





Corporate Snapshot

Worldwide outstanding business summary



2024

57.5 B USD

Total Revenue

2024

5.4 B USD

Net Profit

CY 2024

190_k

Number of Employees

Credit Ratings

A/A2/A

S&P/Moody's/Fitch



246

2025 Fortune
Global 500

Forbes
GLOBAL 2000
2025

184

2025 Forbes
Global 2000

Global 500
Brand Finance
2024

236

Brand Finance 2024
Top 500
Most Valuable Brands

Brand Finance
Tech100
2024

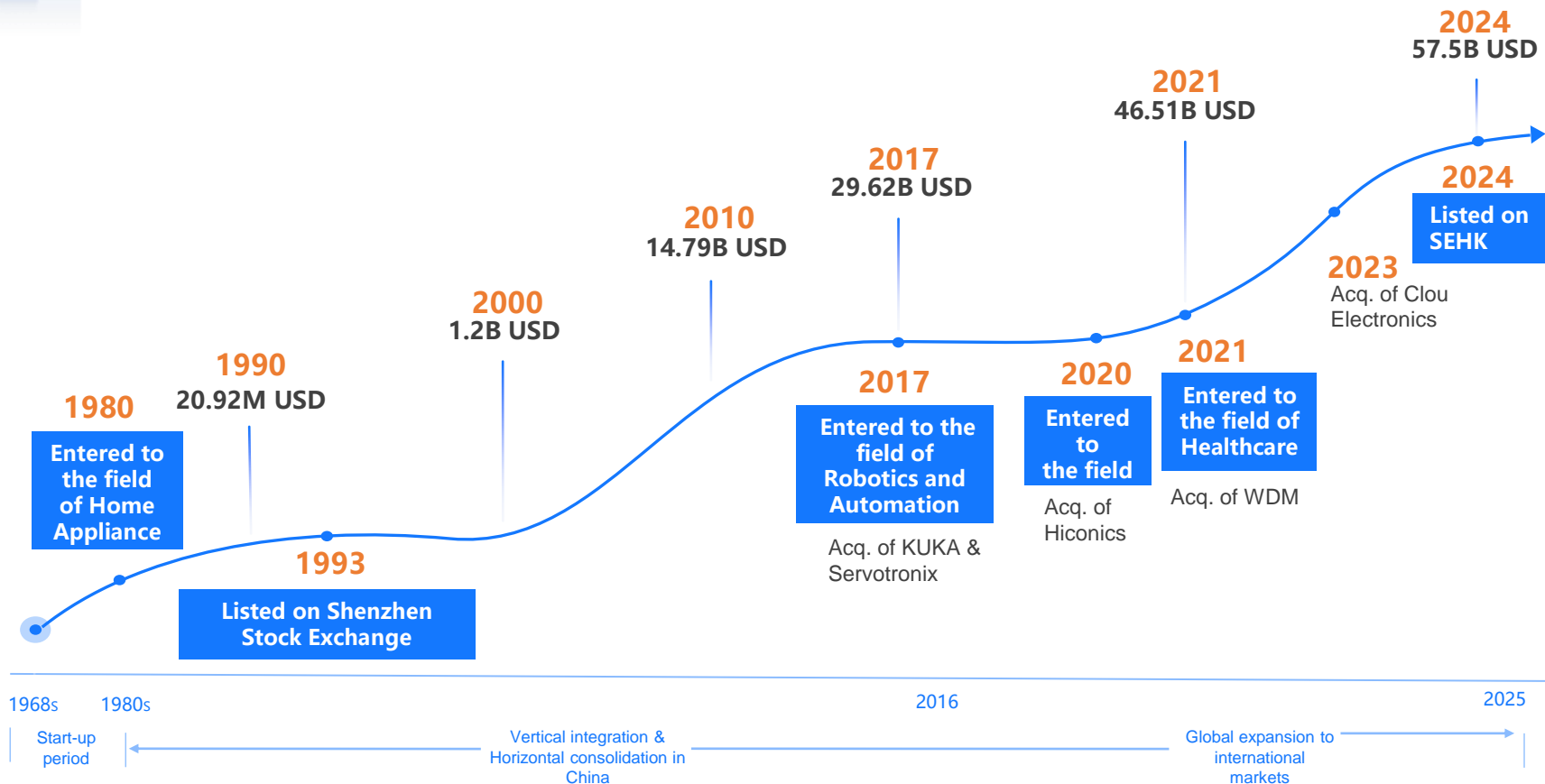
40

Brand Finance 2024
Top 100
Most Valuable Tech Brands



Milestones

Successful transition into a multi-category, multi-industry and global operation group.





