

Uzbekistan New Energy Heavy-duty Truck Assembly Plant

Business Plan



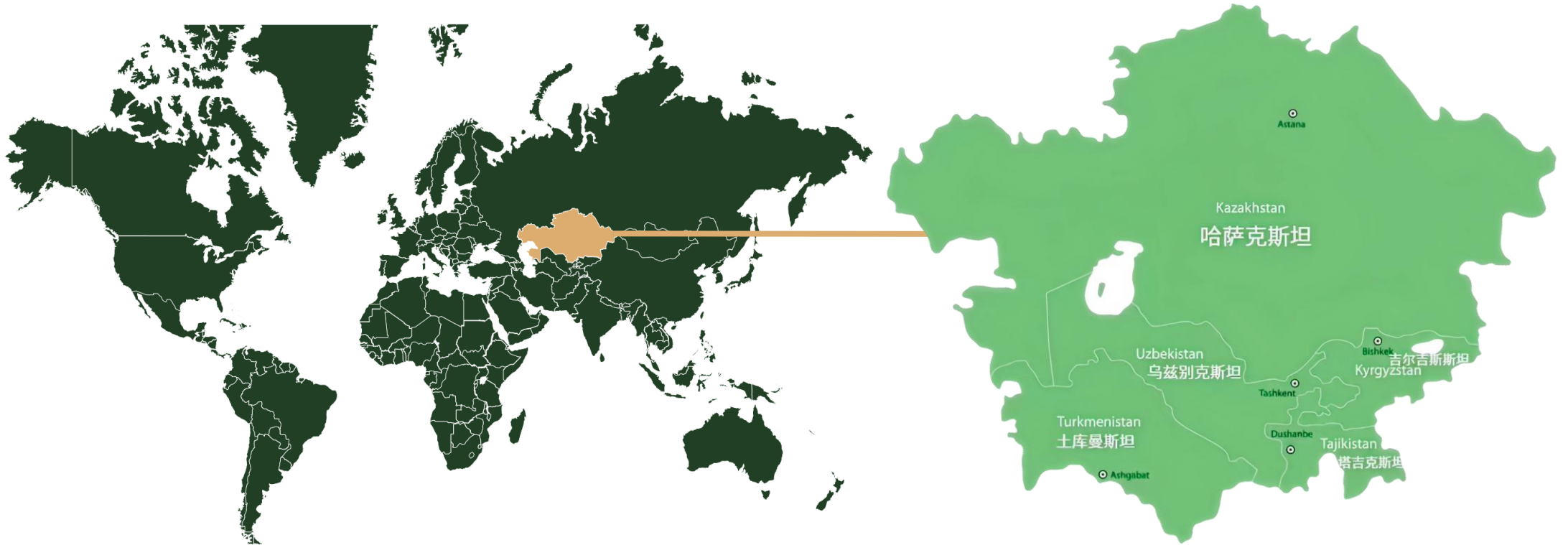
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Uzbekistan- Locational Advantages



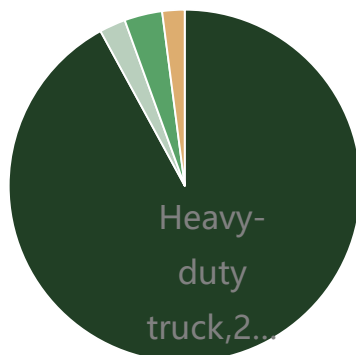
Uzbekistan is located in the central area of the Eurasian continent and is a strategic economic hub connecting the east, west, north, and south. It has over 20 international transportation corridors, especially the EU—Caucasus—Central Asia transportation route, which provides huge logistics and transportation demand for heavy truck production

Key country of the
"the Belt and Road" Initiative

1

- Heavy trucks account for the largest number and proportion of commercial vehicles in Uzbekistan.
- Heavy trucks play a crucial role in the economic growth of Uzbekistan.

■ Heavy-duty truck ■ Bus
■ Light truck ■ Special transportation



2

The Most “Radical” Green Transformation



In September 2022, the Ministry of Commerce of China and the Ministry of Investment, Industry and Trade of Uzbekistan signed a **Memorandum of Understanding on Strengthening Investment Cooperation in the Field of Green Development**. The cooperation between China and Uzbekistan mainly involves trade and investment in new energy vehicles in the field of green development.

According to the 2022 Uzbekistan Presidential Decree on **Measures to Support Localized Production of Electric Vehicles**, import tariffs on production materials and technologies for domestically produced new energy vehicles (electric vehicles or hybrid vehicles) will be lifted by January 1, 2030, and scrap and recycling fees will be waived. Investors will be allowed to import 10000 assembled or complete vehicles tax-free within two years



Allocate subsidy funds from the fiscal budget to provide loan subsidies for the purchase of domestically produced new energy vehicles.

From 2023 to 2025, various government agencies in Uzbekistan will use a budget of 1.3 trillion SOM (approximately 115 million US dollars) to purchase 3863 new energy vehicles as official vehicles.



According to the 2022 Uzbekistan Presidential Decree on **Measures to Expand the Construction of Electric Vehicle Operation Infrastructure**, starting from January 1, 2024, new commercial centers, entertainment centers, gas stations, hotels, etc. along international roads and national highways in Uzbekistan must be equipped with car charging stations, otherwise the government will not approve their construction.

Market Opportunities—New Energy Heavy-duty Truck

1 Unique mining resources, the best scenario for new energy heavy-duty trucks

- **Kizilkum Mining Area**
 - Mulongtao Mine
 - The world's largest gold mine
 - Gold reserves exceed 5300 tons
 - The reserves are sufficient for mining for more than 250 years
- **Samarkand Mining Area**
 - Over 118 types of minerals
- **Near Tashkent mining area**
 - More than 35 mineral deposits

2 Port transportation

- There are a total of 12 ports across the country
- Tashkent Port
 - The busiest port in the country
 - An important logistics hub in Central Asia
 - Connecting neighboring countries
- Samarkand Port
 - The second largest port in the country
- Other major ports include Bukhara Port, etc

3 Special usages



➤ Special vehicles for road maintenance and cleaning



➤ Garbage cleaning specialized vehicle

4 Logistics transportation, energy engineering construction



➤ Logistics transportation and short distance logistics around the airport



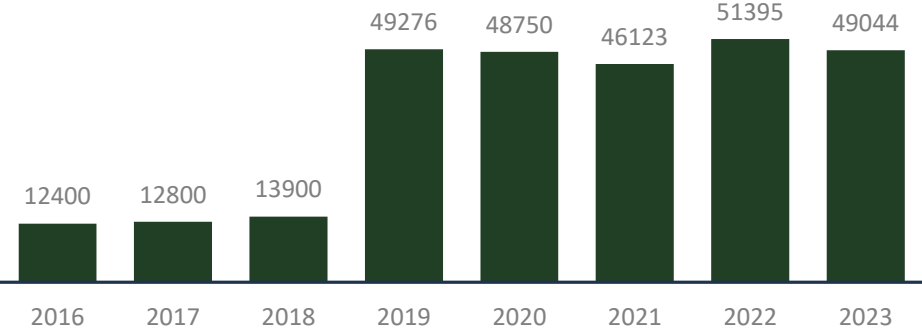
➤ Vehicle for Energy Engineering Development Scenarios



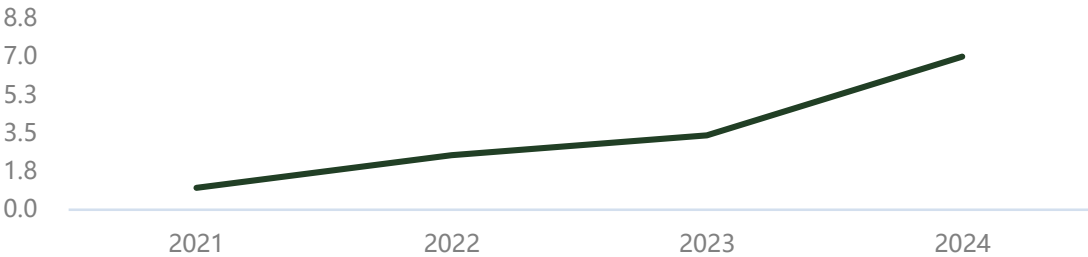
➤ Vehicle usage in infrastructure construction scenarios

