business.

The Company deeply integrates its leading advantages in intelligent equipment technology, large-scale application of products and industrial service capabilities. It firmly promotes the "product + service" integrated strategy, builds a full-scenario, wide-coverage and high-quality industrial service system, empowers customer value enhancement through services, strengthens customer stickiness and business resilience, forms a comprehensive competitive advantage, and promotes high-quality business development.

Through the service integration strategy, the Company provides customers with multi-dimensional and full-process integrated solutions for equipment operation guarantee and production operation and maintenance, which helps customers focus on their core business, avoid production operation risks, and achieve continuous, stable and efficient production.

The Company's professional, efficient and high-quality service model precisely matches the quality improvement and efficiency enhancement demands of complex industrial production scenarios, making it the preferred choice for downstream customers' intelligent upgrades and standardized operations. While creating actual value for customers, it has also established a mutually beneficial and win-win situation for both customers and the enterprise. Meanwhile, intelligent equipment and industrial services have formed a development trend of positive interaction and collaborative empowerment: high-quality services support the efficient implementation and continuous optimization of equipment, and the large-scale application of equipment promotes the expansion of service scenarios and the upgrading of capabilities, further amplifying the core competitive effectiveness.



Legend: The coordinated development and positive interaction of intelligent equipment and industrial services

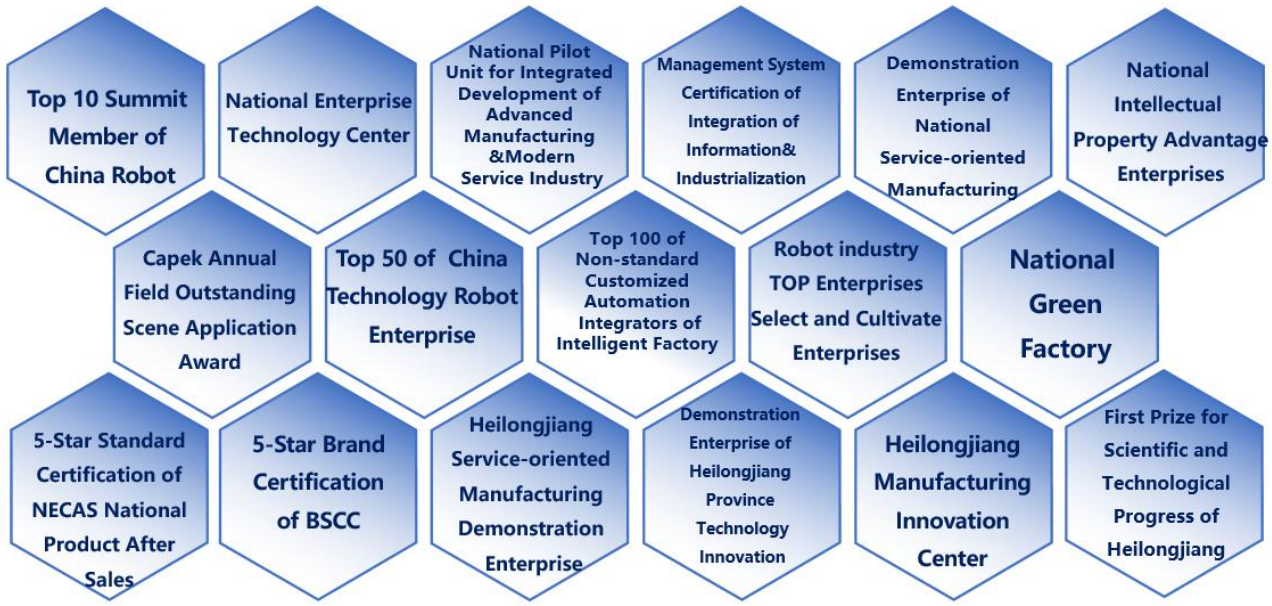
From the perspective of operational value, the Company's industrial service revenue demonstrates dual growth drivers. Firstly, increased sales of intelligent equipment products and expanded operational bases of client production facilities have driven concurrent growth in service demand, leading to steady revenue expansion. Secondly, the acquisition of new large-scale production maintenance service projects has generated incremental revenue through tiered growth patterns. This synergistic development model—where product applications drive service provision and services complement product fluctuations — enhances customer retention, effectively mitigates negative impacts from demand volatility in intelligent equipment operations, strengthens the Company's overall risk resilience, boosts core competitiveness, and provides solid foundations for sustainable long-term growth.

(4)Ecosystem symbiosis—The industrial ecological results stabilize the core competitiveness.

The Company is based in the field of intelligent manufacturing equipment industry. It takes technology as the lead, products as the carrier, and services as the link to build an industrial ecosystem featuring "technology leadership, brand empowerment, and value symbiosis". It connects multiple entities such as customers and suppliers, balances enterprise development with social responsibility, consolidates its industry position, strengthens its core competitiveness, and achieves its own sustainable and high-quality development.

①Leading competitiveness in the industry driven by advanced technology.

In the two core business areas of intelligent manufacturing equipment and industrial services, the Company, relying on its long-term technological accumulation and continuous product innovation capabilities, focuses on market demands, develops intelligent equipment products with core competitiveness, constantly upgrades the dimensions of industrial services, expands the boundaries of services, and continuously consolidates and enhances its competitive edge in the industry. For a long time, the Company's main products and core technologies have maintained a leading position in the domestic related fields in terms of application scale, and have won many industry honors. Relying on its technological and product strength, the Company has built a healthy and sustainable industrial ecosystem where customers, suppliers, enterprises and society coexist, develop in a coordinated manner and achieve mutual benefit and win-win results, realizing the simultaneous enhancement of value for all parties.



②Brand competitiveness enhances customer loyalty.

Adhering to the development philosophy of “building brands through quality, driving upgrades via technology, and earning trust through service”, the Company delivers premium intelligent equipment solutions and professional industrial services to empower clients in achieving production automation and transitioning from digitalization to intelligent manufacturing. Through sustained market validation, it has established industry-leading brand recognition and reputation across key domestic application sectors, cultivating exceptional customer loyalty. Committed to excellence, the Company consistently leads downstream application industries in intelligent manufacturing equipment upgrades, building stable, long-term, and mutually beneficial core client partnerships. The accumulation of high-quality customer resources and the continuous release of demand potential for intelligent manufacturing equipment from downstream markets form the foundation and fertile ground for the Company’s sustainable growth.

③ Implementing service-oriented manufacturing to empower green, low-carbon and high-quality social development.

Transforming traditional industries through high-tech innovation and cultivating new productive forces represents the core mission of our Company as an innovative technology enterprise. Focusing on high-temperature, high-risk, and labor-intensive industrial environments, we have developed comprehensive intelligent manufacturing solutions for calcium carbide smelting using submerged arc furnaces, along with fully automated loading logistics systems applicable across multiple sectors. These innovations have driven transformative changes in operational workflows, establishing our equipment as the go-to choice for clients seeking safe, efficient, and precision-driven production. Furthermore, the widespread adoption of standardized operations in intelligent integrated systems has significantly improved capacity utilization rates, enhanced cost efficiency for clients, and contributed to the national implementation of carbon peaking and carbon neutrality goals.The Company continues to drive product innovation and technological applications, focusing on large-scale intelligent manufacturing equipment and intelligent factory development. In key

application sectors, it facilitates end-to-end automation and intelligent upgrades across process industries, significantly boosting societal productivity. Through its intelligent manufacturing solutions, clients adopt intensive production models that substantially reduce labor dependency, effectively address structural workforce shortages, and enhance worker safety standards, all contributing to social progress. With expanding adoption of intelligent equipment and industrial services, the Company further promotes sustainable green and low-carbon economic development. While delivering substantial social benefits, it leverages clients' tangible cost reductions and efficiency gains to continuously improve satisfaction and loyalty, creating a virtuous cycle of "social benefits + economic returns". This approach ensures stable business performance and strong shareholder returns.

4. Main Businesses Analysis

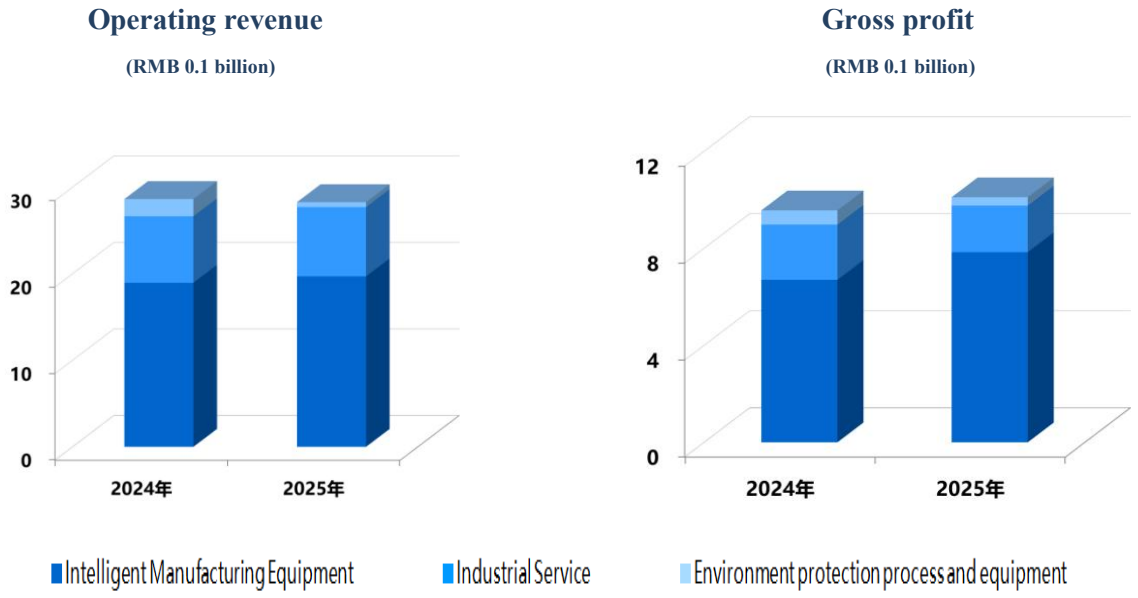
(1) Overview

In 2025, amid a complex and challenging external environment intertwined with domestic opportunities and challenges, the government implemented more proactive macroeconomic policies. Through coordinated measures including issuing ultra-long-term special treasury bonds, expanding local government special bond issuance, and promoting large-scale equipment upgrades and consumer product trade-in programs, these initiatives effectively stabilized economic growth, stimulated domestic demand, and boosted confidence. The domestic macroeconomy advanced steadily under pressure while evolving toward higher quality and efficiency. Annual GDP reached RMB 140.19 trillion, marking a 5.0% year-on-year increase, with all key targets of *"the 14th Five-Year Plan"* successfully achieved, laying solid foundations for high-quality manufacturing development. Recently, China pioneered the concept of "building a new intelligent economic paradigm", vigorously advancing the "AI plus" initiative to deepen integration of digital technologies with the real economy, thereby creating vast development opportunities for intelligent manufacturing industries.

