



金盘科技
JINPAN TECHNOLOGY

股票代码
688676

2025 Corporate Value and Return Enhancement Action Plan

Hainan Jinpan Smart Technology Co., Ltd.



INTRODUCTION

- Rooted in investor value creation, Jinpan Smart Technology steadfastly upholds the principles of "voluntary, transparent, and pragmatic implementation". Through strategic alignment in refined management, technological innovation, and governance system enhancement, the Company drives continuous advancement in internal growth drivers and multidimensional value creation. This is achieved via operational excellence, market-oriented R&D, and optimized shareholder return mechanisms.
- Capitalizing on 2025's era-defining opportunities including the energy revolution, AI development, and digital transformation, the Company initiates a special corporate value and return enhancement action plan. Leveraging innovation as the driving force for core business refinement and new sector incubation, the Company integrates AI technologies with intelligent manufacturing through data value maximization. This strategic integration continuously strengthens competitive advantages, empowers sustainable enterprise development, and establishes a new paradigm for long-term value co-creation with investors.



Business Highlights

Year 2024

- Total operating income

¥6900.86 million

+3.5%

Year-on-year growth



- Net profit attributable to shareholders of listed companies

¥574.42 million

+13.82%

Year-on-year growth



- Gross profit rate

24.32%

+1.17%

Year-on-year increase



- Net profit rate attributable to the parent company

8.32%

+0.75%

Year-on-year increase



From the beginning of the year to the end of the reporting period

- Annual sales orders

¥8899.49 million
(Tax exclusive)

+13.63%

Year-on-year growth



As of December 31, 2024

- Orders in hand

¥6509.39 million
(Tax exclusive)

+35.49%

Year-on-year growth



- Basic earnings per share

¥1.29



- Return on equity

14.51%



- Proposed cash dividends

¥230.15 million
(tax included)

- Proposed cash dividend ratio

40.07%



- Total cash dividends and repurchase amount

¥328.14 million
(tax included)

- Proportion of cash dividend + repurchase amount

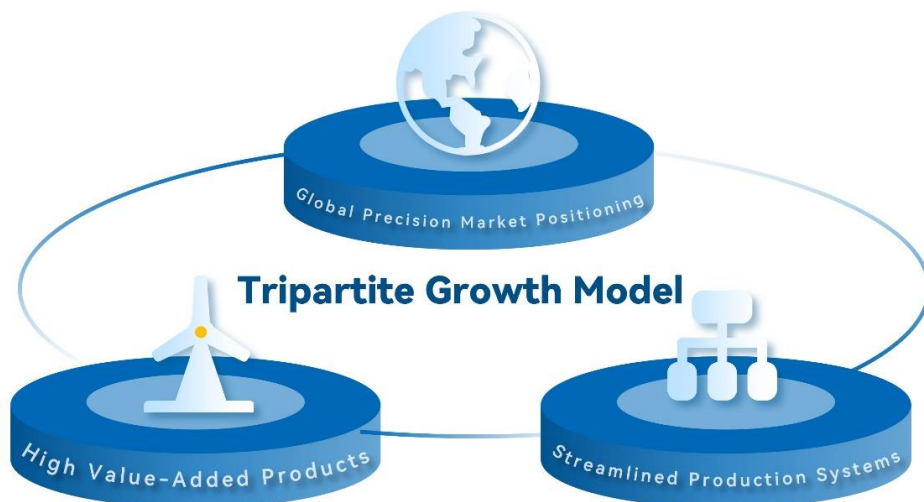
57.12%



Enhancing Operational Quality

Multi-dimensional Value Creation Initiatives to Strengthen Operational Foundation

- As a leading global supplier of power equipment and an industry benchmark in digital intelligent manufacturing, Jinpan Smart Technology achieved steady improvement in operational quality during 2024 by advancing its Digitalization Strategy, accelerating global expansion, and implementing the corporate value and return enhancement.