Market Opportunities—New Energy Heavy-duty Truck

■ Sales of commercial vehicles in Uzbekistan (units)



Changes in the number of new energy heavy-duty trucks over the years (units)



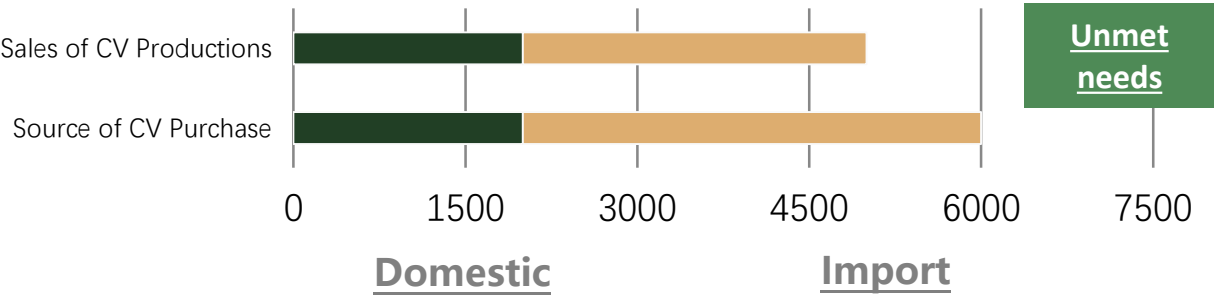
production
& sales
Imbalance

➤ Uzbekistan has sold around 50000 commercial vehicles in the past 5 years, mainly relying on imports to support sales and requiring local substitution

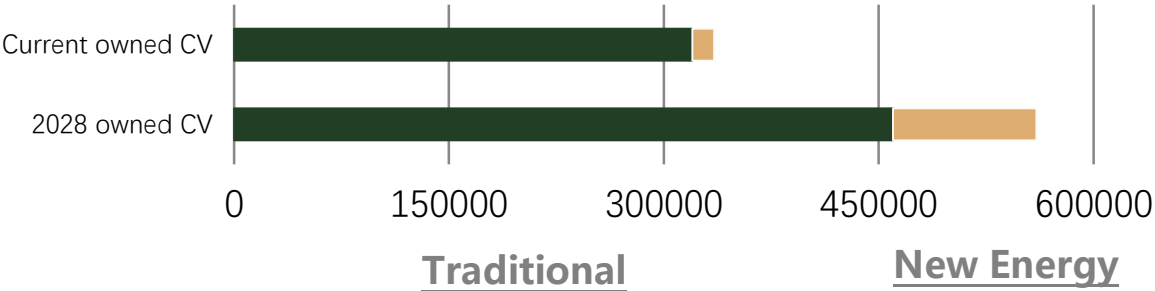
New energy
substitution

➤ The number of heavy-duty trucks will continue to grow at a high speed in the future
➤ 200000 existing trucks are facing scrapping and renewal

The demand space for domestic substitution of imports



The demand space for new energy vehicles



Uzbekistan Heavy-duty Truck Manufacturers

China
FAW

Entered Uzi through a joint venture workshop in September 2023, and invested in a new factory in November 2024 to produce **gas and fuel heavy-duty trucks**

SinoTruk

Entered the local joint venture factory in 2019, holding 32% equity, producing **gas and fuel heavy-duty trucks**, with a total production of 3000 units

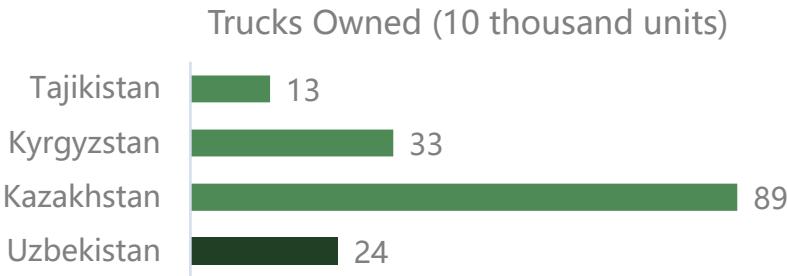
domestic
UzAuto

The oldest and largest state-owned local enterprise in automobile manufacturing industry, mainly producing passenger cars, while also producing a small amount of **gas heavy-duty trucks**

ISUZU
SamAuto

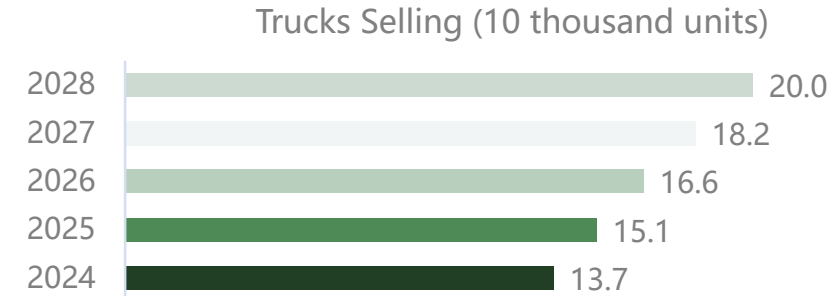
Japanese commercial vehicle factories, producing buses, trucks, etc

1 Market demand exists, with a minimum of 1.59 million heavy-duty trucks in Central Asia



2 The market is far from saturation, and there is a long-term imbalance between domestic supply and demand

3 The market growth is considerable, and it is estimated that the compound annual growth rate will reach 10% in the next 5 years, with an average annual growth space of about 16000 units



Core Advantages

Market Advantage

- The government guarantees at least **1500 units** sold annually
- Guaranteed annual sales of **195 million USD** (government guaranteed portion)



Product Advantage

- **The first domestically developed** dual motor electric integrated drive bridge technology
- Compared to other new energy heavy-duty truck products, it has **higher endurance** and **stronger power**
- **Low operating costs**, especially in Uzbekistan where oil prices are much higher than average revenue, resulting in significant cost advantages
- **Low maintenance costs, low failure rate** of core components such as motors, and cheap parts



The Only in Uzbekistan

- **The only enterprise** in Uzbekistan that produces local brand electric heavy-duty trucks



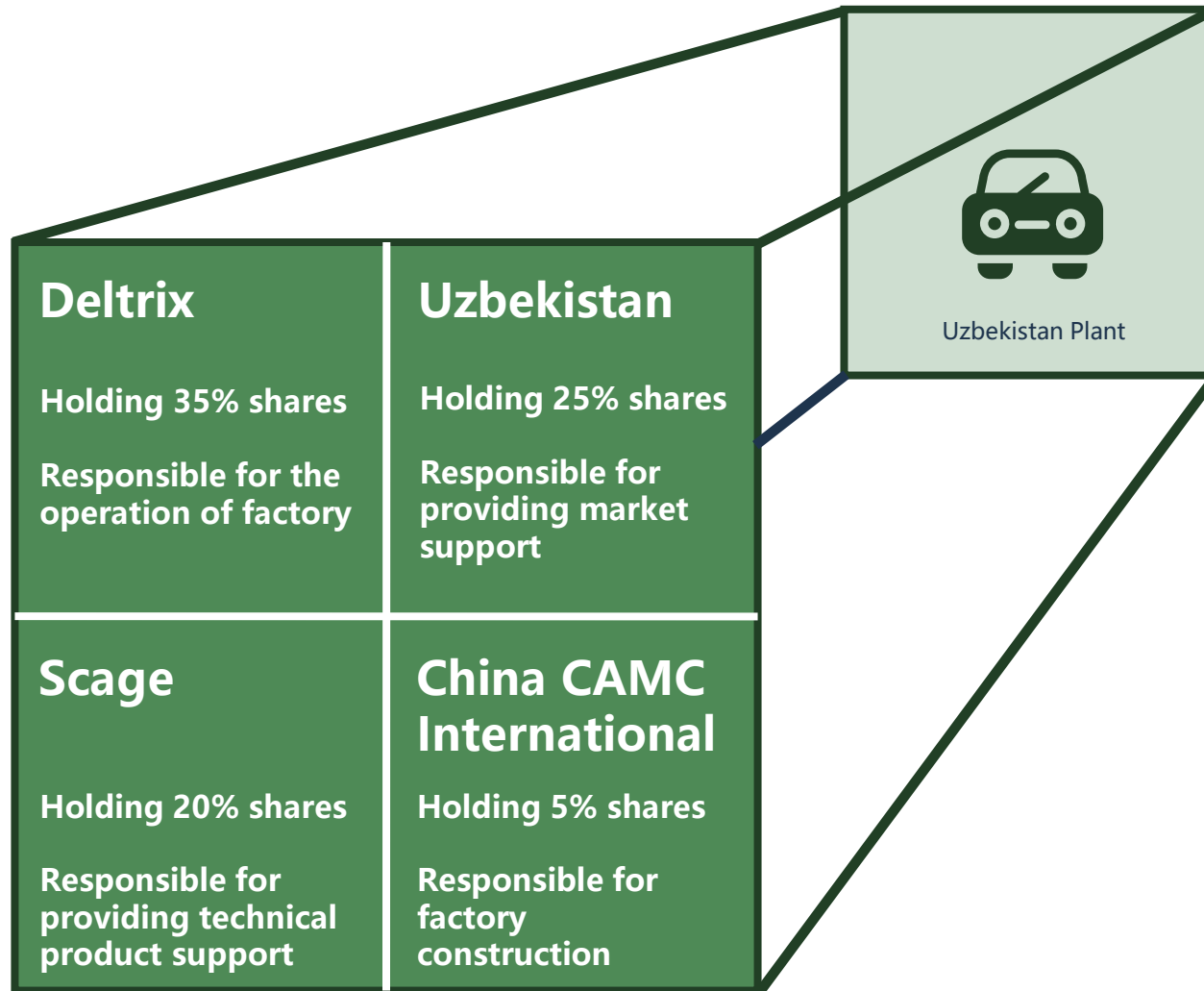
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- 2.8 Technical Advantages & Highlights
- 2.9 Product Display