Vision, Mission, Value

Carried on traditional culture and embrace future



Integrate with the world,
to inspire your future

+



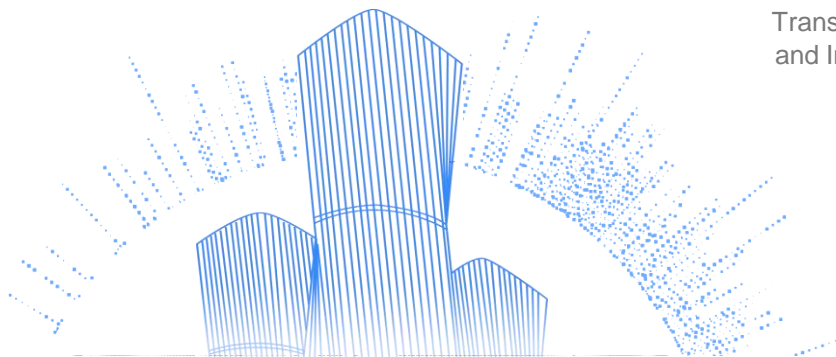
Bring great innovations to life

+



Embrace what's next

Aiming High Customer first
Transformation Tolerance and
and Innovation partnership
Dedication and
commitment





Business Segments

Forming 7 business segments mix with the combination of both our ToC and ToB businesses.



Smart Home

We provide the best-experience smart home appliances and services.



Industrial Technology

We provide core components for HVACR appliances, new energy vehicles and robots.



Building Technology

We provide holistic solutions and services for buildings.



KUKA

We provide automation solutions based on robotics, the foundation of smart manufacturing.



New Energy

Provide new energy core technologies and solutions.



Midea Healthcare

We aim to be a provider of first-rate medical equipment and services.



Annto Logistics

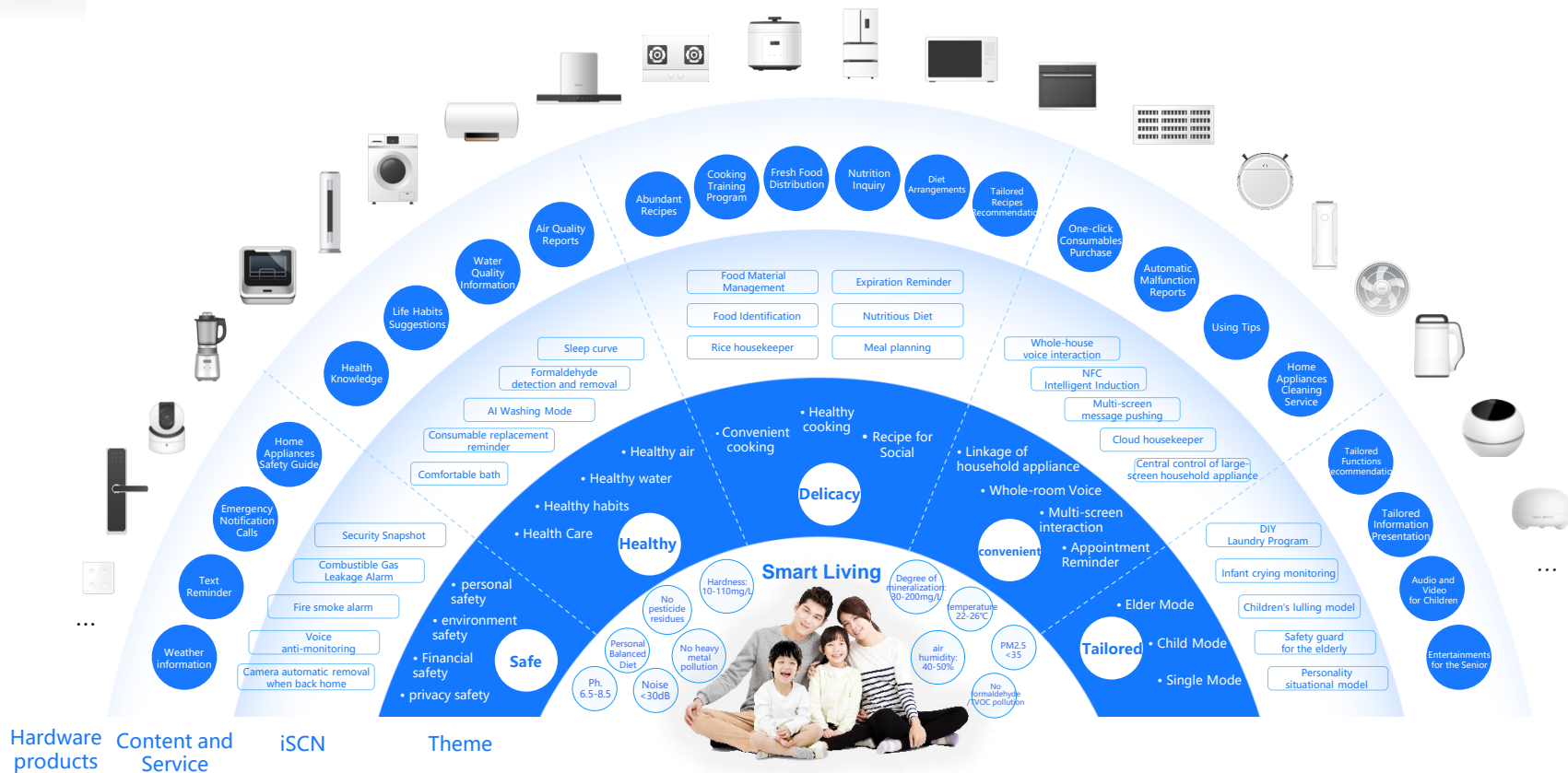
We provide end-to-end smart supply chain solutions.