- In 2025, the Company will leverage its core competencies to establish a tripartite growth model encompassing "Global Precision Market Positioning + High Value-Added Products + Streamlined Production Systems". By focusing on core business optimization and driving technological innovation, the Company will enhance operational efficiency through deepened global operations, building a resilient sustainable development framework with robust risk mitigation and growth potential.



- The specific roadmap in 2025 for enhancing operational quality is outlined below:

• Global Market Expansion & Customer Engagement •

- By leveraging our established global sales network and brand strength, we will strengthen our presence in Europe and North America by expanding markets and optimizing production capacity, enhance resource allocation in Southeast Asia and the Middle East, with a focus on establishing local production facilities, boost local service teams to ensure agile customer response and support, deepen partnerships with strategic clients while acquiring high-potential customers in emerging sectors like AI and energy, develop a deeply integrated "Technology + Service" model to foster long-term collaborations, and drive growth in both domestic and international markets, steadily increasing the share of premium orders.



• Technological Innovation & Quality Advancement •

- Aligned with global energy transformation and AI data center demands, we will develop a "Standardized Basic Products + Premium Custom Solutions" matrix to establish differentiated competitive edges in mid-high-end applications including wind energy and data infrastructure.



- For energy and AI data center downstream markets, we will develop and promote diversified power equipment product series that meet market demands, and utilize parametric design and simulation platforms to optimize customized product delivery cycles, thereby enhancing customer service optimization, elevating user experience, and strengthening customer retention.

Digitalization Empowered by AI: Driving the Future of Intelligent Manufacturing

- Since 2019, the Company has progressively completed digital factory deployments across all domestic manufacturing bases within the Group. In 2025, by leveraging massive data from digital manufacturing operations, the Company will explore data-driven approaches for lean production management. Phased development of functional modules will be implemented according to operational optimization requirements across manufacturing bases, to further improve production efficiency and operational performance.
- We will strengthen the data governance framework, refine organizational data management structures, and promote alignment between data objectives and business goals. Data application scenarios will be explored to demonstrate data's value in business decision-making processes. Regular data literacy training programs will be implemented to develop multidisciplinary data professionals.
- The Company has completed the localized deployment of the DeepSeek model in its internal systems and continues to advance AI applications. In 2025, building on the Group's intelligent strategy framework, we will collaborate with leading AI teams to implement phased deployments of AI agents across core business units, progressively establishing a digital neural network that drives end-to-end value chain transformation. Our phased implementation plan includes developing AI applications in sales, operations, and R&D sectors. This initiative involves constructing an AI middleware platform, establishing a business knowledge repository, and deploying enterprise-grade vector databases. By leveraging vectorization models and large-scale inference models, we aim to address critical business challenges and enhance operational efficiency.

Management Efficiency Enhancement

- We will upgrade the digital collaboration platform for suppliers and customers to improve inventory turnover rates.
- Concurrently, we will intensify cost optimization initiatives through comprehensive process improvements, targeted cost-control measures to reduce total cost-to-revenue ratio, and enhanced accounts receivable management to accelerate collection cycles.



Accelerating the Development of New-Quality Productive Forces

Igniting Innovation Engines and Fostering Growth Momentum

- In 2024, the Company will anchor its operations to annual R&D objectives, establishing a dual-driver system integrating technological innovation with product enhancement.
- As of December 31, 2024, the Company has established a tiered R&D structure comprising **408 specialists (representing 17.60% of total workforce)**, with expertise spanning product development, engineering design, manufacturing processes, testing protocols, quality assurance systems, and digital transformation of production models.

Core technologies

121

Software copyright registrations

73

Trademark certifications

37

284

Valid patents

• Domestic invention patents

36

• International invention patents

5

• Utility model patents

235

• Design patents

8

- To enhance R&D efficacy, 2024 will see the innovative refinement of the Incentive Management System for Major Technology Development Project, establishing an evaluation framework for research commercialization and project governance, thereby converting technological innovation into industry competitive advantages. Notable achievements have been secured in R&D and new product deployment, exemplified by: the successful development of offshore wind turbine nacelle-integrated dry-type transformers for floating platforms; customized 110/120kV liquid-immersed power transformers tailored for diverse overseas markets now in mass production; Jinpan Smart Technology's dry-type transformer being listed in the National Recommended Catalog of Energy-Saving and Carbon-Reduction Technologies and Equipment in the Industrial and Information Technology Sectors (2024 Edition), coupled with the successful rollout of 20+MW-class large-capacity offshore wind turbine nacelle transformers. These innovations have established a robust foundation for the Company's high-quality development trajectory.