Project Partners



Deltrix

1. Hong Kong enterprises that truly implement the Belt and Road investment commitment
2. Standard Chartered 2024 Cross Regional Enterprise Excellence Award
3. Over 40 years of factory management experience

Uzbekistan

1. Local state-owned enterprises
2. Ensure that the market reaches a turnover rate of over 1000 units per year
3. Ensure that the factory obtains internal procurement priority

Scage

1. Provider of comprehensive solutions for new energy intelligent commercial vehicles
2. Intelligent core technologies: wire controlled steering+wire controlled braking+wire controlled suspension system, etc
3. Nasdaq quasi listed companies

China CAMC International

1. Listed on the Shenzhen Stock Exchange, with 10 high-tech enterprises
2. With over 23 years of construction contracting experience, a leader in the field of construction contracting
3. Won over a thousand national and provincial awards

Project Initiator: Trio-Deltrix



Trio Group [stock code: 01710. hk] was founded in 1983 and has accumulated over 40 years of experience in the industrial electronics manufacturing industry. It is an international supplier of electronic components and product manufacturing services. The main manufacturing factories are located in Guangzhou (China), Rayong (Thailand), and Watford (Ireland). It has won the German Industry 4.0 and the 2023 Hong Kong Outstanding Industrial Electronics Manufacturer Award, and is a supplier that many internationally renowned brands rely on.



Deltrix was founded in 2018. By making full use of the Group's global reputation, expertise and manufacturing capacity, its self-developed charging pile hardware products and operation management system with high standards entered the markets of Central Asia, Europe, Hong Kong and Southeast Asia, and reached strategic cooperation with CNPC and CAMCE. It completed and operated the first charging station of its own brand Deltrix in Kazakhstan, creating a classic case for Hong Kong enterprises to practice the "the Belt and Road" Initiative.

Project Initiator: Trio-Deltrix International Production Management



Asia Pacific Headquarter - Hong Kong

- Functions:
 - Finance and Accounting
 - Transit warehousing and logistics
 - Sales and Marketing
 - General Affairs Office



European Headquarters - Ireland

- The factory is located in Watford, Ireland
- Factory area: 1000 m²
- Functions:
 - Assembly operation
 - Storage
- Sandford (Dublin) Sales Office
- Office area: 1000 m²
- Function:
 - Business Development



Southeast Asian Production Base - Rayong Province, Thailand

- Near Bangkok Airport
- Factory area: 2500 m²
- Number of employees:
Approximately 150 people
- 2nd Factory Area: 2800 m²
- 5km away from the 1st Factory Area
- Production commenced in Q2 2024



China Production Base - Nansha District, Guangzhou

- Number of employees:
approximately 1300 people
- Original factory area: 21500 m²
(building area 9460 m²)
- After expansion: 46700 m²
(building area 13628 m²)
- Main business scope:
engineering, manufacturing,
quality control, IT, logistics,
marketing, and procurement





Presidential Decree

✓ **Granting automobile production license**

✓ **Ensuring at least 1500 units sold annually**

✓ **Priority procurement from government**

✓ Enterprises with automobile production license

In Uzbekistan, there are not many companies holding automobile production licenses, typical of which include UzAuto, a wholly-owned state-owned enterprise in Uzbekistan, as well as large Chinese enterprises such as FAW, CNHTC and BYD. In the past two years, production licenses have only been issued to BYD and FAW.



✓ Project Barriers

1. Licensing Difficulty

- In Uzbekistan, there are relatively few companies holding automobile production licenses, and even fewer holding commercial vehicle production licenses.
- Licensed enterprises include: BYD, Chery, Changan, FAW, Hyundai and other well-known enterprises.

2. Number of License Issued

- The number of vehicle production licenses issued by Uzbekistan is also small.
- On average, it takes about 3 years to issue a new license.



Project Partner: Scage

Honors and qualifications obtained by Scage in the past 2 years (in part):

1	 Potential Unicorn in Jiangsu Province	Awarded by Jiangsu Provincial Productivity Promotion Center in 2024
2	 Specialized & Innovative Small & Medium-sized Enterprise	Issued by the Department of Industry and Information Technology of Jiangsu Province in 2024
3	 Jiangsu High Tech Enterprise	Issued by the Department of Science and Technology of Jiangsu Province in 2021
4	 Jiangsu Province's Technology-based Small & Medium-sized Enterprise	Issued by the Department of Science and Technology of Jiangsu Province in 2023
5	 Nanjing Cultivating Unicorn Enterprise	Issued by the Nanjing Municipal Development and Reform Commission in 2023
6	 Innovative Small & Medium sized Enterprise	Issued by the Department of Industry, Information Technology and Informatization of Nanjing City in 2023
7	 Software Valley Top Star	Awarded by China (Nanjing) Software Valley in 2023



Patent number

119

Including 27 inventions, 10 software copyrights and 81 utility models



Invention number

27

Unmanned mining truck obstacle detection system
new energy vehicle speed limiter system, etc



Software copyright number

10

Scage New Energy Vehicle Intelligent Charging
Control system Software V1.0, etc



Utility model number

81

Energy absorption protection device, electric drive
axle transmission structure, etc. for unmanned tractor

Project Partner: China CAMC International

Professional Qualifications

Engineering Consulting

- Engineering Consulting Credit Grade A
- Engineering Cost Consulting Enterprise Credit AAA
- Pilot Enterprise of Whole Process Consultation (1st Batch in China)

Engineering Investigation

- Engineering Investigation Profession (Geotechnical Engineering) Class B

Engineering Design

- Engineering Design Comprehensive Qualification Class A (1st Batch in China)
- Grade A Urban and Rural Planning Compilation
- Land Planning Agency Grade B

Project Contracting

- 1st Level Construction General Contracting for Building Engineering
- 1st Level Qualification for Professional Contracting of Decoration Engineering
- 1st Level Qualification for Professional Contracting of Fire Protection Facilities Engineering

Technical Expertise

Green Building Consulting & Numerical Simulation Analysis

- Green Building Technology Supporting Units of Beijing Municipal Construction Commission & Planning Commission
- Using internationally advanced simulation technology for coupled analysis of architectural planning and other related aspects
- Providing green and energy-saving services throughout the entire lifecycle from design to operation