Business Segment – Smart Home Business

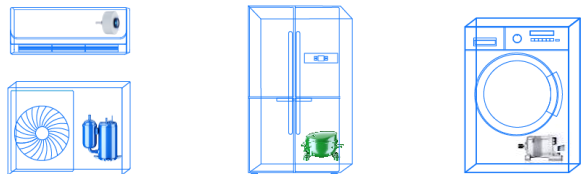
Provide customers with the best experience of full home automation service.





Midea Industrial Tech.

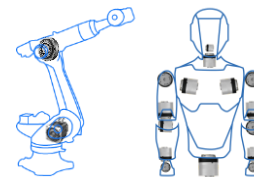
Core Technology in HVACR appliances + New Energy Vehicles + Robots



HVACR Appliances



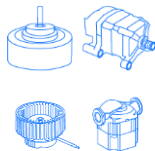
New Energy Vehicles



Robots



Compressor



Motor+



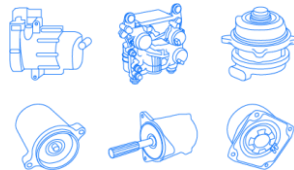
Valve



Chip

GMCC

Welling



Thermal Management &
Chassis Systems

Welling



Strain Wave &
RV Reducer



Rotary Joints/
Linear Joints



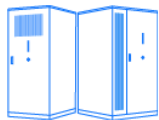
Servo Motor

Welling



Business Segment - New Energy

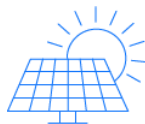
Provide new energy core technologies and solutions



Utility scale/
Commercial & industrial
energy storage



Residential energy
storage/
inverter



Distributed PV



High Voltage
Converters



Smart
measuring



HICONICS





Business Segment – Building Technologies

Smart in one ——Focus on Related Products & Services of Buildings



Building Ecology

Platform Establishment



Green & Low Carbon

Low-carbon practitioners



Intelligent User Experience

The builder of intelligent space

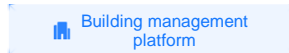
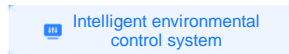
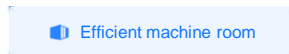
Jointly build a sustainable smart space



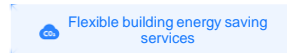
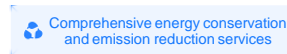
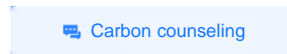
Equipment



System



Low Carbon



Intelligence





Business Segment – KUKA

The cornerstone of intelligent manufacturing. Automation solutions based on robots.