In 2025, the Company seized opportunities from industrial upgrading and policy incentives, maintaining steady operations with revenue reaching RMB 2.828 billion and net profit attributable to shareholders of RMB 564 million. The weighted average return on equity (ROE) stood at 14.31%, sustaining a strong performance level. From a business structure perspective, core growth segments including intelligent manufacturing equipment and industrial services demonstrated robust growth, continuing to serve as pillar operations. These segments generated revenues of RMB 1.97 billion and RMB 800 million respectively, representing year-on-year increases of 3.95% and 4.17%. They accounted for 69.66% and 28.31% of total revenue, respectively, while contributing 77.60% and 19.00% to gross profit rate, serving as key drivers of corporate development. The environmental protection process and equipment business achieved revenue of RMB 58 million, representing 2.03% of total revenue and 3.40% of gross profit rate, providing valuable complementary support to overall performance.

The Company's intelligent manufacturing equipment products are widely applied in key national economic sectors including petrochemicals, new energy, mineral heating furnaces, grain processing, feed production, building materials, pharmaceuticals, food processing, port operations, and logistics. In 2025, the Company's marketing efforts progressed steadily, with leading enterprises in product application fields demonstrating long-term growth potential driven by demands for automation, digitalization, and intelligent upgrades. As the intelligent manufacturing economy accelerates and industrial digital transformation deepens, these developments provide robust foundations and opportunities for the Company's sustainable medium-to-long-term growth.

From the perspective of revenue and profit composition, the structure of revenue and contribution gross profit of the Company's intelligent manufacturing equipment, industrial services, environmental protection technology and equipment is shown in the following figure.



Note: in the above figure, Contributing Gross profit= Operating revenue of corresponding business – Operating cost, the contribution gross profit does not consider the impact of profit and loss of minority shareholders.

During the reporting period, the main operating data and main financial indicators realized by the Company are listed as follows

Unit：RMB

Item	2025	2024	Year-on-year growth
Operating revenue	2,828,078,579.62	2,862,689,438.16	-1.21%
Operating profit	652,853,950.55	615,975,331.52	5.99%
Total profit	653,364,667.02	612,657,514.33	6.64%
Net profit	581,249,255.37	544,216,144.76	6.80%
There of: Attributable to shareholders of the parent company	563,756,408.99	524,225,526.98	7.54%

(2)Operating revenue and cost of sales

①Breakdown of operating revenue

Unit：RMB

	2025		2024		Increase/Decrease over the same period of previous year
	Amount	Proportion of revenue	Amount	Proportion of revenue	
Total	2,828,078,579.62	100%	2,862,689,438.16	100%	-1.21%
Categorized by industry					
Intelligent manufacturing equipment	1,970,046,798.07	69.66%	1,895,264,924.65	66.21%	3.95%
Industrial service	800,499,290.86	28.31%	768,470,541.08	26.84%	4.17%
Environmental protection process and equipment	57,532,490.69	2.03%	198,953,972.43	6.95%	-71.08%
Categorized by product					
Post-processing intelligent manufacturing equipment for solid material	1,557,203,576.49	55.07%	1,334,705,622.25	46.63%	16.67%
Post-processing intelligent manufacturing equipment for rubber	262,250,080.55	9.28%	100,852,513.08	3.52%	160.03%
Robots plus	33,145,372.72	1.17%	391,445,010.49	13.67%	-91.53%
Intelligent logistics, warehousing systems	117,447,768.31	4.15%	68,261,778.83	2.38%	72.05%
Operation, maintenance and after-sales type industrial services	707,067,065.37	25.00%	670,570,074.85	23.43%	5.44%
Supplementary industrial services and others	93,432,225.49	3.30%	97,900,466.23	3.42%	-4.56%
Environmental process and complete equipment	57,532,490.69	2.03%	198,953,972.43	6.95%	-71.08%
Categorized by region					
Region of east China	1,157,646,133.28	40.92%	860,334,793.95	30.06%	34.56%
Region of south China	267,282,387.19	9.45%	133,547,014.53	4.67%	100.14%
Region of central China	89,323,823.96	3.16%	81,065,769.39	2.83%	10.19%
Region of north China	398,975,838.62	14.11%	803,108,366.19	28.05%	-50.32%
Region of northwest China	429,843,987.99	15.20%	532,181,544.65	18.59%	-19.23%
Region of southwest China	156,307,875.21	5.53%	177,845,680.44	6.21%	-12.11%
Region of northeast China	297,691,086.09	10.53%	208,563,493.84	7.29%	42.73%

Overseas	31,007,447.28	1.10%	66,042,775.17	2.30%	-53.05%
Categorized by sales model					
Direct sales	2,828,078,579.62	100.00%	2,862,689,438.16	100.00%	-1.21%

②Industries, products, regions or distribution model accounting for more than 10% of company revenue or operating profit.

Unit：RMB

	Operating revenue	Cost of sales	Gross profit rate	Operating revenue increase/ decrease over the same period of previous year	Cost of sales increased or decreased over the same period of previous year	Gross profit rate increased or decreased over the same period of previous year
Categorized by industry						
Intelligent manufacturing equipment	1,970,046,798.07	1,186,351,776.67	39.78%	3.95%	-3.20%	4.45%
Industrial service	800,499,290.86	608,641,066.58	23.97%	4.17%	12.54%	-5.65%
Environmental protection process and equipment	57,532,490.69	23,156,077.46	59.75%	-71.08%	-83.52%	30.37%
Categorized by product						
Post-processing intelligent manufacturing equipment for solid material	1,557,203,576.49	922,263,603.53	40.77%	16.67%	9.23%	4.03%
Post-processing intelligent manufacturing equipment for rubber	262,250,080.55	154,933,267.72	40.92%	160.03%	164.83%	-1.07%
Robots plus	33,145,372.72	25,214,623.10	23.93%	-91.53%	-90.52%	-8.13%
Intelligent logistics, warehousing systems	117,447,768.31	83,940,282.32	28.53%	72.05%	47.59%	11.85%
Operation, maintenance and after-sales type industrial services	707,067,065.37	524,324,184.17	25.85%	5.44%	15.40%	-6.40%
Supplementary industrial services and others	93,432,225.49	84,316,882.41	9.76%	-4.56%	-2.51%	-1.90%
Environmental process and complete equipment	57,532,490.69	23,156,077.46	59.75%	-71.08%	-83.52%	30.37%
Categorized by region						
Region of east China	1,157,646,133.28	703,582,970.86	39.22%	34.56%	26.28%	3.98%

Region of south China	267,282,387.19	217,762,465.54	18.53%	100.14%	124.35%	-8.79%
Region of central China	89,323,823.96	68,064,934.33	23.80%	10.19%	14.93%	-3.14%
Region of north China	398,975,838.62	226,999,343.29	43.10%	-50.32%	-58.21%	10.74%
Region of northwest China	429,843,987.99	313,625,105.29	27.04%	-19.23%	-14.90%	-3.71%
Region of southwest China	156,307,875.21	105,204,899.82	32.69%	-12.11%	-8.15%	-2.91%
Region of northeast China	297,691,086.09	166,001,194.30	44.24%	42.73%	27.24%	6.80%
Overseas	31,007,447.28	16,908,007.28	45.47%	-53.05%	-53.91%	1.01%
Categorized by sales model						
Direct sales	2,828,078,579.62	1,818,148,920.71	35.71%	-1.21%	-4.66%	2.32%

During the reporting period, the reasons of operating revenue and gross profit rate change are as follows:

During the reporting period, the Company's two core growth segments — intelligent manufacturing equipment and industrial services—generated operating revenues of RMB 1.97 billion and RMB 800 million respectively, marking year-on-year increases of 3.95% and 4.17% while maintaining steady growth momentum. In contrast, environmental protection processes and equipment, serving as a complementary business, reported revenues of RMB 58 million , representing a 71.08% year-on-year decline.

Intelligent manufacturing equipment:

Post-processing intelligent manufacturing equipment for solid material achieved revenue of RMB 1.557 billion, representing a year-on-year increase of RMB 222 million (16.67%) and setting a historical record. The gross profit rate increased by 4.03%, reached 40.77% compared with the previous year. The Company's core intelligent manufacturing equipment products maintained a good gross profit rate, driven by higher revenue shares from high-margin leading products during the period, demonstrating its core competitiveness.

Rubber post-processing intelligent manufacturing equipment achieved revenue of RMB 262 million, representing a year-on-year increase of 160.03%, with gross profit rate was 40.92%. The gross profit rate showed a slight year-on-year decline but remained at an excellent level.

Intelligent logistics, warehousing systems achieved order fulfillment and delivery, generating annual revenue of RMB 117 million with a 72.05% year-on-year growth. Gross profit rate increased by 11.85% to 28.53%, demonstrating a positive upward trend.

The "robot plus" product category generated revenue of RMB 33 million, marking a 91.53% year-on-year decline. Compared to revenue of base period,this period saw no revenue from calcium carbide intelligent factories, revenue from furnace-front operation robots also decreased, with gross profit rate dropping to 23.93%. Within the "robot plus" sector, represented by calcium carbide intelligent factory, demonstrate strong core competitiveness in product application fields. Although short-term profit fluctuations among industry clients may impact investment capacity, proactive market adoption, tangible improvements in intelligent manufacturing equipment efficiency, and compliance with safety regulations collectively indicate

promising prospects for the “robot plus” sector in the medium-to-long term.

Industrial Services: During the reporting period, the industrial services generated operating revenue of RMB 800 million, marking a 4.17% year-on-year increase. The Company has actively implemented an integrated product-service strategy, with industrial services—as one of its core growth segments—maintaining steady long-term growth. However, due to pricing adjustments, revenue settlement patterns, and negative cost fluctuations, the overall gross profit rate of industrial services declined by 5.65% year-on-year to 23.97%. Specifically, operation, maintenance and after-sales type industrial services achieved RMB 707 million in revenue, increased by 5.44% year-on-year, the whose gross profit rate drop by 6.40% to 25.85%. Supplementary industrial services and others contributed RMB 93 million in revenue, decreased by 4.56% year-on-year, with a gross profit rate of 9.76%.

Environmental process and complete equipment: Compared to the same period last year, there was no acceptance or delivery of environmental protection process equipment or process packages this period, resulting in revenue of RMB 58 million . The gross profit rate surged significantly to 59.75%, providing a beneficial supplement to the Company’s overall performance.