- In 2025, the Company will prioritize enhancing the commercialization and industrialization of technological achievements as its central objective, vigorously unleashing new growth drivers, fostering new quality productive forces, and driving profound industrial transformation and upgrading. The specific roadmap is as follows:

Augmenting R&D Investment to Establish Technological Barriers

- Throughout 2025, the Company will maintain its commitment to R&D advancement through sustained investment growth, with planned increases in both the scale and proportion of R&D expenditure. Advance technological R&D in transformer series and power transmission & distribution systems (including dry-type transformers, liquid-immersed transformers, and integrated solutions), energy storage systems, smart factory solutions, and artificial intelligence domains, while completing relevant intellectual property filings.



Enhancing Incentive Mechanisms for R&D Personnel

- The Company plans to incorporate innovation metrics into R&D staff's performance evaluation system, aligning compensation structures and reward mechanisms directly with technological breakthroughs. Concurrently, the Company is dedicated to maintaining R&D team stability and sustainable innovation capabilities through tailored skill development programs and multifaceted retention strategies.



Accelerating Technology Commercialization and Expanding Product Portfolio

- In 2025, the Company will persist in technology-driven innovation to systematically introduce digital, low-carbon, and intelligent solutions, expedite the commercialization of R&D outcomes, and diversify its product offerings.



- In the transformer series and power transmission and distribution sector, we continue to advance R&D of dry-type transformer applications across various fields, develop eco-friendly liquid-immersed transformers with higher voltage ratings, create diversified large-capacity liquid-immersed transformers meeting global client requirements, and accelerate global industrialization of liquid-immersed transformer product lines. The roadmap includes completing R&D of 100kW-class high-power medium/high-frequency transformers with epoxy resin-cast full-water-cooled prototypes, developing 7MW-integrated energy storage system compatible dry-type epoxy-cast transformer prototypes, finalizing GMU-N-72.5kV/1250 prototype design with engineering prototype manufacturing and third-party type testing certification, while driving breakthroughs in smart DC box transformer core technologies.
- In the energy storage domain, plans encompass completing Generation III high-voltage direct-connect energy storage system prototype development with third-party certification, and delivering 125kW/261kWh third-generation modular energy storage integrated unit prototypes through routine testing, communication verification, and system integration testing.
- The Company will advance its digital transformation initiatives, implementing AI-driven collaboration in production operations to achieve enhanced manufacturing efficiency. Regarding data utilization, the Company will enhance application systems through refined data governance from the central data platform, establishing a complete data-driven operational cycle. In comprehensive digital factory solutions, we will accelerate R&D of 3D cloud-enabled AGVs to overcome navigation precision challenges in dynamic environments, delivering cutting-edge material handling technologies for holistic smart manufacturing solutions. Concurrently, our foundational edge computing platform will undergo containerization optimization to enable seamless convergence with AI applications.

Multidimensional Growth Trajectories to Propel New-Quality Productive Forces

- During 2025-2027, leveraging existing global manufacturing bases, the Company will strengthen market leadership in transformer, switchgear, and compact substation series products. By combining operational excellence with product differentiation, we will reinforce global competitiveness and drive sustainable growth through expanded international market penetration.