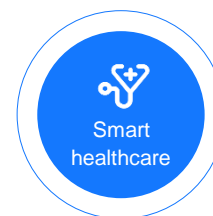
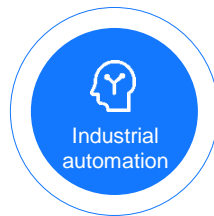
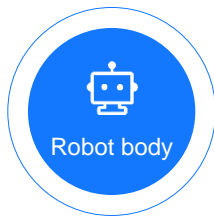


KUKA

SWISSLOG



5 Development Areas





Business Segment – Midea Healthcare

To be a world-class medical equipment and service provider



WDM 万东



Large Medical Imaging Equipment

[Midea-Wandong
Beijing]



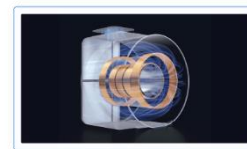
Imaging Diagnostic Service

[Wanlicloud
Beijing]



Ultrasound Diagnostic Products

[Wandong-Esaote
Suzhou]



MRI Core Components

[Suzhou Wanying
Suzhou]

Strong Resources

As a pioneer in Chinese medical imaging industry, integrating top-level scientific research resources globally, sharing advanced medical technology with the world.

Independent Innovation

Master core technology know-how of X-ray, CT, and MRI.
With collaboration across industries, universities, research institutes, and medical clinics to achieve full industry chain independent and controllable.

Intellect Imaging

Relying on cutting-edge technology to advance the digitalization and intelligence of healthcare, empowering clinical practices to improve quality and efficiency across all aspects.



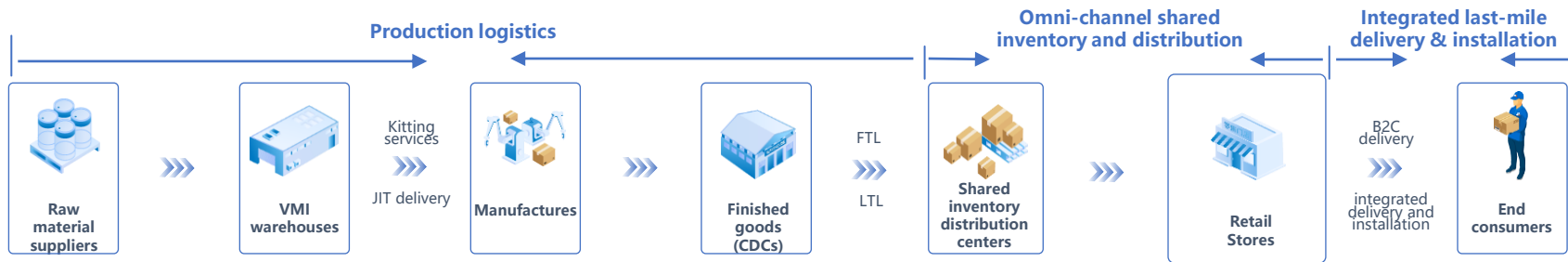
Business Segment - ANNTTO

ANNTTO, incubated by Midea Group, is an integrated and digital intelligent supply chain logistics solutions provider committed to becoming the most trusted supply chain solutions partner.



安得智联ANNTTO

1+3 Supply Chain Logistics Model (1: End-to-End Logistics Capability 3: Production logistics 、 Omni-channel Shared Inventory and Distribution Solutions、 Integrated Last-mile Delivery & Installation)



Production Logistics

From Inbound Logistics to CDC Storage



Omni-channel Shared Inventory and Distribution Solutions

Minimizing Waste, Shortening the Chain



Integrated Last-mile Delivery & Installation

Delivering Professional Experience to End Consumers

Annto Has Successfully Provided Professional Supply Chain (logistics) Services for 9000+ Clients