Research and Application of Complex Structures

- Using high-performance numerical simulation technology to simulate and study the stress performance of complex large-span spatial structures and super high-rise building structures
- CFD numerical simulation of wind pressure on building surfaces
- Elastic plastic dynamic time history analysis

Energy Management Platform Construction & Operation Energy Efficiency Analysis

- Powerful cloud data platform and numerical analysis technology
- Provide internationally leading operational energy-saving general contracting services

Application of Building Information Modeling (BIM)

- Since 2011, BIM technology has been widely promoted for use in architectural design
- Best BIM Architecture Design Award
- Best BIM Application Enterprise Award



Achievements in the Field of Construction (partial in International engineering general contracting)

- Uzbekistan Asian Youth Games Olympic City
- Mauritius Immigration Square Urban Passenger Transport Hub Complex
- Panama Flower Viewing Stadium
- Construction and Supply of Malange Youth Center in Angola
- Guyana Regional Hospital

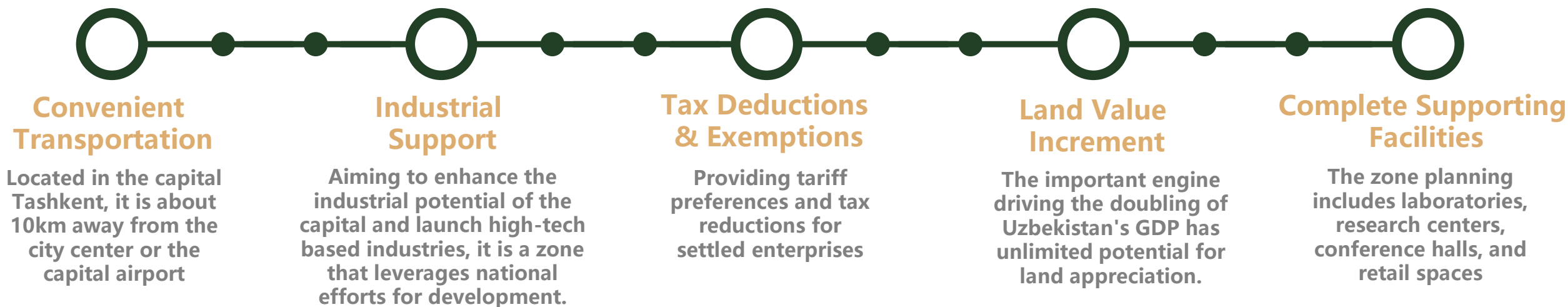
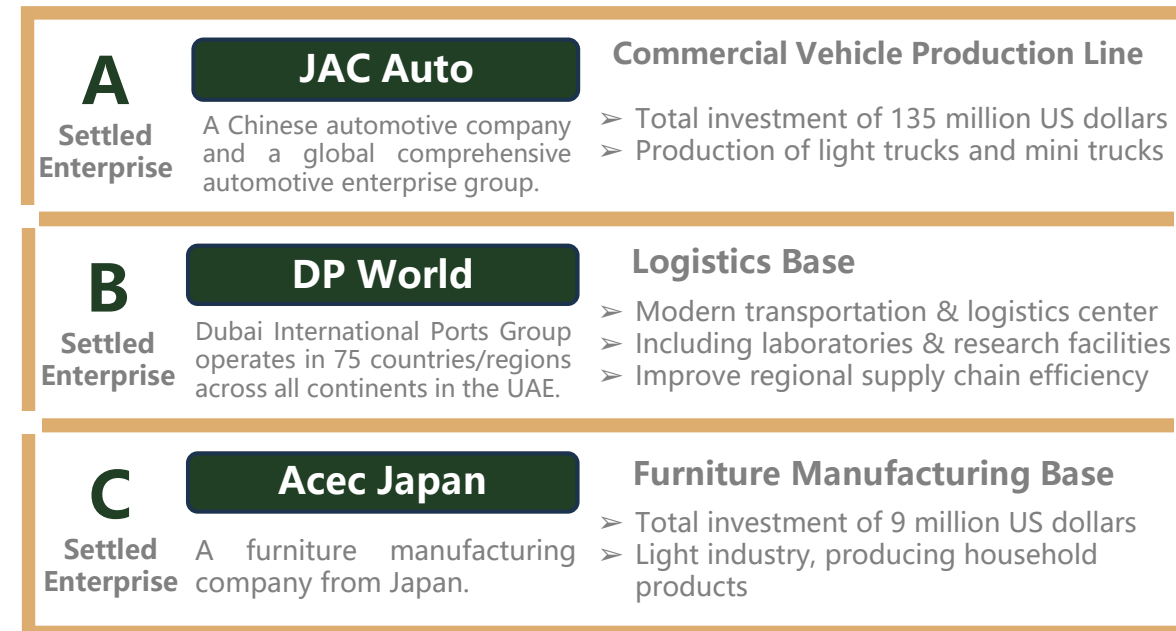
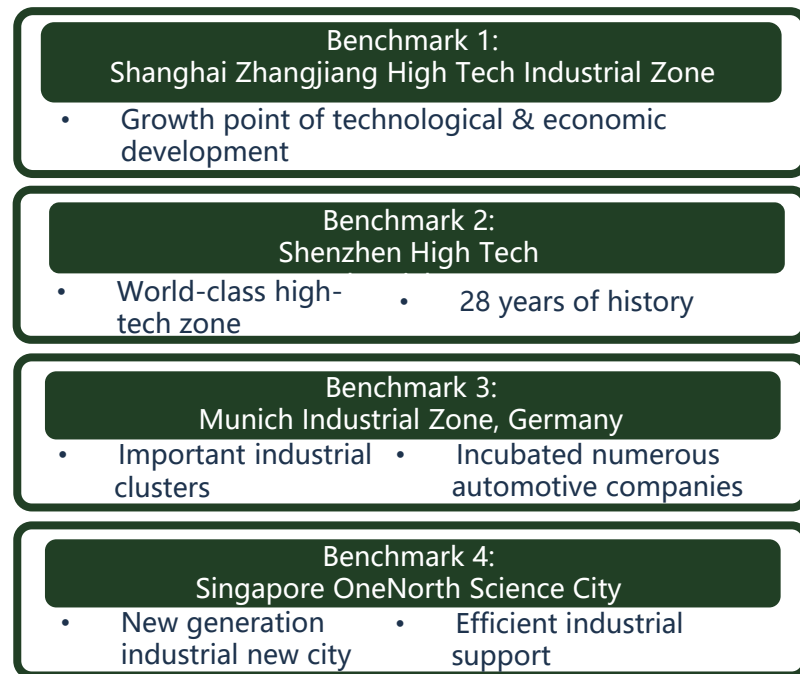


Partial Case Presentation (international engineering general contracting)

Uzbekistan Asian Youth Games Olympic City



Industrial Zone Highlights





New Energy Heavy-duty Truck

Automation
Equipment

Digital
Process
Management

A Implementing an intelligent manufacturing platform

B Intelligent flexible production line

C Intelligent warehousing and logistics system

Efficient
Capacity

- ✓ Automation greatly reduces the number of workers, requiring only 30 workers to complete the entire process of automobile production
- ✓ Application of production robot
- ✓ It only takes 2.5 hours to create from one component to one front of the car

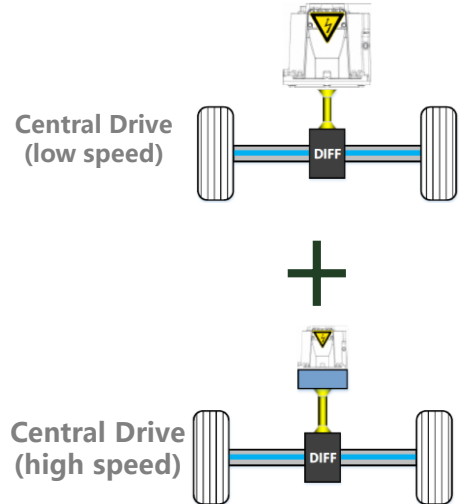
- ✓ Realize the production of pure electric drive, oil electric hybrid, and hydrogen energy heavy-duty trucks on the same line
- ✓ Showcasing Deltrix's profound expertise in the field of intelligent manufacturing
- ✓ Rely on the rich experience of China CAMC International in the field of modern factory construction