- Moving forward, the Company will pioneer multidimensional growth trajectories to propel new-quality productive forces, strategically developing high-performance, value-added new materials through extended industrial chain optimization anchored in core operations.
- Amidst the prevailing trend of intelligent transformation in global manufacturing, intelligent industrial robots have emerged as the pivotal enabler of intelligent manufacturing, witnessing continuous expansion in market scale. Building upon its extensive expertise in digital manufacturing and intelligent systems, Jinpan Smart Technology has accelerated its strategic transition from digitalization to comprehensive intelligent manufacturing. Marking its foray into intelligent robotics, the Company will establish specialized subsidiaries in Hainan and Wuhan in 2025. Jinpan Robotics now concentrates on intelligent industrial automation, with operational capabilities encompassing industrial robot production, smart system commercialization, and advanced R&D initiatives. Capitalizing on its proven manufacturing application expertise, the Company will penetrate the smart industrial robotics market through three strategic verticals: intelligent welding, intelligent material handling, and collaborative robotics. Core technological investments will target robotic control algorithms, high-precision force regulation, drive-control technologies, AI-adaptive control, intelligent welding, and deep human-robot integration. The Company's intelligent welding robots demonstrate enhanced precision in weld seam recognition and parameter adjustment, delivering both high-quality and efficient welding operations. With advancements in autonomous learning and adaptive adjustment capabilities, these robotic systems are now equipped to handle increasingly complex and dynamic welding environments. By automating hazardous, monotonous, and repetitive production tasks through intelligent robotic solutions to enhance production efficiency, the Company plans to scale industrial applications of its smart robot products, thereby offering clients more precise and efficient welding solutions and gradually nurturing a new business line to drive its sustained long-term growth.



Corporate Governance Enhancement

Strengthening Corporate Governance Frameworks for Compliance Development

- In 2024, the Company held 2 Shareholders' Meetings, 12 Board of Directors meetings, 8 Supervisory Board meetings, 5 Audit Committee meetings, 1 Nomination Committee meeting, 2 Remuneration and Appraisal Committee meetings, 1 Strategy Committee meeting and 1 ESG Committee meeting to deliberate and approve major issues such as regular reports and external guarantees to ensure that the Company's decisions are scientific, standardized and legal.
- The Company has continuously improved its internal governance systems and compliance mechanisms. In accordance with the latest regulatory requirements and operational realities, we have completed the revision and establishment of 14 governance documents including the Articles of Association, Rules of Procedure for Shareholders' Meetings, Rules of Procedure for Board of Directors and Rules of Procedure for Board of Supervisors. New mechanisms have been implemented covering public sentiment monitoring, certified accountant selection procedures, independent director operations, and investor rights protection systems. These enhancements significantly strengthen corporate governance infrastructure and establish a robust institutional foundation for sustainable high-quality development. Concurrently, the Company has proactively arranged for independent directors to participate in regulatory compliance training programs and on-site operational reviews. Through facility inspections and technical briefings, directors have gained multi-faceted insights into production workflows, R&D initiatives, market development strategies, and internal control systems. This engagement model provides substantive oversight support for prudent business operations.

In 2025

- The Company will closely monitor the latest regulatory updates, restructure its three-tier governance framework (Shareholders' Meeting, Board of Directors, and Supervisory Board) in compliance with the new Company Law, CSRC regulations, Shanghai Stock Exchange rules, and the revised Guidelines for Listed Companies' Articles of Association. We will promptly update the Articles of Association and internal management systems to optimize governance structures and enhance governance capabilities.
- Regarding internal controls, the Company will strengthen foundational management processes and enhance audit oversight of significant compliance risks. Leveraging advanced digital solutions and AI technologies, we will establish robust long-term monitoring and early-warning mechanisms for critical risks, thereby safeguarding the Company's steady advancement.

Adhering to the Concept of Sustainable Development



- Since its 2021 listing, the Company has voluntarily published bilingual (Chinese-English) Sustainability Reports and Environmental, Social, and Governance (ESG) Reports, demonstrating to the public its profound comprehension and steadfast commitment to sustainable development practices.



- In 2024, Jinpan Smart Technology earned recognition as both a Top 100 recipient of [the Second Guoxin Cup ESG Golden Bull Awards](#) and an [Outstanding Practice Case for Listed Companies' Sustainable Development](#), accolades highlighting its exemplary ESG performance.
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- 2024 witnessed Jinpan Smart Technology achieve notable progress in sustainability metrics: its EcoVadis rating substantially improved with the Fast Mover Badge (awarded to enterprises making significant sustainability advancements), maintained Wind ESG's 'A' rating, and ascended to the premier AAA tier in Sino-Securities ESG ratings - collectively affirming its sustainable development excellence.