Four Strategy Focus

Establish core competitiveness in the new period





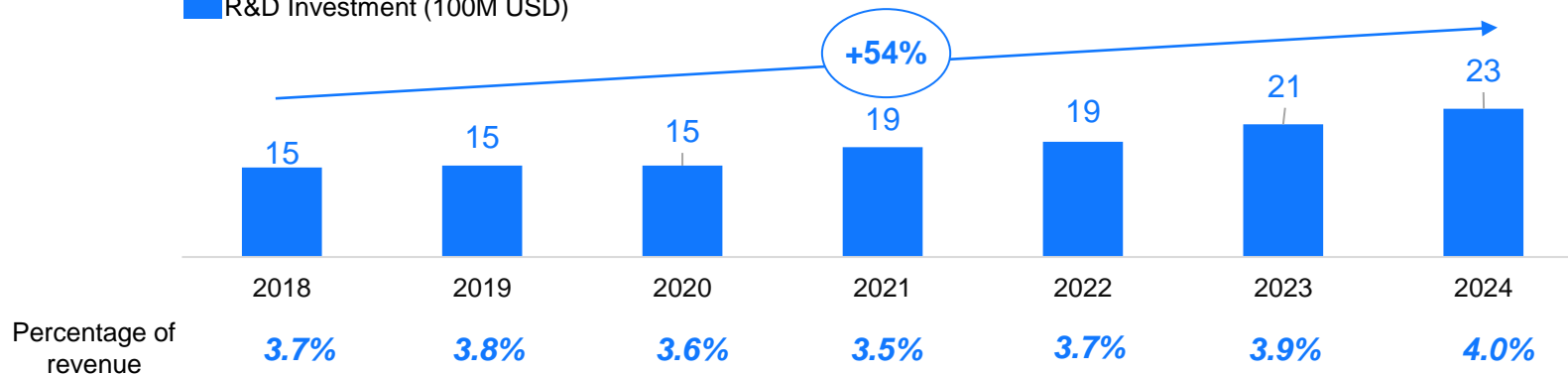
Strategy Focus - Technology Leadership

Streamline and scale up R&D advantages



R&D Investment: Approached 10B USD across 5 years

R&D Investment (100M USD)