(3)Cash Flows

Unit: RMB

Item	2025	2024	Change (%)
Sub-total of cash inflows from operating activities	2,620,625,839.07	2,653,190,333.98	-1.23%
Sub-total of cash outflows from operating activities	2,222,984,705.87	2,009,347,354.97	10.63%
Net cash flows from operating activities	397,641,133.20	643,842,979.01	-38.24%
Sub-total of cash inflows from investing activities	10,632,855,910.02	7,332,677,177.80	45.01%
Sub-total of cash outflows from investing activities	10,713,338,199.40	7,932,922,408.48	35.05%
Net cash flows from investing activities	-80,482,289.38	-600,245,230.68	86.59%
Sub-total of cash inflows from financing activities	64,854,510.62	93,663,137.94	-30.76%
Sub-total of cash outflows from financing activities	311,786,753.57	416,020,266.31	-25.05%
Net cash flows from financing activities	-246,932,242.95	-322,357,128.37	23.40%
Net increase in cash and cash equivalents	70,554,431.42	-278,796,050.78	125.31%

①The net cash flow from operating activities in the current period decreased by 38.24% compared to the same period last year, mainly affected by the increase in operating payments.

②Net cash flow from investment activities increased by 86.59% in the current period compared with the same period last year, mainly due to the impact of cash management activities;

③Net cash flow from financing activities in the current period increased by 23.40% compared to the same period last year, mainly due to the Company’s share buyback in the base period.

④The net increase in cash and cash equivalents for the current period was RMB 70.5544 million, an increase of 125.31% year-on-year, which was jointly affected by the net cash flow from operating activities, investment activities and financing activities.

Explanation of significant differences between net cash flow from operating activities and net profit during the reporting period

During the reporting period, the difference between the net cash flow from operating activities and the net profit was RMB 184 million. The main reasons were that the impact of contract performance, the Company's production input, procurement and other operating cash outflows increased significantly in preparation for production during the reporting period. Meanwhile,tax payments increased year-on-year.

5. Analysis of Assets and Liabilities

(1)Significant Changes in Asset Composition

Unit: RMB

	Dec 31, 2025		Jan 1, 2025		Increase/ Decrease in proportion	Major changes
	Amount	Proportion of total asset	Amount	Proportion of total asset		
Cash at bank and on hand	123,312,905.58	1.69%	55,996,398.59	0.81%	0.88%	Mainly due to the impact on cash management activities.
Accounts receivable	1,257,355,174.66	17.22%	1,201,119,619.90	17.27%	-0.05%	
Contract assets	192,614,086.16	2.64%	156,905,007.88	2.26%	0.38%	
Inventories	2,143,789,860.13	29.36%	2,072,436,762.83	29.80%	-0.44%	
Investment properties	13,041,242.51	0.18%	11,072,140.54	0.16%	0.02%	
Long-term equity investments	564,728,509.75	7.73%	523,324,767.86	7.52%	0.21%	
Fixed assets	378,299,699.38	5.18%	362,897,699.40	5.22%	-0.04%	
Construction in progress	15,834,590.04	0.22%	2,023,251.20	0.03%	0.19%	The Company's real estate purchased for industrial service business has not yet reached a usable condition after renovation.
Right-of-use asset	2,920,312.68	0.04%	4,223,259.80	0.06%	-0.02%	Depreciation expense of right-of-use asset for the current period.
Short-term borrowings	48,045,233.34	0.66%	36,873,798.71	0.53%	0.13%	Due to increase in short-term bank borrowing by subsidiary.
Contract liabilities	1,726,130,402.84	23.64%	1,806,791,270.47	25.98%	-2.34%	

Assets overseas account for a relatively high proportion.

□Applicable √Not applicable

(2) Assets and liabilities measured at fair value

Unit: RMB

Item	Opening balance	Profit or loss from change in fair value during the period	Cumulative fair value change charged to equity	Amount provided for impairment in the period	Purchased in the period	Sold in the period	Other changes	Closing balance
Financial assets								
Financial asset held for trading (excluding derivative financial)）	1,934,953,566.81	6,945,240.49			10,630,969,000.00	10,574,791,193.59		1,998,076,613.71
Investments in other equity instruments	61,002,054.39	-525,641.87	33,448,566.70		10,810,000.00			71,286,412.52
Financing receivables	53,851,796.67						-12,594,127.89	41,257,668.78
Sub-total of the above	2,049,807,417.87	6,419,598.62	33,448,566.70		10,641,779,000.00	10,574,791,193.59	-12,594,127.89	2,110,620,695.01

Note: the financial asset held for trading above-mentioned mainly are monetary fund and structural bank deposits, for cash management of temporarily unused self-owned, based on the resolution of the Board of Shareholders.

Whether there were any material changes on the measurement attributes of major assets of the company during the reporting period

□ Yes √ No

(3)Restricted asset rights as of the end of this Reporting Period

Item	Book value at the end of period（RMB）	Limitation reason
Cash at bank and on hand	1,220,019.86	Bank deposit on letter of guarantee.
Cash at bank and on hand	8,800.00	Minimum deposit of ETC toll bank account.

Intangible assets	4,169,252.79	Mortgage of holding subsidiary land use right for bank loans.
Fixed assets	10,943,021.39	Mortgage of holding subsidiary real estate for bank loans.
Total	**16,341,094.04**	

6. Investment Made

(1)Total investment amount

√Applicable □Not applicable

Total investment amount of the Reporting Period (RMB)	Total investment amount of the same period of last year (RMB)	Change
564,728,509.75	523,324,767.86	7.91%

The above investments represent the end of the period amount of the Company's equity investments in associates and joint ventures.

(2)Significant equity investment made in the reporting period

□Applicable √Not applicable

(3)Significant non-equity investments ongoing in the reporting period

□Applicable √Not applicable

(4)Financial investments

①Securities investments

□Applicable √Not applicable

No such cases in the reporting period.

②Derivatives investments

□Applicable √Not applicable

No such cases in the reporting period.

(5) Use of raised funds

①Overall usage of funds raised

Unit: RMB'0,000

Year	Way of raising	Total funds raised	Net funds raised	Total funds used in the Current Period	Accumulative fund used	Total funds with usage changed	Accumulative funds with usage changed	Proportion of accumulative funds with usage changed	Total unused funds	The usage and destination of unused funds	Amount of funds raised idle for over two years
2022	Issuance of convertible corporate bonds	45,000	44,341.86	3,236.27	39,673.46	0	0	0.00%	0	The Company will utilize the surplus funds from its fundraising projects to permanently supplement working capital, with no unused funds remaining.	0
Total	--	45,000	44,341.86	3,236.27	39,673.46	0	0	0.00%	0	--	0
Explanation of overall usage of funds raised											
As of December 31st, 2025, the Company raised fund has used a total amount of RMB 396.7346 million, a permanent working capital injection of 56.6652 million was implemented.											

②Commitment projects of fund raised

Unit: RMB'0,000

Committed investment project and super raise fund arrangement	Committed investment amount	Investment amount after adjustment (1)	Investment amount in the reporting period	Accumulative investment amount as of the period-end (2)	Investment schedule as the period-end (3)=(2)/(1)	Date of reaching intended use of the project
1.Robot and intelligent factory industrialization production project.	16,000	16,000	2,201.30	14,885.81	93.04%	July,2024
2. Sub-merged arc furnace smelting robot and its intelligent factory R & D demonstration project.	9,000	9,000	762.05	7,475.32	83.06%	June,2025
3.Project of technology innovation and service center (R&D center)	7,000	7,000	272.91	4,970.46	71.01%	December,2023
4.Supplementary working capital	12,341.86	12,341.86		12,341.86	100.00%	--
Total	**44,341.86**	**44,341.86**	**3,236.27**	**39,673.46**	**89.47%**	--

(6)Related investment progress

① Investment in high-end medical diagnosis and treatment equipment

Surgical system (endoscopic instrument control system with instruments and accessories): As of the end of the reporting period, the Company held a 13.43% stake in Harbin Sagerot Intelligent Medical Equipment Co., Ltd, an investment and equity participation enterprise. Its core product is the Kangduo Surgical Robots ® (laparoscopic surgical robot). The three products of Kangduo Surgical Robots ®, namely SR1000, SR1500 and SR2000, were respectively granted the Class III Medical Device registration certificates issued by the National Medical Products Administration in June 2022, April 2024 and July 2024. Endoscopic surgical robots are usually composed of a “doctor’s console”, a “patient’s surgical platform” and an “imaging system”. Doctors can operate (remotely) the control console, obtain the surgical field of view with the help of the endoscope held by the mechanical arm on the “patient surgical platform”, and complete the surgical operation at the same time by using the surgical instruments held by the mechanical arm (such as needle driver, curved scissors, disposable ultrasound soft tissue scalpel, bipolar Forceps and cautery hook, etc.) Invasive abdominal surgery robots are suitable for various types of surgeries in various fields, such as urology, gynecologic, general surgery, thoracic surgery, etc. They have the advantages of small trauma, precise surgical operation, few postoperative complications, and the ability to complete surgeries remotely from different locations with the help of 5G communication technology. These advantages not only help to boost patients’ confidence, shorten the recovery time, but also reduce the surgical intensity of doctors and give full play to the greater benefits of medical resources.

Legend: Celiac minimally invasive surgical robot

Image-guided radiotherapy precise positioning: As of the end of the reporting period, the Company held a 13.00% equity stake in Jiangsu Rayer Medical Technology Co., Ltd., an enterprise in which it has invested and participated. Rayer Medical obtained the medical Device registration certificate for image-guided Radiotherapy Positioning System (IGPS) issued by the former China Food and Drug Administration in March 2016. In February 2020, it obtained the medical device registration certificate for Optical Guidance

Tracking System (OGTS) issued by the National Medical Products Administration. In September 2024, we obtained the medical device registration certificate for the X-ray stereotactic radiotherapy system (RayerKnife) issued by the National Medical Products Administration. The X-ray stereotactic radiotherapy system (RayerKnife) is used for stereotactic radiotherapy of tumors or other lesions throughout the body that are suitable for radiotherapy. The RayerKnife system adopts a number of innovative technologies, including a miniaturized X-band 6MV linear accelerator, a three-imaging unit X-ray image guidance system, an optical-guided motion tracking system, a robot precision motion control system, a six-degree-of-freedom treatment bed, and automatic optimization of treatment plans. It provides multi-field, non-coplanar and non-isocentric irradiation modes in a large spherical space. Through image guidance and robot motion control throughout the treatment process, it realizes the compensation treatment of positioning errors in static target areas and the synchronous tracking treatment of moving target areas in the chest and abdomen. This system is the only one of its kind in China. While breaking the monopoly of imports, it has achieved multiple breakthroughs and innovations in technological applications, providing patients with more advanced options for radiosurgical treatment.

Legend：Image-guided radiotherapy precise positioning

Orthopedic surgery robot project: As of the end of the reporting period, the wholly-owned subsidiary of the Company held 5.56% of the equity in the invested and equity-participated enterprise, Suzhou Zhuzheng Robot Co., LTD, which has obtained five Class III medical device registration certificates issued by the National Medical Products Administration. Among them, the core product, “Spinal Surgery Navigation and Positioning Equipment”, originated from the research results of the National 863 Program. It is the world’s first spinal surgery robot suitable for local anesthesia surgeries. This device provides auxiliary positioning in minimally invasive spinal surgeries. With its unique patented intuitive positioning technology, it can quickly, efficiently and accurately complete surgical positioning and intraoperative tracking.This product features a low price, a short learning curve, easy operation and high system stability. It can better adapt to minimally invasive/local anesthesia surgical procedures and is now on the market for sale.