- ✓ Improved production efficiency and logistics accuracy

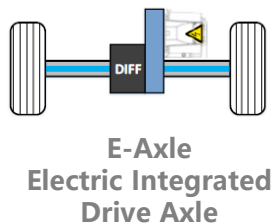
Technical Advantages

1

Core technology: China's first application of new energy heavy-duty truck E-Axle (dual motor electric integrated drive bridge)



Central Drive

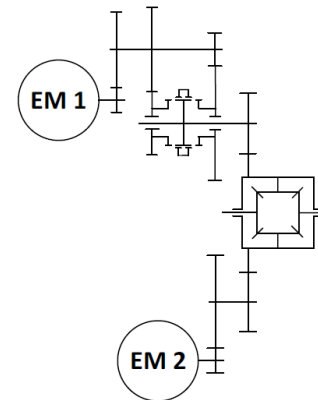
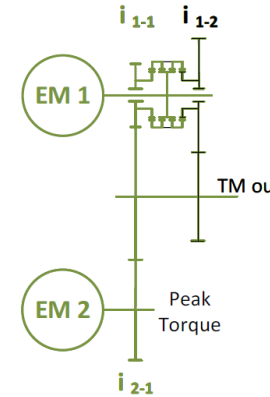


E-Axle Electric Integrated Drive Axle

- Low research and development costs
 - Faster market launch
 - High cost of later components
 - Low energy efficiency
 - Low battery life
 - Low loading capacity
-
- High research and development costs
 - Low component cost
 - High energy efficiency
 - Longer battery life
 - Higher loading capacity

2

Design principle: E-Axle (dual motor electric integrated drive bridge)



- Overall arrangement
- Power source 1: EM1 (motor 1), 2nd gear adjustable (i_{1-1} & i_{1-2}), 3rd gear engagement
- Power source 2: EM2 (motor 2), 1st gear (i_{2-1}), 2nd gear engagement
- Powertrain and Transmission
- differential mechanism
- 2 driving modes
- Driving mode 1 (i_{1-1} & i_{2-1}): Motor 1 is in gear 1
- Driving mode 2 (i_{1-2} & i_{2-1}): Motor 1 is in gear 2
- Switching period power output: Motor 2 outputs peak torque to compensate for the torque loss during the synchronization period of Motor 1

3

Core component: E-Axle new energy heavy-duty truck motor



- **Dual Motors**
- Permanent magnet synchronous motor (direct oil cooling technology)
- Peak output horsepower 270kW
- Continuous output horsepower 180kW
- Maximum speed 9000rpm
- **Transmission Case**
- Secondary shaft arrangement
 - Extreme power output (extreme mode): 3-speed gear engagement, electric+pneumatic drive
 - Conventional power output (conventional mode): 2 gears engaged
- Traditional differential
- Forced lubrication through an electric pump
- **Final Transmission System (using traditional components)**
- Suspension system
- Brake
- Hub

Product Display

Main Products

42 tons - pure electric traction heavy-duty truck



- Vehicle weight: 9.2 tons
- Loading capacity: 42 tons
- Battery capacity: 600 kwh
- Power output: 300 kw

Galaxy II - plug-in hybrid traction heavy-duty truck



- Vehicle weight: 10 tons
- Loading capacity: 49 tons
- Battery capacity: 100 kwh
- Power output: 280 kw

Autonomous driving towing heavy truck



- Vehicle weight: 8.3 tons
- Loading capacity: 75 tons
- Battery capacity: 210 kwh
- Power output: 300 kw

Assistive Products

Andromeda - Hydrogen electric hybrid traction heavy-duty truck



- Vehicle weight: 8.5 tons
- Loading capacity: 42 tons
- Battery capacity: 100 kwh
- Power output: 300 kw

42 tons - pure electric traction heavy-duty truck



- Vehicle weight: 9.2 tons
- Loading capacity: 42 tons
- Battery capacity: 600 kwh
- Power output: 300 kw

Electric energy, fuel & electric hybrid

Autonomous driving, hydrogen energy

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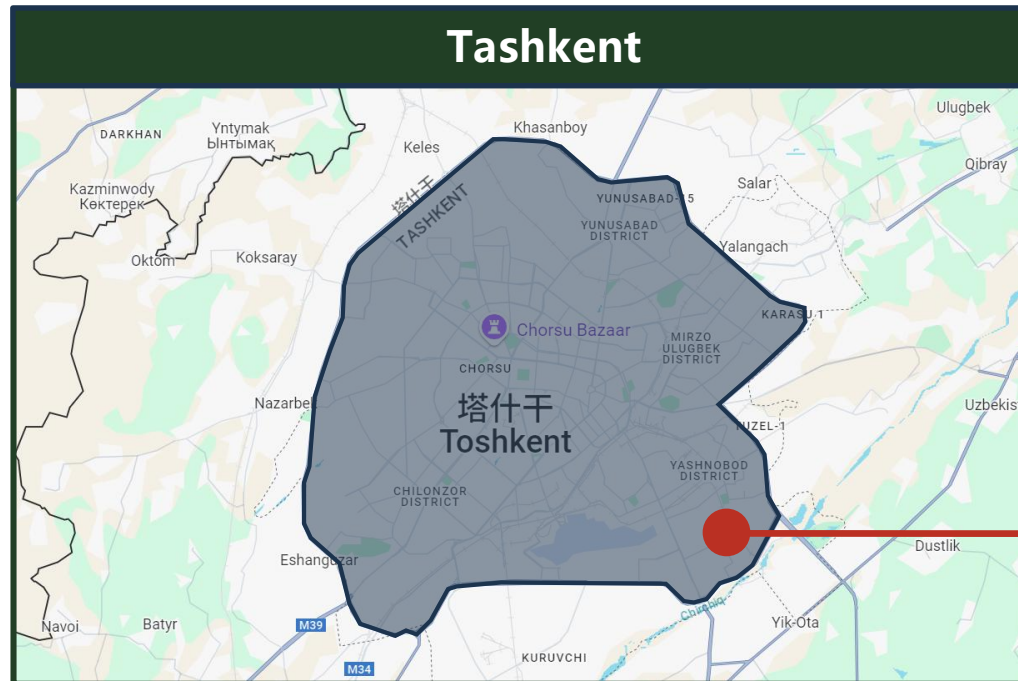


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- 3.1 Plant Site Selection Planning
- 3.2 Project Processing Planning
- 3.3 Project Marketing Planning
- 3.4 Project Profit Model

Plant Site Selection Planning

- Located on the southeast side of Tashkent, within the Yangi Avlod Special Industrial Zone, approximately 5km from the capital airport and 10km from the city center
- The industrial zone covers an area of 764 hectares and plans to implement 47 projects with a total investment of 1.37 billion US dollars. The settled enterprises will enjoy tariff preferences and tax reductions
- Venue: 500 meters long, 95 meters wide, approximately 50000 square meters, reserved for vehicle testing track
- Workshop: 270 meters long, 40 meters wide, approximately 10000 square meters



Project Processing Planning

Plant
Construction
Planning

Jan

Feb

Mar

Apr

May

Jun

Jul

Aug

Sept

Oct

Nov

Dec

Project
Initialization

Project
Initialization
Jan-Feb

Plant
Construction
& Building

Plant Construction &
Building
Mar-Jun

Preparing for
Plant
Opening

Preparing for
Plant Opening
Jul-Aug

Opening

Opening
Sept

Normal
Operation

Normal Operation
Oct to Dec

Project Marketing Planning

Export: Mobilize the resources of agents and distributors in Central Asia and European countries, lock in orders in advance, and determine production based on sales.

➤ Export to Central Asia & Europe

- New energy substitution solutions
- B-end cooperation is the main focus

Domestic: Government procurement is the main focus, with distribution agency as a supplement. Establish a local sales network and share promotion channels with other new energy and heavy-duty truck brands.