R&D personnel

>23,000 people
Over 40% in 2024

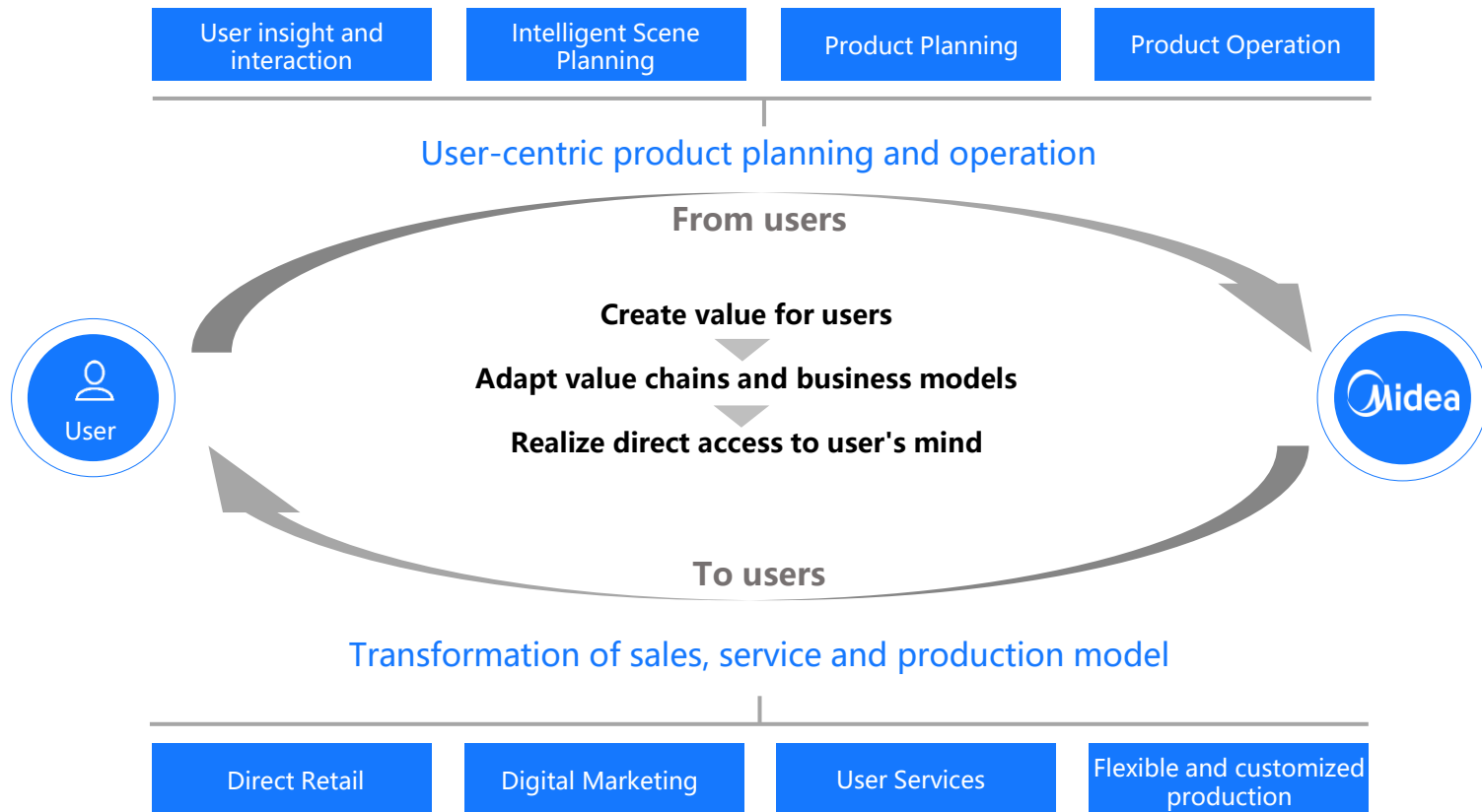
Patent info

150,000+ patent applications
90,000+ Patents granted
Patent family holdings 4th in the world, 1st among
Chinese enterprises(US IFI 2025 Ranking)



Strategy Focus - Direct to Clients (DTC)

Adapt existing value chains and business models, to realize direct access to user's mind, making Midea's products and services user's first choice.





Strategy Focus - Digitization & Intelligence Driven

Digitalization & Intelligence promotes business model innovation



Work Mode Changes

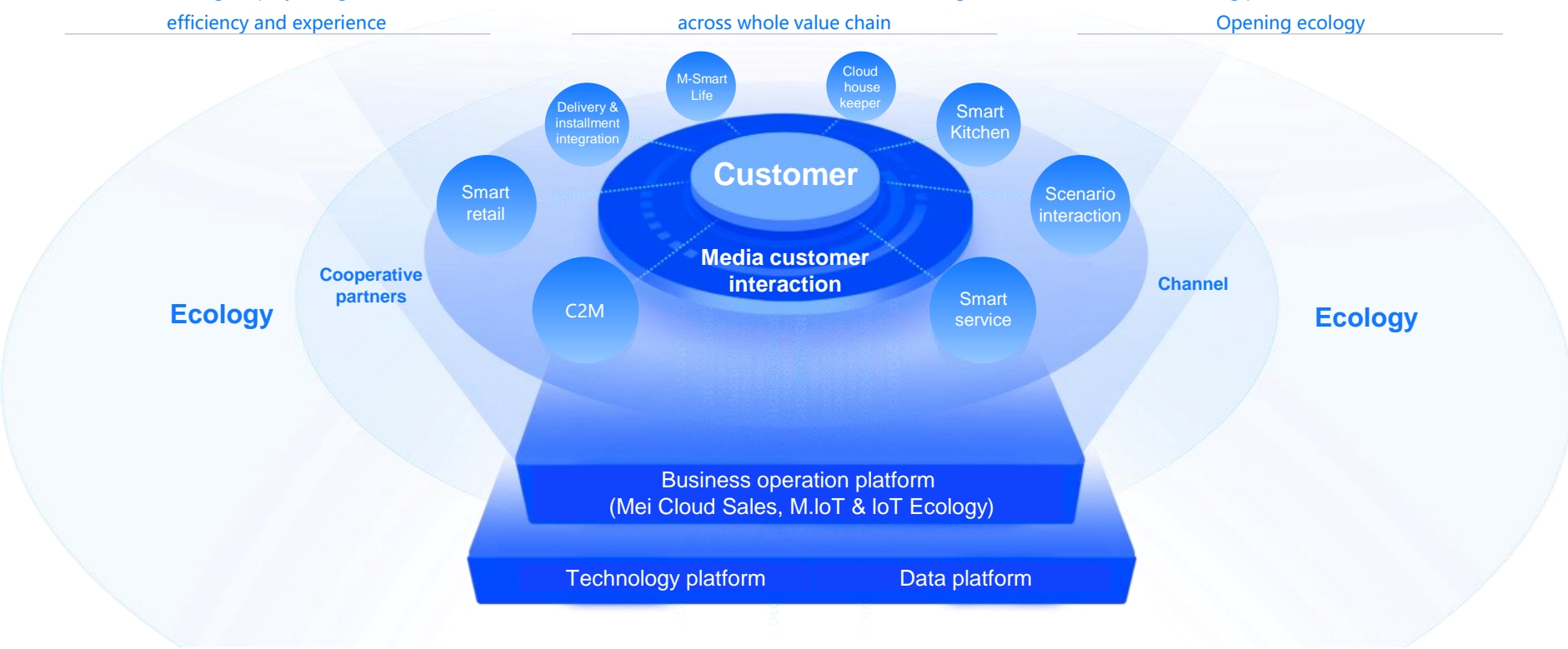
Enhancing employee digitization
efficiency and experience