Legend：Navigation positioning + autonomous operation of orthopedic surgical robots

The field of high-end medical diagnosis and treatment equipment project is characterized by long R&D cycle, high barriers to enter, long product registration cycle, and big clinical risks. There are many risk factors that cannot be determined during type testing and clinical trials. For the registered projects, there is also a risk whether the promotion and industrialization can meet the expectation. Hereby, investors are advised to carefully evaluate the relevant risk factors.

②Progress of the robot equity investment fund

In 2015, the Company participated in the establishment of Dongguan Boshi Ruidexin Robot Equity Investment Fund, and established Dongguan Boshi Ruidexin Robot Equity Investment Center (limited partnership). The capital contributed of Boshi was RMB 60 million, accounting for 30% of the subscribed investment of the fund. By the end of the reporting period, Boshi had received about RMB 77 million of project investment returns and profit distribution, the earnings are good.

③The Progress of enterprises invested by the Company in declaring to IPO

Harbin Sagerot Intelligent Medical Equipment Co., Ltd, which is invested by the Company, currently has a registered capital of RMB 152.655505 million, the Company holds 13.43% of its equity and is a non-controlling shareholder. In June 2023, the application for initial public offering of shares and listing on the science and technology innovation board was approved by the Listing Review Committee of the Shanghai Stock Exchange, The project is currently in the registration stage with the China Securities Regulatory Commission, and it needs registration approval from the China Securities Regulatory Commission before it can start the follow-up work of the IPO.

V. The Company's Outlook for Future Development

Manufacturing, as the main body of the national economy, is the foundation for establishing a nation, the instrument for its prosperity, and the basis for its strength. It is the core carrier for the country to cultivate new quality productive forces and consolidate the foundation of the real economy. A series of national-level industrial policies such as *the 14th Five-Year Plan for the Development of Intelligent Manufacturing*, *the 14th Five-Year Plan for the Development of the Robot Industry*, and *the Implementation Plan for the "Robot Plus "Application Action* with the policy dividends such as the *Implementation Opinions on the Special Action Plan for "AI + Manufacturing"* in 2025, the *Implementation Plan for Digital Transformation of the*

Machinery Industry, and the *Implementation Plan for Deeply Promoting the Innovative Development of Service-oriented Manufacturing (2025-2028)*, the intelligent manufacturing equipment and robot industries have ushered in unprecedented development opportunities, and the industry's development has entered a critical stage of high-quality transformation.

Since its establishment in 1997, the Company has been committed to the revitalization and development of the national equipment industry. It has been deeply engaged in the field of intelligent manufacturing equipment for nearly three decades and has established a business pattern driven by "intelligent manufacturing equipment + industrial services" and supplemented by environmental protection processes and equipment. The Company successfully developed handling robots in its early days and achieved industrial application as early as 2005, applying industrial robot technology to the industrial automation production lines of process industries and breaking the foreign technological monopoly.With its independently developed intelligent complete sets of equipment products, the Company has provided stable and reliable guarantees for large-scale industrial production of customers in core application fields, actively promoted the localization process of major equipment, achieved independent control of core technologies, and successfully replaced imports with its products, ensuring the efficient, safe and reliable operation of intelligent equipment products. Over the years, the Company's products have been widely applied in many key industries of the national economy, such as petrochemicals and chemical engineering, new energy, electric arc furnaces, building materials, food, and feed. With stable product performance and a complete service system, the Company has become the preferred partner of leading enterprises in the industry and established a good brand image in the industry.

In the 21st century, digital technologies such as 5G, industrial Internet, new materials, big data, cloud computing, deep learning and artificial intelligence have developed rapidly, injecting strong impetus into the transformation and upgrading of the manufacturing industry and providing solid technical support for the Company's products to leap from "automation" to "digitalization" and "intelligence".The Company grasps the opportunities, integrates advanced manufacturing and information technology, enables the digital, intelligent and green development of manufacturing industry, and extends product portfolio, evolving from standalone intelligent manufacturing equipment to comprehensive solutions encompassing digital workshops and intelligent factories. This continuous enhancement of core competitiveness lays a solid foundation for sustained high-quality development.

Looking forward to the future, the Company will adhere to market demand-oriented, innovation-driven technology leadership, independent control to ensure the safety of core technologies, accelerate the development of intelligent manufacturing equipment and industrial service business expansion, promote the intelligent replacement of high-risk and heavy environmental manual work, achieve fewer people, unmanned, safe, efficient and green production, and create greater value for society, shareholders and employees, to achieve sustainable and high-quality development of the Company.

1.Focusing on product innovation, continuing to promote the development of new quality productivity forces, enabling future manufacturing.

In the new round of scientific and technological revolution and industrial transformation, scientific and technological innovation and industrial integration development, major cutting-edge technologies and disruptive technologies continue to emerge. Cultivating future industries has become an important strategic

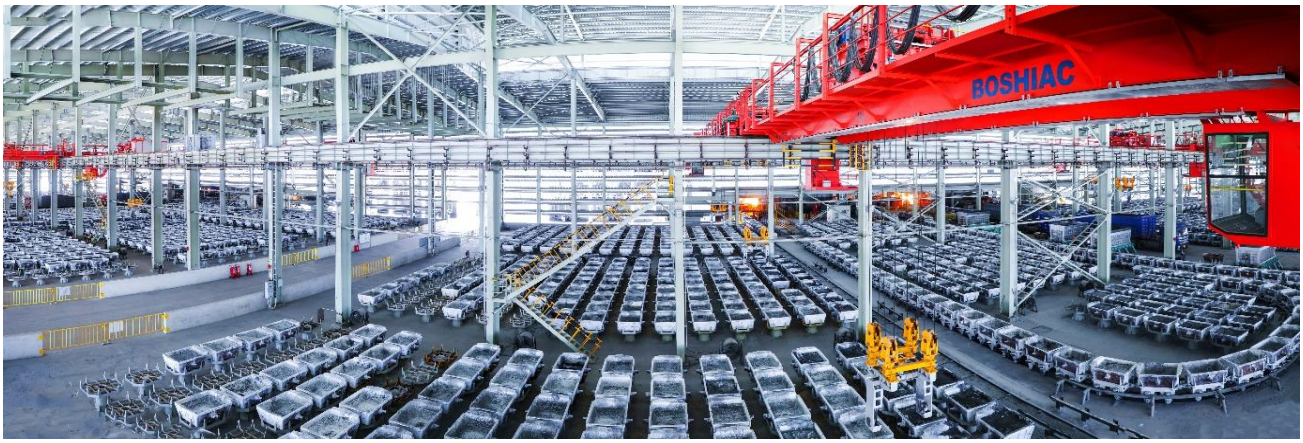
choice to lead scientific and technological progress, drive industrial upgrading, open up new tracks, and shape new quality productivity.

In recent years, the Company has continuously accelerated the integration of advanced manufacturing and information technology, achieving leapfrog development in the field of intelligent manufacturing equipment. It has successfully completed a full-stack layout from single-machine equipment and automated production lines to digital workshops and overall solutions for intelligent factories. The Company has achieved remarkable results in cultivating new quality productivity. Two intelligent calcium carbide factories (workshops) have been delivered to customers and successfully put into application, earning high recognition from the industry. Calcium carbide production intelligent factory has comprehensively innovated the traditional production process of calcium carbide submerged arc furnace, built the intelligent closed-loop of "perception – decision – execution", realized the user-friendly operation, production safety, efficient operation, accurate control of the whole process and efficient intelligent production, and set the benchmark of technological change in the industry. Through the deep integration of AI technologies such as machine vision, deep learning, robot control algorithms, expert control strategies, and digital twin with 5G and industrial Internet communication technologies, the Company has successfully applied to the overall solution of intelligent workshops and intelligent factories, and has created a low-staffing and unmanned production scene to the maximum extent, promoting the development of the manufacturing industry in the direction of efficiency, intelligence, and environmental. Relying on intelligent production decision-making management, the Company open up the future manufacturing model, continue to promote the development of new quality productivity.

(1) Overall solution of intelligent factory.

As a leading global manufacturer, China is on the cusp of transforming into a true manufacturing powerhouse. It is crucial to transition its development strategies, enhance economic structures, and shift growth dynamics in order to foster high-quality industrial advancement. The country's comprehensive industrial framework, vast manufacturing scale, and diverse application landscapes offer a fertile ground for the robust development of novel, high-quality productivity forces, and created favorable conditions for innovative breakthroughs in the intelligent manufacturing industry.

Intelligent factories are important application scenarios for promoting the transformation and upgrading of the manufacturing industry and fostering new quality productivity. Relying on nearly three decades of technological accumulation and multi-disciplinary technology integration capabilities in the field of intelligent manufacturing, the Company takes the intelligent production management decision-making system as the core, fully meets the digital transformation demands of application industry customers, and builds intelligent production scenarios with fewer or no personnel for customers. The Company's intelligent production management decision-making system can significantly enhance the production efficiency and intelligent manufacturing level of customers, promote the entire production process towards a scientific, intelligent, autonomous, economic, safe, efficient and green direction, achieve disruptive changes, and help customers seize the initiative in the wave of industrial upgrading.