➤ Meet the needs of local commercial vehicles

- New car procurement demand
- G-end sales guarantee annual 1500 units
- B-end distribution cooperation
- C-end reputation & discount for new customers

Domestic Sales

Export Sales

- Selling to other Central Asian countries
- Transfer to other European countries

- Government orders drive demand
- Entering the local distribution network



Kazakhstan

- About 280000 trucks are over 20 years old
- 560000 trucks in service

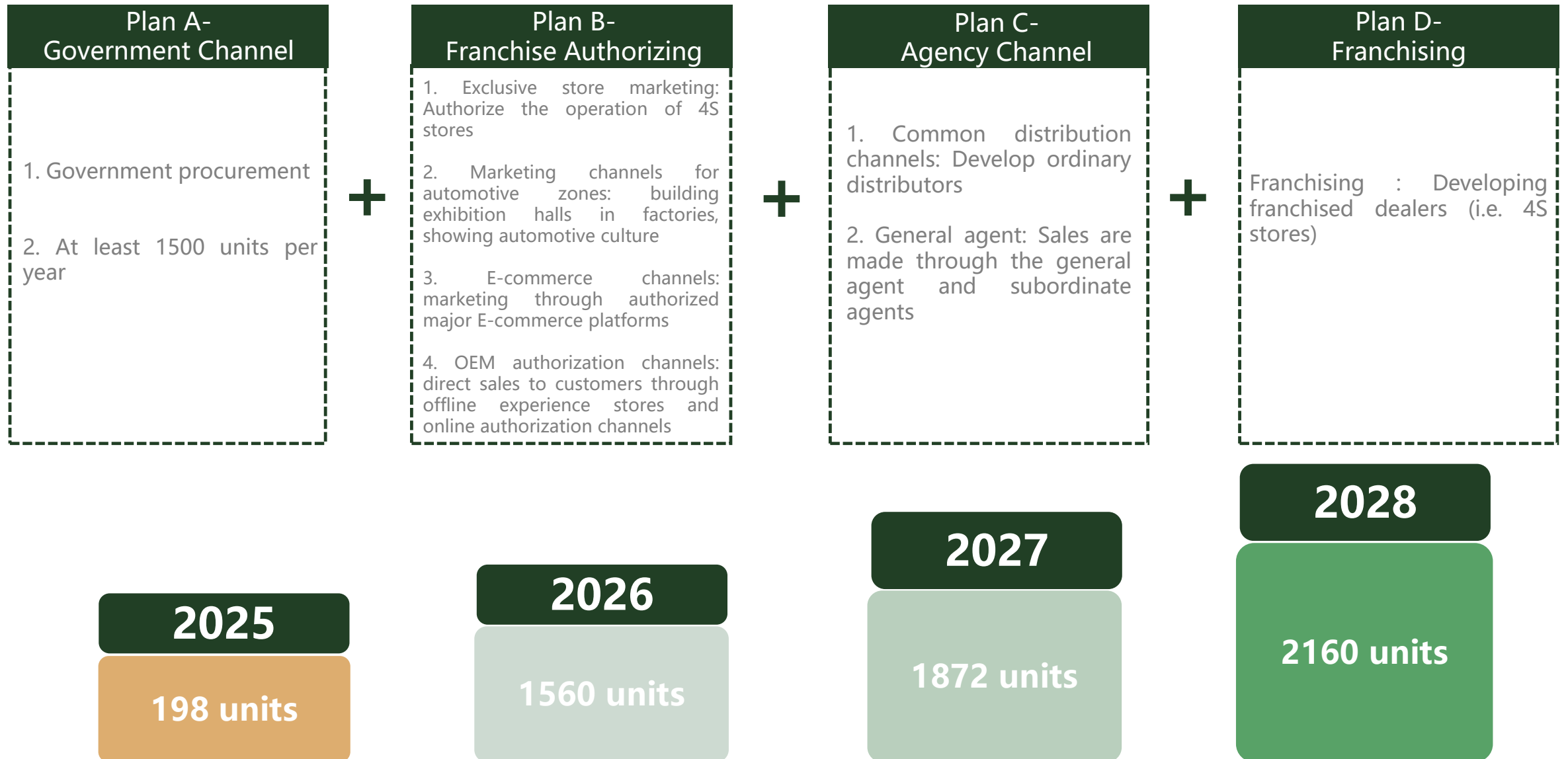
Kyrgyzstan

- The Automotive Center of the Eurasian Economic Union
- An important automobile trading market in Central Asia

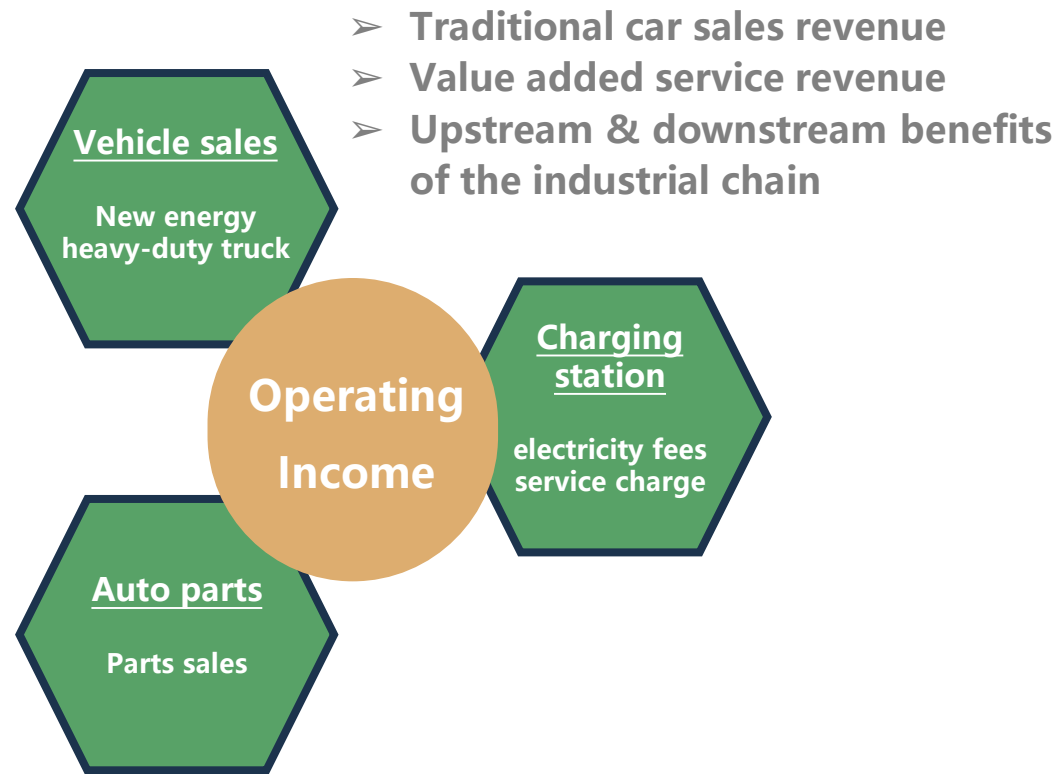
Uzbekistan

- Over 193 truck distributors in the capital region are available to cooperate

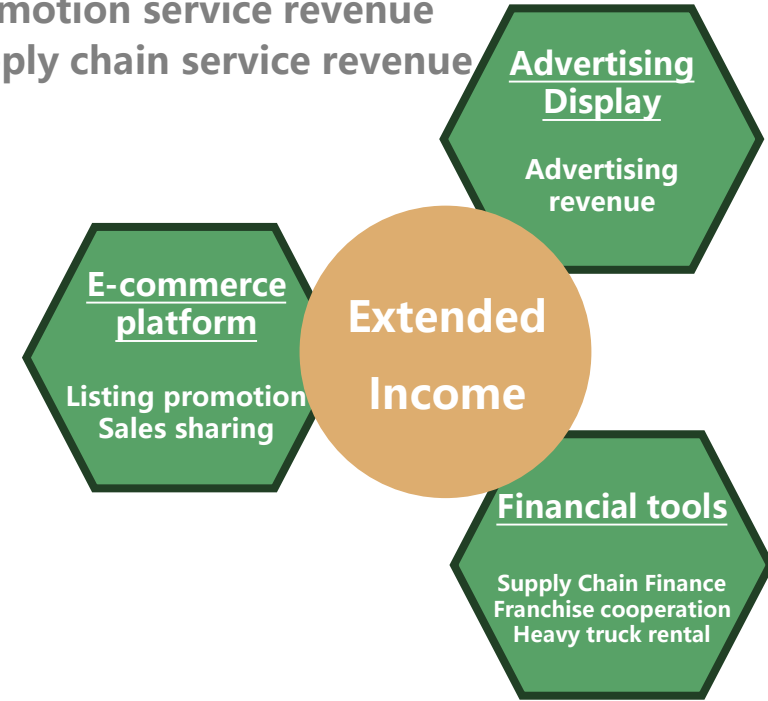
Project Marketing Planning



Project Profit Model



- Innovative extension benefits
- Promotion service revenue
- Supply chain service revenue