- In 2025, the Company will uphold its "People-Centric" and "Green Development" principles, driving ESG performance through innovation-led strategies. We will sustain R&D investment growth, leveraging technological breakthroughs to advance eco-friendly product and service enhancements. We will enhance internal control governance, actively engage with stakeholders, refine the ESG operational framework, and continuously elevate ESG management standards. In compliance with the Guidelines No. 14 for Listed Companies' Self-Regulation - Sustainable Development Reports (Interim) and related reporting standards, we are committed to advancing the quality of sustainable development (ESG) information disclosure.



Enhancing Accountability of Key Personnel

Optimizing Incentive Structures and Fostering Managerial Alignment

- The Company has refined its executive compensation and incentive mechanisms to better align management interests with those of shareholders. In 2024, the Shareholders' Meeting ratified the *Compensation and Performance Evaluation Regulations for Directors, Supervisors, and Senior Management of Hainan Jinpan Smart Technology Co., Ltd.*, establishing a remuneration system directly correlated with corporate performance. This ensures executive compensation reflects both incentives and accountability, while maintaining alignment with role significance and organizational responsibilities. By optimizing the fixed-to-variable ratio in senior executives' compensation structure, enhancing both the amount and weighting of performance evaluations, and aligning performance-based bonuses with corporate operational results, the Company has established effective mechanisms for interest alignment and profit-sharing among management, key business personnel, and all shareholders.
- On October 8, 2024, the Company successfully completed its share repurchase program, acquiring 2,600,562 corporate shares. These repurchased shares will be dedicated to future employee stock ownership plans or equity incentive programs at strategically determined intervals. When implementing such initiatives, the Company will employ comprehensive evaluation methodologies to establish appropriate corporate performance benchmarks and individualized performance metrics for program participants.

Proactive Training for Key Personnel

- The Company has actively facilitated participation of directors, supervisors, and senior executives in over 10 compliance training sessions during 2024, organized through collaborative efforts with the China Securities Regulatory Commission, national stock exchanges, the China Listed Companies Association, and internal corporate training programs. While consistently collating the latest regulatory updates, we will promptly communicate evolving regulatory policies to the Company's directors, supervisors, and senior executives, fostering enhanced compliance awareness among relevant personnel.
- In 2025, the Company will intensify efforts to reinforce accountability among key personnel by continuing comprehensive compliance training for directors, supervisors, and senior management. Leveraging training platform resources, we will organize participation in standardized operations programs to persistently strengthen compliance consciousness and self-regulatory discipline within this critical group. Concurrently, the Company will maintain vigilance over emerging capital market regulations and regulatory developments. Through systematic analysis of updated regulatory information and case studies, we will periodically compile Regulatory Updates and continuously refine internal manuals such as Guidelines for Directors', Supervisors' and Senior Management's Duties to drive sustained standardized operations.



Enhancing Investor Returns

Augmenting Shareholder Benefits and Sharing Growth Dividends

- In 2024, the Company implemented the 2023 dividend distribution with a cash dividend of **RMB 4.5 per 10 shares (tax inclusive)**. The total cash dividend distribution amounted to **RMB 205,584,376.50 (tax inclusive)**, fully demonstrating the Company's commitment to delivering sustained returns to investors.
- Concurrently, the Company has established a Shareholder Dividend Return Plan for the 2024-2026 period, which has been duly approved by the Company's General Meeting of Shareholders. This initiative not only highlights the Company's high prioritization of shareholder interests, but also underscores its strong confidence in future growth prospects.

- In 2024, the Company plans to further enhance cash dividend distributions to investors, proposing a dividend distribution of **RMB 5.06 per 10 shares (tax inclusive)**.