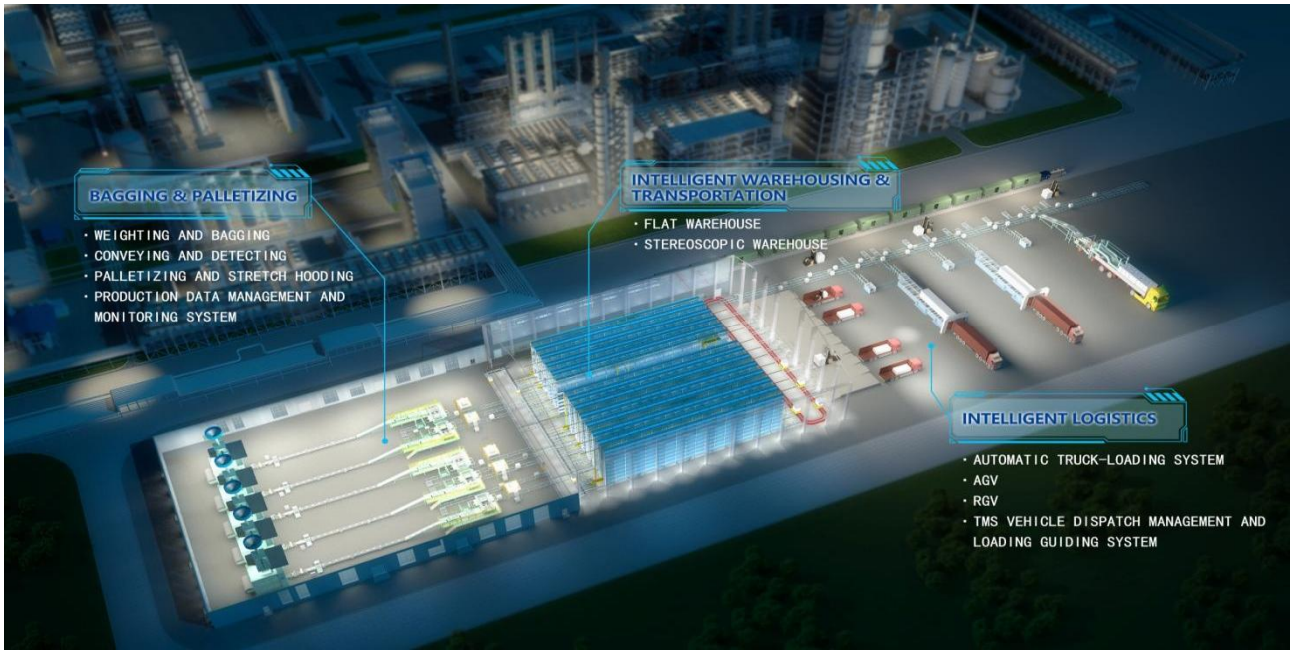


Legend: Calcium carbide intelligent factory sets industry benchmark, promotes the upgrading of intelligent manufacturing industry

(2) Overall solution for post-processing intelligent manufacturing equipment for solid material.

The Company provides the leading intelligent manufacturing overall solution for solid material post-processing for the product application industry, integrating functional modules such as weighing, packaging, palletizing, coating, digital warehousing, intelligent loading, remote fault diagnosis and total/sub-unit operation management control system, which can accurately adapt to complex post-processing application scenarios such as powder materials, granular materials and irregular materials. Realizing the full range of one-stop intelligent and efficient production.

Through the cooperative deployment of advanced control algorithms and automation equipment, the customer's production process can be optimized, the production efficiency can be significantly improved, and the manufacturing cost per unit product and the production operation risk can be reduced. At the same time, with the help of digital technology, the overall solution can collect and analyze all kinds of data in the production process in real time, provide accurate basis for enterprise decision-making, promote the digital upgrading of enterprises, enhance the market competitiveness of enterprises, and promote the industry to a new stage of intelligent and digital development.



Legend: Schematic diagram for overall solution of post-processing intelligent manufacturing equipment for solid material

(3) Intelligent manufacturing equipment and intelligent workshop solutions covering all categories of polycrystalline silicon.

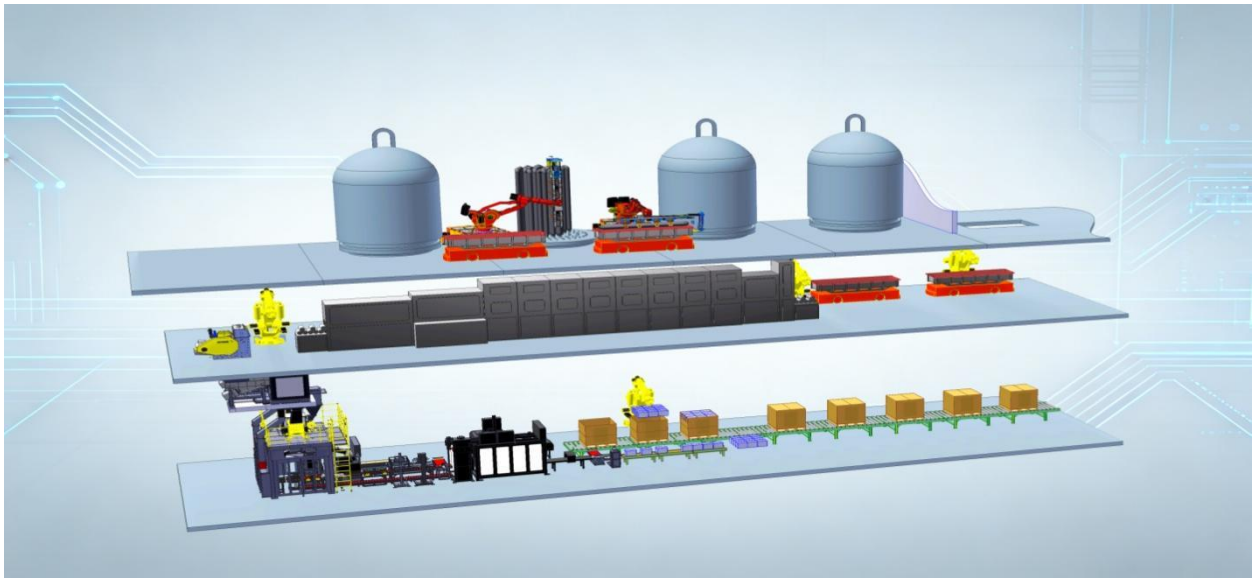
Solar energy, as a clean, safe, and reliable renewable energy source, represents a crucial direction for the global energy transition and holds immense long-term development potential. China is rich in lighting resource, and the steady advancement of the national “carbon peak, carbon neutral” dual-carbon strategy has opened up a continuous market space for the development of the photovoltaic industry and product application.The photovoltaic industry is at a critical juncture of energy transformation, injecting a solid policy and market foundation for the application of related products. At present, after going through the previous stage of large-scale expansion, the photovoltaic industry is now entering a period of structural optimization and technological upgrading, which is a period of accumulation and adjustment. The explosive growth of AI computing power in demand for electricity and the promising prospects of space photovoltaic applications have once again created a favorable outlook for the long-term growth of the photovoltaic industry.

The large-scale expansion of generative artificial intelligence has accelerated the construction of intelligent computing centers, and the demand for electricity has grown exponentially. Electricity may become a bottleneck restricting the development of computing power. As the main source of green electricity, photovoltaic power can effectively solve the “energy anxiety” of AI computing power by integrating with energy storage and intelligent microgrid technologies. Meanwhile, the global deployment of low-orbit satellites will enter a period of explosive growth, and the future space photovoltaic market is likely to experience rapid growth, expanding more application scenarios for the photovoltaic industry. The long-term prospects for photovoltaic applications are promising, which will bring about a long-term positive outlook for the incremental demand of crystalline silicon raw materials. Against this backdrop, intelligent equipment, as a key support for enhancing the production efficiency of crystalline silicon and ensuring product quality, has a promising long-term demand outlook.

Since 2019, the Company has continued to increase investment in R&D with the introduction of the industry's first automatic weighing and packaging products of bulk polysilicon. At present, the Company has successfully built a series of product matrices covering a variety of unit combinations in multiple subdivisions such as bulk monocrystalline silicon, bulk polysilicon and granular polysilicon. The Company further integrates the unit system equipment products with the key processes such as reduction silicon rod crushing, screening magnetic separation, AGV directional transportation, measurement and plastic packaging, and factory logistics. With the help of digital and information technology, the Company forms the overall solution of crystalline silicon intelligent factory, realizing the intelligent control of the whole process from production to logistics, and adapt to industry technological upgrades and scenario expansion requirements.

Through innovative products, superior equipment performance, and comprehensive solution capabilities, the Company has cooperated with GCL Group, Tongwei Group, Yongxiang Shares, Daqo Energy, Xinte Energy, Asia Silicon, Tianhong Ruike, Qinghai Lihao, Runyang Shares, Baofeng Energy, Hongyuan Energy, Xinjiang Qiya, Eastern Hope, Red Lion Semiconductor and many other well-known new energy enterprises, forming strong competitiveness in the field of polysilicon intelligent manufacturing equipment in the photovoltaic industry.

In the future, the Company will continue to focus on the photovoltaic industry, deepen technological R&D and product innovation, actively expand intelligent manufacturing equipment for crystalline silicon, optimize the overall solution for intelligent workshops, and actively expand application scenarios and market boundaries, providing more competitive intelligent equipment support for the high-quality development of the industry.



Legend: Schematic diagram of intelligent manufacturing equipment and intelligent workshop solutions for all categories of polysilicon.

(4) “Robot plus” - technology for manual substitution under high-risk, heavy and harsh working environment of calcium carbide and other submerged arc furnaces.

Under high-risk and heavy working conditions, the contradiction between prominent safety production hazards and insufficient human resource supply has become increasingly prominent, leading to difficulties and high costs in recruitment for manufacturing enterprises. Meanwhile, the outdated traditional craftsmanship has also exacerbated the problems of high costs, high risks, low standards, unstable quality and low capacity utilization rate of enterprises. In response to the above-mentioned industry pain points, the Company has successively launched a series of equipment products such as furnace tapping robots, furnace tamping robots, inspection robots, and fully automatic loading machines, empowering enterprises with technology to achieve safe and efficient production.

Legend: The calcium carbide sub-merged arc furnace field furnace unloading robots, furnace agitation robots to replace manual work schematic diagram.

In the field of calcium carbide electric furnaces, the Company’s independently developed high-temperature furnace front operation robots and their peripheral systems, as well as the overall solution for intelligent calcium carbide factories, have successfully overcome numerous technical difficulties in the traditional tapping process. This has achieved the goal of intelligent manufacturing with fewer, unmanned, safe, efficient and environmentally friendly calcium carbide production, and has promoted a disruptive transformation in the traditional calcium carbide production method. It effectively helps enterprises reduce costs and increase efficiency, fundamentally lowering the labor intensity and safety production risks of manual operations, and has been widely recognized by the industry. Relying on its technological accumulation in the field of calcium carbide electric arc furnaces, the Company has continuously increased its investment in R&D, extending the related technologies of high-temperature special operation robots to other electric arc furnace fields such as ferrosilicon, ferromanganese, and industrial silicon furnaces. It has continuously promoted the R&D, demonstration, and application of “robot plus” technology, and is committed to the intelligent transformation and upgrading of the electric arc furnace industry, promoting the industry to achieve safe, green, and high-quality development.

(5) Develop and expand new application fields of “robot plus” special operation robots outside the high-temperature working environment of electric arc furnaces.

In January 2023, 17 departments including the Ministry of Industry and Information Technology jointly issued *the Implementation Plan for the “Robot Plus” Application Action*, focusing on 10 major fields such as

manufacturing. It clearly set the goals of breaking through 100 types of robot technologies and solutions, promoting over 200 high-level application scenarios, and cultivating benchmark enterprises for “robot plus” applications. It provides clear policy guidance for the replacement of robots in high-risk and heavy-duty working conditions.In line with the relevant requirements of *the "Work Plan for Stabilizing Growth in the Machinery Industry (2025-2026)"* and *the "Implementation Opinions on the Special Action of “AI+ Manufacturing”* in 2025, the replacement of human labor with “robot plus” has become an important direction for promoting industrial safety upgrading and cost reduction and efficiency improvement.