Maximum production capacity

3000 units

Diversified income

886.46 million USD

Building a digital technology platform for global automotive trade through supply chain finance

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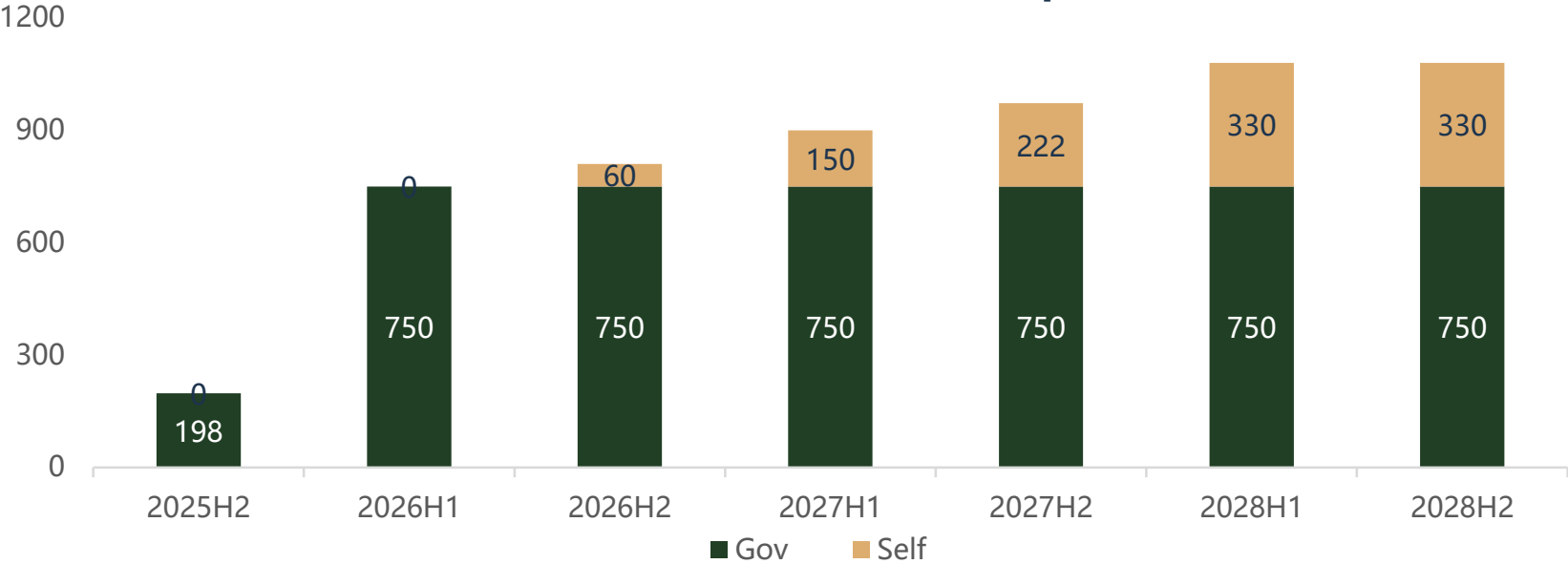
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- 4.1 Revenue Forecast
- 4.2 Investment Estimation
- 4.3 Cash Flow Estimation
- 4.4 Financing Planning

Revenue Forecast

Revenue Distribution							
	2025H2	2026H1	2026H2	2027H1	2027H2	2028H1	2028H2
Units Sold	198	750	810	900	972	1080	1080
Revenue (10 thousand USD)	2574	9750	10530	11700	12636	14040	14040

Dual-channel Market Development



- 1
- The government guarantees a minimum annual sales volume of 1500 units.
 - In the early stage, we mainly rely on government channels to sell.
- 2
- Starting from 2026, gradually increase the proportion of self operated sales.

Investment Estimation

Sales Revenue

Estimated period: 46 months



-Total Sales Revenue: 668.46 million USD

-Sales quantity: 5142 units

-Gross profit margin: 16%

-Net profit margin: 6%

-Net profit: 37.13 million USD

Cost Expenditure

A Fixed asset expenditure (10 thousand USD)

Total asset expenditure: 924

Land: 50

Corporate property tax: 2.5

Land leveling: 150

Factory construction: 150

Office building construction: 150

Production equipment: 412

Office equipment: 10

C Expenses & financial cost (10 thousand USD)

Sales expenses: 2879

-Logistics: 1542

-Other: 1336

Management expenses: 3404

Financial cost: 170

B Sales cost (10 thousand USD)