Total cash dividends	Net profit attributable to shareholders of the listed company in the consolidated financial statements for the year	Total amount of cash dividends increased year-on-year	Cash dividend per share year-on-year increase
RMB 230,149,257.58 (tax inclusive)	40.07%	11.95% ↑	12.44% ↑

- The sustained high dividend payout ratio not only demonstrates the Company's progressive enhancement of investor returns, but also underscores its robust profitability growth.



- In 2025, the Company plans to implement interim dividends in accordance with actual operational performance. While maintaining normal production and business operations, we will continue to elevate shareholder returns and share corporate growth and success with investors.



Enhancing Market Value Management and Driving Value Creation

As of the end of 2024

- The Company's closing share price stood at RMB **41.42**, representing an increase of **310.10%** compared to its IPO price of RMB 10.10.
- In 2024, the Company achieved a total shareholder return of **16.86%**, demonstrating not only strong capital market performance but also delivering significant value returns to investors.



• To better protect shareholder rights, the Company has established a Market Value Management Framework.



- In 2025, we will proactively comply with regulatory requirements, enhance market value management practices, continuously refine related mechanisms, and improve the scientific rigor and operational effectiveness of our market value management system.
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- We will actively explore value enhancement strategies in compliance with regulations, align market valuation with intrinsic value, strengthen market confidence, and protect investor interests.



Enhancing Investor Communication

Multi-dimensional Engagement for Fostering a Trust-based Ecosystem

- The Company prioritizes investor protection by generating profitable returns while maintaining rigorous compliance with disclosure requirements. Through diversified communication channels, we ensure investor rights to information access and participation in corporate decision-making processes. The Company has safeguarded the legitimate rights and **interests of small and medium-sized investors through expanded communication channels**, enhanced information disclosure quality, and other initiatives, effectively conveying its investment value to the capital market.
- In 2024, the Company successfully hosted its inaugural Investor Open House at the Wuhan Base Digital Factory. The event facilitated direct engagement through facility tours and interactive sessions, strengthening investor understanding and trust. Total attendance reached 104 participants, comprising both institutional and individual investors. The Company received formal recognition through a commendation letter for its proactive collaboration with the Hainan Listed Companies Association in advancing investor protection initiatives and promoting high-quality development communications.
- Since its IPO, the Company has consistently engaged in public earnings briefings and industry-specific presentations organized by the SSE Roadshow Center. To enhance periodic report accessibility and cater to diverse investor needs, **the Company will maintain its "At-a-Glance " infographic series via the Investor Relations WeChat Official Account following 2025 financial disclosures**. Simultaneously, the Company places high priority on investor communication. Beyond earnings briefings, we will institutionalize Investor Open Days to effectively articulate corporate value propositions. The Company remains committed to enhancing investor relations management through diversified communication channels, leveraging platforms including the SSE e-Interaction portal, SSE Roadshow Center, and Comein Finance for proactive investor engagement.
- In 2025, the Company will maintain its Public Investor Open Day program, facilitating on-site tours of our digital manufacturing facilities for investment stakeholders. Furthermore, throughout 2025, the Company will actively monitor the Investor Feedback section of our official WeChat account, systematically gathering stakeholder insights through multiple channels. We will refine operational and developmental strategies accordingly, promptly address investor inquiries, and collaborate with investors to unlock boundless potential for enterprise growth and value generation.

Miscellaneous

In 2024

- The implementation of the Corporate Value and Return Enhancement Action Plan drove the Company's high-quality development.



In 2025

- In 2025, Jinpan Smart Technology will continue to assess the Corporate Value and Return Enhancement Action Plan and maintain timely information disclosure. The Company will remain focused on its core operations, strengthen its core competitiveness, profitability and risk management capabilities, deliver returns to investors through operational excellence and standardized governance, and fulfill its obligations as a listed company.

The implementation of this Initiative is subject to market conditions, policy adjustments and other factors, and therefore carries inherent uncertainties. Investors should exercise prudence in decision-making and remain cognizant of associated risks.





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Board of Directors of Hainan Jinpan Smart Technology Co., Ltd

— April 3, 2025 —