Relying on the core technologies, scene application experience and brand advantages accumulated by the Company in the field of special operation robots for high-temperature environments, the Company focuses on the dull and difficult manual special operation scenarios in the industrial sector, intensifies the targeted R&D, explores new application fields of “robot plus” , seizes the initiative, and is expected to enhance new development space for the Company’s business. The future is worth looking forward to.

Legend:Some models of intelligent inspection robots

(6) Overall solution of plant intelligent logistics

The intelligent logistics system of the Company takes the automatic loading machine as the core unit, integrates the visual identification system, data information interface system, logistics scheduling system, transfer and transportation system and other auxiliary equipment, which can carry out batch transfer, stacking, splitting, combination, loading and other logistics operations for a variety of bags, boxes and bulk materials, and can realize the seamless connection between production lines or warehouses and transport vehicles. It can be widely used in many fields of the national economy, especially in labor shortage, poor working environment and other working conditions with obvious advantages, good customer feedback and huge market
potential.

Legend: Some models of automatic loading machine

2. Continue to improve the scale of intelligent equipment industry services

The Company forward-looking implementation of product service integration strategy, intelligent manufacturing equipment industry services have become an important source of revenue and profit for the Company. As a modern service industry led by national policies, intelligent equipment industry services play a key role in promoting the high-quality development of manufacturing. In March 2021, thirteen departments, including the National Development and Reform Commission, the Ministry of Science and Technology, and the Ministry of Industry and Information Technology, jointly issued *the Opinions on Accelerating the High-quality Development of the Manufacturing Service Industry*, which clearly stated that by 2025, the role of the manufacturing service industry in improving the quality and efficiency of the manufacturing industry, innovation capacity, and resource allocation efficiency will be significantly enhanced. Realize the coupling symbiosis and integration of manufacturing industry and manufacturing service industry. This provides clear policy guidance and a favorable development environment for the continuous expansion of the Company's industrial services business.

The Company's industrial service revenue has been steadily increasing along with the growth of sales of intelligent manufacturing equipment and the base of production operation equipment. Meanwhile, the Company's undertaking of new and larger-scale production operation and maintenance service projects will accelerate the growth of service revenue. The Company accurately meets the deep-seated and diversified service demands of its clients, continuously optimizes its service system, and promotes the sustained and stable growth of industrial service revenue. The multi-dimensional industrial services and the sales of the Company's intelligent equipment products have formed a virtuous synergy effect, which not only effectively enhances customer stickiness but also further extends the industrial chain and increases the added value of the industry.

During the reporting period, the Company's industrial service revenue has reached RMB 800 million, continuously demonstrating a favorable development trend. Compared with the huge industrial scale of domestic potential customers, the market penetration rate of the Company's integrated production and

operation and maintenance services is still at a relatively low level. The long-term development potential of this business is worth looking forward to.

3.Business Outlook in 2026

In recent years, Boshi has achieved remarkable results in the field of intelligent equipment product innovation, market expansion and industrial services. The Company's technological innovation drives the expansion of multiple categories of products and expands the market application field; The Company strengthened the construction of industrial service network, improved the service dimension, and the service revenue scale broke a new high year after year and setting new highs repeatedly; The Company actively cultivates and develops new quality productivity, and has made great progress in the direction of digitalization and intelligence; The Company's operating performance has achieved sustained good and rapid growth.

In 2025, in the face of a complex and changing external environment, the Company will strive for prosperity, consolidate its foundation, cultivate future industries, pay attention to R&D investment and product innovation, and continue to build core competitiveness.

Looking forward to 2026, the Company in the era of national industrial digital development tide, with the competitive advantages in the field of intelligent manufacturing equipment and industrial services, grasp the market opportunities brought by the medium and long-term needs of enterprise intelligent transformation and digital transformation, robot multi-scene deep application, as well as the national policy dividend of accelerating equipment renewal and transformation, prevention and control of business risks, actively promote the market adoption of new products and integrated solutions，and improve the certainty of business performance. Combined with the Company's current order size and sales market expectations, the Company strives to achieve healthy development in its operational performance.

4. Possible Risks in the Company's Operations

(1) The risk that "robot plus" and China intelligent equipment demand are less than expected.

In 2025, China adopted a more proactive fiscal policy and moderately accommodative monetary policy, implementing multiple measures to expand domestic demand and stimulate economic recovery in response to both internal and external economic pressures. However, on a global scale, the lingering effects of tariff wars persist, with globalization efforts facing obstacles, trade protectionism escalating, and geopolitical-economic crises occurring frequently. The sluggish growth momentum in world economy and trade has transmitted external factors to domestic markets, creating an urgent need to boost domestic demand. The Company's intelligent equipment products are primarily applied in basic raw material industries. While they remain relatively resilient to short-term macroeconomic fluctuations, long-term challenges emerge: if external demand drivers like investment and consumption fail to effectively rebound, sustained price volatility in customer products may dampen their willingness to invest and upgrade equipment. This could reduce demand for high-end intelligent manufacturing equipment, thereby constraining the Company's medium-to-long-term performance and posing one of its key risk factors.

(2) The risks that the R&D of intelligent manufacturing equipment and the process of industrial digitalization are less than expected.

The Company has the ability to provide customers with overall solutions for intelligent manufacturing and intelligent factories in the main product application fields of large-scale intelligent complete sets of equipment. As China advances from a major manufacturing country to a powerful one, the demand for the transformation of digital workshops and intelligent factories continues to grow. According to *the "14th Five-Year Plan" for the Development of Intelligent Manufacturing*, in the coming period, intelligent manufacturing will focus on processes, equipment and data, relying on carriers such as manufacturing units, workshops, factories and supply chains, to promote the digital transformation, networked collaboration and intelligent transformation of the manufacturing industry. By 2035, digitalization and networking will be fully popularized among manufacturing enterprises above designated size, and key enterprises in major industries will basically achieve intelligence. Facing the huge market demand prospects of industrial digitalization, if the Company fails to promptly expand into new technological application fields or fails to effectively respond to, guide and meet market demands in product development, and the process of industrial digitalization falls short of expectations, it may miss out on market dividends, which will have an adverse impact on the Company's medium and long-term development and become one of the risk factors the Company is confronted with.

(3) The risk that AI technology cannot be deeply applied in the Company's overall solution of intelligent manufacturing.

The rapid advancement of digital infrastructure, including 5G and industrial internet, has created unprecedented opportunities for intelligent manufacturing. AI not only drives the digital and intelligent transformation of factories but also determines the depth and sophistication of future intelligent manufacturing. While the Company holds a strong competitive edge in product applications, its medium-to long-term growth potential and quality may be constrained if it fails to fully integrate AI technologies powered by 5G and industrial internet into intelligent manufacturing products and technical solutions. This integration gap could become a key risk factor in the current AI-driven industrial revolution.

(4) The risk that industrial services expand less than expected.

The industrial service business, as a booster for the Company's performance growth and a buffer zone for fluctuations in equipment revenue, has been developing steadily and sustainably over the long term. From the perspective of the revenue scale of the production and operation and maintenance business in the Company's industrial services, compared with the huge potential demand for production capacity in China, its market penetration rate is still at a relatively low level, and there is huge room for future development. However, if the Company fails to continuously expand its industrial service business and adapt to the multi-level service demands of customers, it will constitute one of the risk factors restricting the Company's medium and long-term development.

(5) The risk that "robot plus" development opportunities cannot expanded industrial directions effectively

As early as 2005, the Company's industrial robots with independent intellectual property rights had been successfully applied at customer sites. The Company has continuously applied industrial robot perception

and control technologies to large-scale intelligent complete sets of equipment. In the fields it is engaged in, it has maintained a leading technological edge for a long time. In recent years, the Company has achieved remarkable results in the R&D, application and industrialization of high-temperature special operation robots in the field of calcium carbide electric furnaces. It has successfully implemented and completed two demonstration application projects of overall solutions for calcium carbide intelligent factories (workshops). The Company's concurrent R&D of special operation robots for high-temperature environments such as ferrosilicon, ferromanganese and industrial silicon submerged arc furnaces has achieved positive results one after another. If the Company fails to make sustained progress in the "robot plus" domain, replicate and implement the carbide intelligent factory model, or accelerate the promotion and application of technological achievements in new fields, it will adversely impact the Company's medium-and long-term development, constituting one of the key risk factors facing the Company.

(6)The risk that the progress of the industrialization R&D project of key technologies and principle prototypes of humanoid robots is less than expected.

In the new round of scientific and technological revolution and industrial change to accelerate the evolution of major cutting-edge technologies, disruptive technologies continue to emerge, in order to accelerate the development of new quality productivity, combined with the Company's advantages in intelligent manufacturing equipment, high temperature special operation robots and intelligent factories and other product applications. On August 18th, 2023, the Company signed a Strategic Cooperation Framework Agreement with HGD to jointly establish a humanoid robot key technology and principle prototype industrialization R&D project, and jointly promote the relevant technological achievements and future industrialization work.On December 26th,2025, the Company delivered a video presentation showcasing the project's phased R&D progress and selected test scenarios as of that date.

Humanoid robots represent a cutting-edge technology-driven future industry. Their R&D and industrialization processes inherently carry high risks, with significant differences from existing industrial robots in corporate applications. The technological innovation challenges are substantial, accompanied by multiple uncertainties: Firstly, the collaborative partnership between the Company and HGD involves interdisciplinary expertise, systemic complexity, phased implementation, and long-term timelines, making the achievement of R&D outcomes highly unpredictable. Secondly, rapid technological iterations in humanoid robotics both domestically and internationally raise doubts about the advancedness of prototype designs. Thirdly, continuous iterations required after initial prototype launches introduce uncertainties regarding subsequent development progress. Fourthly, whether interim R&D achievements can identify suitable industrial applications remain uncertain. Fifthly, prototype designs may lack technological sophistication or industrial viability, potentially preventing commercialization. Sixthly, the extended project cycle may not yield immediate positive impacts on corporate performance, with unforeseen factors potentially affecting project outcomes. Seventhly, constrained by industry-wide technological limitations, key technologies require collective advancements that could delay R&D timelines or even halt projects. Additionally, other unforeseen risks in this field further complicate the Company's risk exposure landscape.

(7) The risk of technology confidentiality and unfair competition.

Technology leadership is the key to the Company's differentiation strategy and maintaining competitive advantage. The technology leading advantage of the products directly affects whether the Company's products can maintain a high level of sustainable profitability and the effective implementation of the Company's differentiated competitive strategy. The Company attaches great importance to technology confidentiality by applying for intellectual property protection, strengthening legal rights protection, and protecting the technology security of enterprises and preventing related risks through technical means. Nevertheless, there are still intellectual property rights owned by the Company illegally stolen, and other risks of unfair competition, which may cause potential economic losses to the Company.

These risks may cause potential economic losses to the Company, affect its long-term competitiveness and dominant position, and constitute one of the risk factors that the Company is facing.