Sales cost: 55879

-Component cost & value-added tax: 55133

-Labor cost: 216

-Social welfare: 41

-Factory water fee: 45

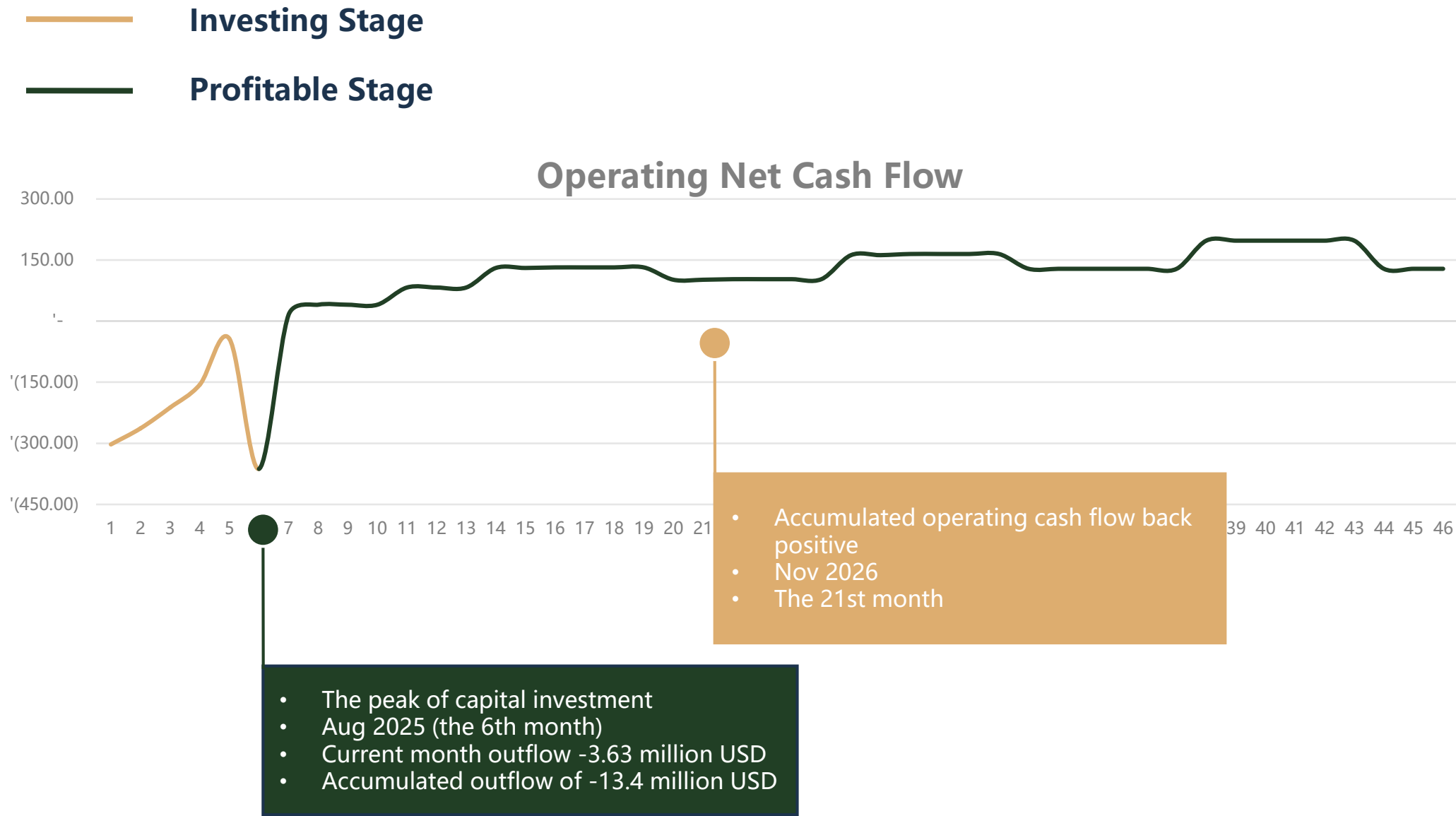
-Factory electricity fee: 90

-Depreciation: 412

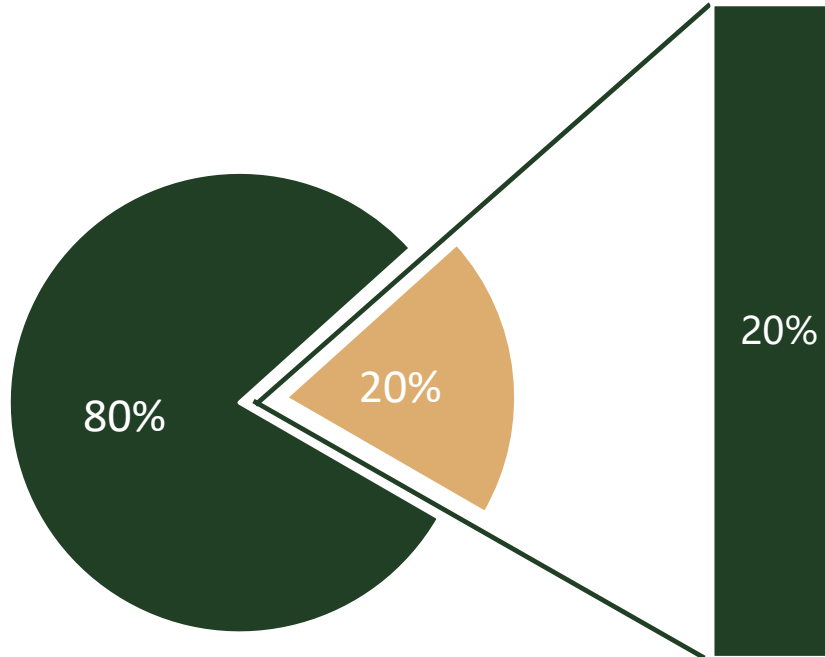
D Tax (10 thousand USD)

Corporate income tax: 799

Investment Return Period



Financing Plan - Equity Transfer



- Deltrix, Uzbekistan, Scage, and China CAMC International jointly hold approximately 80% equity in the project
- Plan to transfer the remaining 20% equity of the project

- The total investment amount of the project is 30 million USD

- Deltrix, Scage, China CAMC International, and the new investors, all four parties have equal shares and rights
- 20% equity valued at approximately 6-8 million USD

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- 5.1 Political Environment Analysis
- 5.2 Risk Control Measures

Political Environment Analysis

All-weather Comprehensive Strategic Partnership

In January 2024, the President of Uzbekistan visited China and the two leaders announced that China and Uzbekistan have decided to develop a new era all-weather comprehensive strategic partnership.

Stable
Relationship

Geopolitics

Strategic partners 6 nations

Pakistan, Byelorussia, Uzbekistan, Hungary, Ethiopia, Venezuela

The Belt and Road Uzbekistan's important role in China's the Belt and Road Initiative

China-Uzbekistan Community of Shared Future

Project Level

Equity Cooperation	Share holding	25%	Dividends
Cooperation MOU	Market -ing	Procurement	priority

Controllable Risks

Stable situation The local government is relatively stable, and the President has been in office since 2016 and will be serving at least til 2030

State relations The relationship between all-weather comprehensive strategic partners will not easily change

Interest binding Deeply bundled together at the project level

Controllable
Political Risks

Bilateral Trade & Investment

- ✓ Bilateral trade exceeds \$14 billion by 2023
- ✓ Uzbekistan's largest trading partner
- ✓ The largest importing country for Uzbekistan electric vehicles

- ✓ Uzbekistan' s main investment source country
- ✓ China's cumulative investment in Uzbekistan exceeds 21 billion USD
- ✓ Over 3500 companies are conducting business in Uzbekistan

- ✓ Raise bilateral trade to 20 billion USD as soon as possible
- ✓ China fully supports Uzbekistan's accession to the WTO
- ✓ Tashkent Central Asia train opens

Deepen Cooperation between China and Uzbekistan

Green Energy
Green Technology

Renewable Energy
Solar Energy

Traditional Energy
Wind Energy

Green Finance
Hydro Power

Deeply cultivating in
the field of energy

+

Expanding investment
cooperation

Digital Economy
Agriculture & Water Conservancy

Green Development
Food Safety

High & New Tech
Geologic Survey

Machinery Manufacturing
Mineral Resources

Legal System

- Advance written guarantee
- In the early stage of government cooperation memorandum, presidential decree and other agreement documents, safeguard our rights and interests in advance

Administrative Intervention

- Introduce local shareholders
- Utilize the resources of domestic shareholders to handle external negotiations

Employment Requirements

- Localized operation
- Adopting a localized operation team to avoid labor and personnel risks



Market Risk

- Differentiated management
- Accurately enter the segmented track, obtain government support and orders to ensure revenue in the initial stage. Enter the existing local sales network and gradually expand self-owned channels.

Construction Risk

- Safe construction
- Familiarize oneself with the construction permit and local safety production policy requirements in advance, and carry out construction in accordance with local regulations

Policy Risk

- Timely tax reporting
- Reduce the losses caused by policy changes due to manual operations. Communicate in advance and prepare for tax planning

Confidentiality and Disclaimer

Confidentiality Statement

This business plan involves relevant trade secrets and is only open to investors with investment intentions. Deltrix requires the investment company to make the following commitment upon receipt of this business plan: to properly safeguard this business plan and not to disclose the company's business secrets involved in this business plan to any third party without the company's consent.

Disclaimers

1. Regarding the accuracy of information

All information in this business plan is based on the knowledge, data, and reasonable assumptions that the provider has as of December 31, 2024. Although we have made every effort to ensure the accuracy of the information, due to various unforeseeable factors such as market fluctuations, new policies, force majeure events, etc., there may be errors, omissions, or inaccuracies in the information.

We make every effort to verify the reliability of data, statistics, citations, and other content obtained from external sources, but we do not assume direct responsibility for the completeness and accuracy of the source content. The providers of these external materials should be responsible for their own information.

2. Risk assessment and prediction

Any market forecasts, financial forecasts, risk assessments, etc. mentioned in the business plan are only approximate estimates based on current market conditions, industry trends, and relevant models. The actual market situation and operating results may differ significantly from the forecast. This is because commercial operations are influenced by numerous complex and unpredictable factors, such as the entry of new competitors, technological innovation breakthroughs, and sudden changes in consumer preferences.

We explicitly state that investors or anyone using this business plan should not rely solely on these predictions and evaluations for decision-making, but should conduct independent due diligence and analysis.

3. Legal compliance

The preparation of this business plan is based on the requirements of current laws and regulations, but we cannot guarantee that relevant laws and regulations will not change during the execution of the plan or that the business operations in the plan will fully comply with future possible adjustments to laws and regulations. Any business compliance issues arising from changes in laws and regulations should not be attributed to this business plan.

4. Scope of application

This business plan is only intended for specific audiences (such as potential investors, partners, etc.) to understand the basic situation of the project. Without written permission, it shall not be used for any other purpose, including but not limited to public communication, commercial promotion, or unrelated purposes other than academic research.

If this business plan is used for purposes other than those specified, the provider shall not be held responsible for any consequences or liabilities arising therefrom.

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