VI. Financial statements

(1) Consolidated Balance Sheet

Prepared by HARBIN BOSHI AUTOMATION CO., LTD. Unit: RMB

Item	Dec 31, 2025	Jan 1, 2025
Current assets:		
Cash at bank and on hand	123,312,905.58	55,996,398.59
Financial assets held for trading	1,998,076,613.71	1,934,953,566.81
Derivative financial assets		
Bills receivable	191,618,917.60	197,170,155.60
Accounts receivable	1,257,355,174.66	1,201,119,619.90
Financing receivables	41,257,668.78	53,851,796.67
Prepayments	91,571,102.97	69,344,997.81
Other receivables	24,727,232.15	36,340,345.23
Thereof: Interest receivable		
Dividend receivable		8,360,557.32
Inventories	2,143,789,860.13	2,072,436,762.83
Contract assets	192,614,086.16	156,905,007.88
Assets held for sale		
Non-current assets due within one year	7,217,471.31	8,666,821.13
Other current assets	23,548,785.74	20,661,815.01
Total current assets	6,095,089,818.79	5,807,447,287.46
Non-current assets:		
Debt investments		
Other debt investments		
Long-term receivables	42,260,512.06	12,520,693.35
Long-term equity investments	564,728,509.75	523,324,767.86
Other equity instruments investments	71,286,412.52	61,002,054.39
Other non-current financial assets		
Investment properties	13,041,242.51	11,072,140.54
Fixed assets	378,299,699.38	362,897,699.40
Construction in progress	15,834,590.04	2,023,251.20
Productive biological assets		

Oil and gas assets		
Right-of-use assets	2,920,312.68	4,223,259.80
Intangible assets	50,537,962.14	54,090,016.00
Development costs		
Goodwill	401,878.10	401,878.10
Long-term deferred expenses	83,196.64	75,344.58
Deferred tax assets	53,818,437.26	44,266,405.83
Other non-current assets	14,547,719.70	72,004,147.13
Total non-current assets	1,207,760,472.78	1,147,901,658.18
Total assets	7,302,850,291.57	6,955,348,945.64
Current liabilities:		
Short-term loans	48,045,233.34	36,873,798.71
Financial liabilities held for trading		
Derivative financial liabilities		
Bills payable		
Accounts payable	364,384,987.86	287,672,496.07
Advances from customers		96,750.00
Contract liabilities	1,726,130,402.84	1,806,791,270.47
Employee benefits payable	80,441,917.83	77,703,338.35
Taxes payable	28,027,949.35	45,232,724.27
Other payables	21,095,026.02	54,407,824.55
Thereof: Interest payable		
Dividend payable	4,900,000.00	4,900,000.00
Liabilities held for sale		
Non-current liabilities due within one year	3,246,728.70	3,296,253.38
Other current liabilities	110,850,793.74	126,947,921.74
Total current liabilities	2,382,223,039.68	2,439,022,377.54
Non-current liabilities:		
Long-term loans		
Bonds payable	461,630,937.11	447,585,593.01
Thereof: Preference shares		
Perpetual debts		
Lease liabilities	520,837.60	752,611.54
Long-term payable		

Long-term employee benefits payable		
Provisions	7,220,080.16	9,906,258.47
Deferred income	22,540,777.76	1,340,000.00
Deferred tax liabilities	20,970,098.23	17,190,937.90
Other non-current liabilities	56,526,839.53	88,916,685.57
Total non-current liabilities	569,409,570.39	565,692,086.49
Total liabilities	2,951,632,610.07	3,004,714,464.03
Shareholders' equity:		
Share capital	1,022,561,509.00	1,022,559,197.00
Other equity instruments	27,205,627.42	32,093,192.04
Thereof: Preference shares		
Perpetual debts		
Capital reserve	381,873,967.60	333,197,886.86
Less: treasury shares	13,368,803.26	41,777,510.20
Other comprehensive income	28,652,346.24	28,344,422.67
Specific reserve	28,232,764.07	27,453,042.66
Surplus reserve	451,872,926.93	397,185,756.08
General risk reserve		
Retained earnings	2,244,805,345.74	1,991,376,325.85
Total equity attributable to shareholders of the parent company	4,171,835,683.74	3,790,432,312.96
Minority shareholder equity	179,381,997.76	160,202,168.65
Total shareholders' equity	4,351,217,681.50	3,950,634,481.61
Total liabilities and shareholders' equity	7,302,850,291.57	6,955,348,945.64

Legal representative: Deng Xijun Director of Finance: Sun Zhiqiang Prepared by: Wang Peihua

(2) Balance Sheet of Parent Company

Unit: RMB

Item	Dec 31, 2025	Jan 1, 2025
Current assets:		
Cash at bank and on hand	93,257,883.56	35,616,101.82
Financial assets held for trading	1,813,058,231.74	1,728,098,242.83
Derivative financial assets		
Bills receivable	173,383,412.16	174,084,553.66
Accounts receivable	1,157,525,413.51	1,120,697,848.74

Financing receivables	29,049,436.90	44,527,080.67
Prepayments	80,177,885.72	69,728,931.68
Other receivables	26,576,620.49	36,036,592.13
Thereof: Interest receivable		
Dividend receivable	5,100,000.00	13,460,557.32
Inventories	1,891,241,136.66	1,858,098,626.70
Contract assets	185,112,002.16	128,266,570.20
Assets held for sale		
Non-current assets due within one year	7,217,471.31	8,666,821.13
Other current assets	7,946,660.59	10,424,684.77
Total current assets	5,464,546,154.80	5,214,246,054.33
Non-current assets:		
Debt investments		
Other debt investments		
Long-term receivables	42,260,512.06	12,520,693.35
Long-term equity investments	935,889,877.97	874,385,703.48
Other equity instruments investments	35,005,732.52	24,721,374.39
Other non-current financial assets		
Investment properties	9,380,344.33	5,484,683.52
Fixed assets	193,541,662.63	183,813,531.57
Construction in progress	15,834,590.04	19,591.16
Productive biological assets		
Oil and gas assets		
Right-of-use assets		
Intangible assets	39,475,254.60	40,251,223.26
Development costs		
Goodwill		
Long-term deferred expenses	83,196.64	75,344.58
Deferred tax assets	42,538,978.82	35,462,835.42
Other non-current assets	13,068,876.11	66,968,189.25
Total non-current assets	1,327,079,025.72	1,243,703,169.98
Total assets	6,791,625,180.52	6,457,949,224.31
Current liabilities:		
Short-term loans	1,295,233.34	8,780,890.70

Financial liabilities held for trading		
Derivative financial liabilities		
Bills payable		
Accounts payable	538,378,227.88	453,120,039.20
Advances from customers		
Contract liabilities	1,573,619,054.10	1,622,034,410.01
Employee benefits payable	54,498,296.50	56,654,254.53
Taxes payable	21,941,979.54	40,961,222.14
Other payables	32,216,361.47	52,483,457.80
Thereof: Interest payable		
Dividend payable		
Liabilities held for sale		
Non-current liabilities due within one year	1,867,061.53	1,244,805.36
Other current liabilities	96,149,314.28	114,287,802.04
Total current liabilities	2,319,965,528.64	2,349,566,881.78
Non-current liabilities:		
Long-term loans		
Bonds payable	461,630,937.11	447,585,593.01
Thereof: Preference shares		
Perpetual debts		
Lease liabilities		
Long-term payable		
Long-term employee benefits payable		
Provisions	5,289,999.00	8,122,017.23
Deferred income	22,540,777.76	1,340,000.00
Deferred tax liabilities	10,826,871.21	9,450,676.43
Other non-current liabilities	34,141,798.27	66,671,927.93
Total non-current liabilities	534,430,383.35	533,170,214.60
Total liabilities	2,854,395,911.99	2,882,737,096.38
Shareholders' equity：		
Share capital	1,022,561,509.00	1,022,559,197.00
Other equity instruments	27,205,627.42	32,093,192.04
Thereof: Preference shares		
Perpetual debts		

Capital reserve	380,081,311.69	331,606,192.68
Less: treasury shares	13,368,803.26	41,777,510.20
Other comprehensive income	5,921,057.34	5,613,133.77
Specific reserve	20,506,135.87	22,026,982.37
Surplus reserve	451,872,926.93	397,185,756.08
Retained earnings	2,042,449,503.54	1,805,905,184.19
Total shareholders' equity	3,937,229,268.53	3,575,212,127.93
Total liabilities and shareholders' equity	6,791,625,180.52	6,457,949,224.31

(3) Consolidated Income Statement

Unit: RMB

Item	2025	2024
1. Total revenue	2,828,078,579.62	2,862,689,438.16
Thereof : Operating revenue	2,828,078,579.62	2,862,689,438.16
2. Total cost	2,291,490,502.08	2,349,692,411.47
Thereof : cost of sales	1,818,148,920.71	1,906,943,198.59
Taxes and surcharges	31,488,813.60	23,433,947.56
Selling and distribution expenses	130,847,696.56	136,359,835.05
General and administrative expenses	132,542,178.85	114,851,354.76
Research and development expenses	161,221,483.00	157,273,955.95
Financial expenses	17,241,409.36	10,830,119.56
Thereof : Interest expenses	20,203,942.94	15,531,937.55
Interest income	5,251,093.58	6,523,514.38
Add: Other income	108,044,801.45	118,858,773.11
Investment income ("-" for losses)	49,454,396.69	18,006,184.17
Thereof: Income from investment in associates and joint ventures	27,170,113.12	635,263.10
Gain from derecognition of financial assets measured at amortized cost		
Exchange income (Loss is listed with "-")		
Net exposure hedging gains ("-" for losses)		
Gains from changes in fair value ("-" for losses)	6,945,240.49	10,286,593.97
Credit impairment losses ("-" for losses)	-22,477,395.17	-24,745,062.33
Impairment losses ("-" for losses)	-26,317,017.32	-19,036,360.43
Gains from assets disposal ("-" for losses)	615,846.87	-391,823.66

3. Operating profit ("-" for losses)	652,853,950.55	615,975,331.52
Add: Non-operating income	1,601,016.35	796,755.68
Less: Non-operating expenses	1,090,299.88	4,114,572.87
4. Profit before income tax ("-" for losses)	653,364,667.02	612,657,514.33
Less: Income tax expenses	72,115,411.65	68,441,369.57
5. Net profit for the year ("-" for net losses)	581,249,255.37	544,216,144.76
(1) Classification according to operation continuity		
Net profit from continuing operations(loss is stated with “-”)	581,249,255.37	544,216,144.76
Net profit from discontinued operations(loss is stated with “-”)		
(2) Classified by ownership of the equity		
Attributable to shareholders of the parent company	563,756,408.99	524,225,526.98
Minority interests	17,492,846.38	19,990,617.78
6. Other comprehensive income, net of tax	307,923.57	6,092,199.28
Other comprehensive income attributable to shareholders of the Parent Company, net of tax	307,923.57	6,092,199.28
(1) Other comprehensive income items which will not be reclassified subsequently to profit or loss	-446,795.59	6,475,619.66
1) Changes arising from re-measurement of defined benefit plan		
2) Other comprehensive income that will not be transferred subsequently to profit or loss under the equity method		
3) Changes in the fair value of the investment in other equity instruments	-446,795.59	6,475,619.66
4)Changes in the fair value of the Company’s own credit risk		
5)Others		
(2) Other comprehensive income items which will be reclassified subsequently to profit or loss	754,719.16	-383,420.38
1) Other comprehensive income that will be transferred subsequently to profit or loss under the equity method	754,719.16	-383,420.38
2)Changes in the fair value of other debt investments		
3)Amount of financial assets reclassified and included in other comprehensive income		
4) Credit impairment reserves for other debt investment		
5) Cash flow hedging reserve		
6) Translation differences arising from translation of foreign currency financial statements		

7)Others		
Other comprehensive income attributable to minority shareholders, net of tax		
7. Total comprehensive income	581,557,178.94	550,308,344.04
Attributable to shareholders of the parent company	564,064,332.56	530,317,726.26
Minority interests	17,492,846.38	19,990,617.78
8. Earnings per share		
(1) Basic earnings per share	0.5546	0.5161
(2) Diluted earnings per share	0.5516	0.5130

Legal representative: Deng Xijun Director of Finance: Sun Zhiqiang Prepared by: Wang Peihua

(4)Income Statement of Parent Company

Unit: RMB

Item	2025	2024
1. Total revenue	2,576,023,513.28	2,421,603,183.89
Less: cost of sales	1,686,928,293.41	1,678,537,448.21
Taxes and surcharges	26,149,728.66	17,284,747.13
Selling and distribution expenses	123,738,531.14	125,726,418.37
General and administrative expenses	99,920,854.72	80,710,592.72
Research and development expenses	128,807,471.99	126,319,956.90
Financial expenses	16,177,288.58	14,186,674.64
Thereof : Interest expenses	19,201,366.22	18,545,128.36
Interest income	5,057,563.44	5,934,811.33
Add: Other income	99,776,541.59	93,987,588.39
Investment income ("-" for losses)	54,206,070.77	31,462,285.54
Thereof: Income from investment in associates and joint ventures	27,170,113.12	635,263.10
Gain from derecognition of financial assets measured at amortized cost("-" for losses)		
Net exposure hedging gains ("-" for losses)		
Gains from changes in fair value ("-" for losses)	5,924,402.99	8,620,740.24
Credit impairment losses ("-" for losses)	-20,348,523.52	-24,841,066.45
Impairment losses ("-" for losses)	-19,040,291.92	-12,729,525.63
Gains from assets disposal ("-" for losses)	574,205.17	1,996,590.22
2. Operating profit ("-" for losses)	615,393,749.86	477,333,958.23

Add: Non-operating income	364,308.24	263,477.33
Less: Non-operating expenses	833,113.58	4,025,493.03
3. Profit before income tax ("-" for losses)	614,924,944.52	473,571,942.53
Less: Income tax expenses	68,053,236.07	51,715,625.87
4. Net profit for the year ("-" for net losses)	546,871,708.45	421,856,316.66
Net profit from continuing operations (loss is stated with “-”)	546,871,708.45	421,856,316.66
Net profit from discontinued operations (loss is stated with “-”)		
5. Other comprehensive income, net of tax	307,923.57	-383,420.38
(1) Other comprehensive income items which will not be reclassified subsequently to profit or loss	-446,795.59	
1) Changes arising from remeasurement of defined benefit plan		
2) Other comprehensive income that will not be transferred subsequently to profit or loss under the equity method		
3) Changes in the fair value of the investment in other equity instruments	-446,795.59	
4)Changes in the fair value of the Company’s own credit risk		
5)Others		
(2) Other comprehensive income items which will be reclassified subsequently to profit or loss	754,719.16	-383,420.38
1) Other comprehensive income that will be transferred subsequently to profit or loss under the equity method	754,719.16	-383,420.38
2)Changes in the fair value of other debt investments		
3)Amount of financial assets reclassified and included in other comprehensive income		
4) Credit impairment reserves for other debt investment		
5) Cash flow hedging reserve		
6) Translation differences arising from translation of foreign currency financial statements		
7)Others		
6. Total comprehensive income	547,179,632.02	421,472,896.28
7. Earnings per share		
(1) Basic earnings per share		
(2) Diluted earnings per share		

(5) Consolidated Cash Flow Statement

Unit: RMB

Item	2025	2024
1. Cash flows from operating activities		
Cash received from sales of goods or rendering of services	2,484,958,185.63	2,546,539,298.17
Refund of taxes and surcharges	93,988,240.89	84,098,905.36
Other cash receipts relating to operating activities	41,679,412.55	22,552,130.45
Sub-total of cash inflows from operating activities	2,620,625,839.07	2,653,190,333.98
Cash paid for goods and services	1,139,697,869.69	1,042,709,208.40
Cash paid to employees and paid on behalf of employees	604,426,643.01	560,925,963.46
Payments of taxes and surcharges	321,273,473.25	229,959,415.91
Other cash payments relating to operating activities	157,586,719.92	175,752,767.20
Sub-total of cash outflows from operating activities	2,222,984,705.87	2,009,347,354.97
Net cash flows from operating activities	397,641,133.20	643,842,979.01
2. Cash flows from investing activities		
Cash received from withdrawing investments	10,561,666,078.62	7,286,398,874.08
Cash received from investment income	68,719,608.05	45,270,790.84
Net cash received from disposal of fixed assets, intangible assets and other long term assets	2,010,223.35	739,247.88
Net cash received from disposal of subsidiaries and other operating units		
Other cash receipts relating to investing activities	460,000.00	268,265.00
Sub-total of cash inflows from investing activities	10,632,855,910.02	7,332,677,177.80
Cash paid to acquire fixed assets, intangible assets and other long-term assets	52,278,426.40	100,958,579.98
Cash paid to acquire investments	10,659,779,000.00	7,831,350,000.00
Net increase of mortgaged loans		
Net cash paid to acquire subsidiaries and other operating units		
Other cash payments relating to investing activities	1,280,773.00	613,828.50
Sub-total of cash outflows from investing activities	10,713,338,199.40	7,932,922,408.48
Net cash flows from investing activities	-80,482,289.38	-600,245,230.68
3. Cash flows from financing activities		
Cash received from capital contributions	325,000.00	1,335,000.00
Thereof: Cash received by subsidiaries from minority shareholders' capital contributions	325,000.00	1,335,000.00

Cash received from borrowings	64,529,510.62	50,350,627.74
Other cash receipts from financing activities		41,977,510.20
Sub-total of cash inflows from financing activities	64,854,510.62	93,663,137.94
Cash repayments of borrowings	42,700,000.00	29,000,000.00
Distribution of dividends or profits and payments for interest expenses	266,911,217.37	287,015,156.53
Thereof: Cash payments for dividends or profit to minority shareholders by subsidiaries	5,900,000.00	29,992,500.00
Other cash payments relating to financing activities	2,175,536.20	100,005,109.78
Sub-total of cash outflows from financing activities	311,786,753.57	416,020,266.31
Net cash flows from financing activities	-246,932,242.95	-322,357,128.37
4. Effect of foreign exchange rate changes on cash and cash equivalents	327,830.55	-36,670.74
5. Net increase in cash and cash equivalents	70,554,431.42	-278,796,050.78
Add: Cash and cash equivalents at the beginning of period	51,529,654.30	330,325,705.08
6. Cash and cash equivalents at the end of period	122,084,085.72	51,529,654.30

Legal representative: Deng Xijun Director of Finance: Sun Zhiqiang Prepared by: Wang Peihua

(6) Cash Flow Statement of Parent Company

Unit: RMB

Item	2025	2024
1. Cash flows from operating activities		
Cash received from sales of goods or rendering of services	2,284,895,528.01	2,250,294,749.44
Refund of taxes and surcharges	89,628,089.19	66,262,832.61
Other cash receipts relating to operating activities	36,576,221.51	12,313,503.97
Sub-total of cash inflows from operating activities	2,411,099,838.71	2,328,871,086.02
Cash paid for goods and services	1,344,281,821.16	1,270,280,285.01
Cash paid to employees and paid on behalf of employees	226,957,139.91	221,574,731.39
Payments of taxes and surcharges	279,461,262.44	153,469,750.93
Other cash payments relating to operating activities	152,799,891.89	137,239,239.30
Sub-total of cash outflows from operating activities	2,003,500,115.40	1,782,564,006.63
Net cash flows from operating activities	407,599,723.31	546,307,079.39
2. Cash flows from investing activities		
Cash received from withdrawing investments	9,285,427,078.62	6,584,008,874.08

Cash received from investment income	70,633,625.07	99,882,880.49
Net cash received from disposal of fixed assets, intangible assets and other long term assets	1,930,245.19	2,153,992.40
Net cash received from disposal of subsidiaries and other operating units		
Other cash receipts relating to investing activities		70,000.00
Sub-total of cash inflows from investing activities	9,357,990,948.88	6,686,115,746.97
Cash paid to acquire fixed assets, intangible assets and other long-term assets	22,055,848.63	45,658,384.99
Cash paid to acquire investments	9,425,010,000.00	7,029,963,330.00
Net cash paid to acquire subsidiaries and other operating units		
Other cash payments relating to investing activities		613,828.50
Sub-total of cash outflows from investing activities	9,447,065,848.63	7,076,235,543.49
Net cash flows from investing activities	-89,074,899.75	-390,119,796.52
3. Cash flows from financing activities		
Cash received from capital contributions		
Cash received from borrowings	1,300,000.00	13,082,077.74
Other cash receipts from financing activities		41,777,510.20
Sub-total of cash inflows from financing activities	1,300,000.00	54,859,587.94
Cash repayments of borrowings		
Distribution of dividends or profits and payments for interest expenses	260,154,141.92	256,279,585.31
Other cash payments relating to financing activities		91,268,787.32
Sub-total of cash outflows from financing activities	260,154,141.92	347,548,372.63
Net cash flows from financing activities	-258,854,141.92	-292,688,784.69
4. Effect of foreign exchange rate changes on cash and cash equivalents	279,600.10	-28,353.99
5. Net increase in cash and cash equivalents	59,950,281.74	-136,529,855.81
Add: Cash and cash equivalents at the beginning of period	33,298,801.82	169,828,657.63
6. Cash and cash equivalents at the end of period	93,249,083.56	33,298,801.82

Board of Directors of HARBIN BOSHI AUTOMATION CO., LTD.

April 28th, 2026

致力成为全球领先的
机器人及智能工厂整体解决方案提供商

DEDICATE TO BECOMING

A WORLD-LEADING PROVIDER OF INTEGRATED SOLUTIONS FOR ROBOTS AND SMART FACTORIES