Business Model Changes

Data-driven collaborative decision making
across whole value chain

Business Model Innovation

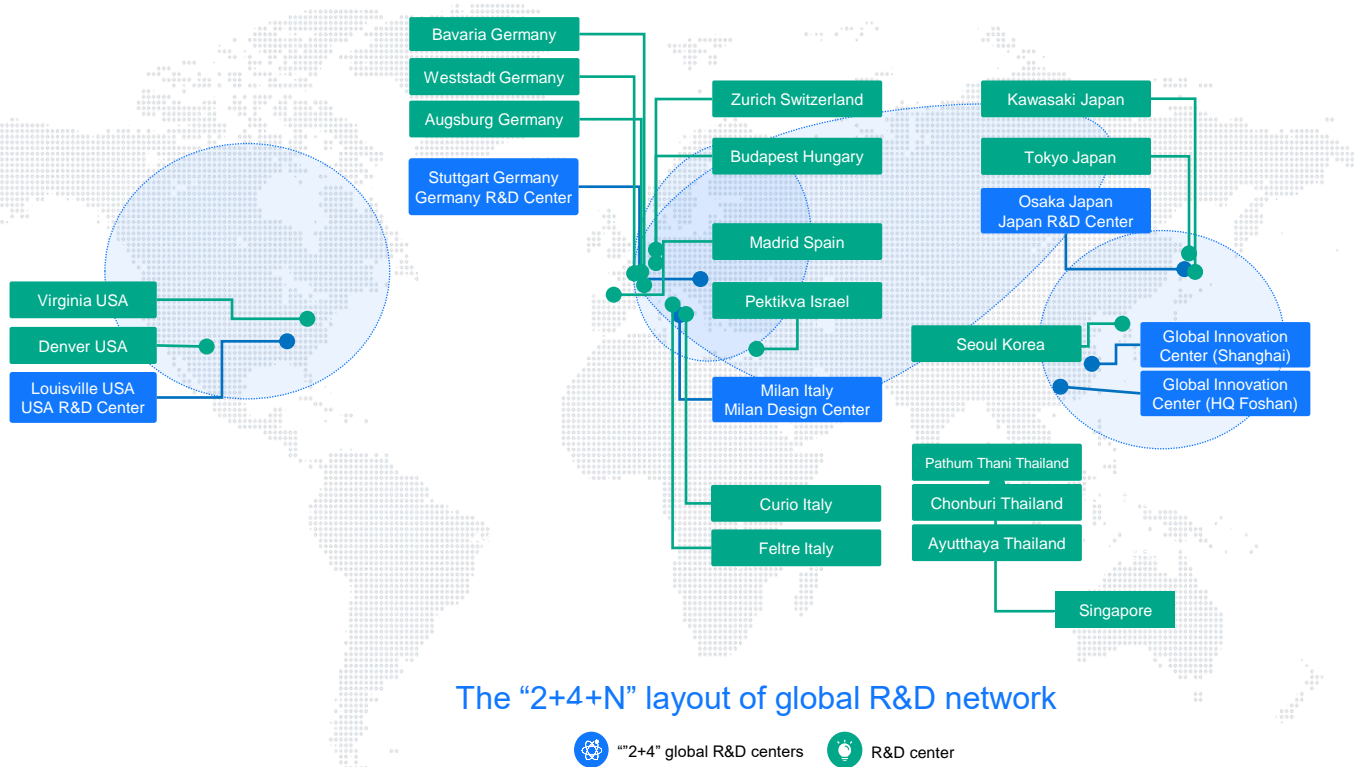
Innovating products and services
Opening ecology





Strategy Focus - Global Impact

Building “2+4+N” globalized R&D networks to exert Midea R&D scale advantage.



The “2+4+N” layout of global R&D network



“2+4+N” global R&D centers



R&D center

38 R&D Centers

1	China	16
2	Germany	4
3	USA	3
4	Italy	3
5	Japan	3
6	Thailand	3
7	Spain	1
8	Israel	1
9	Hungary	1
10	Switzerland	1
11	Korea	1
12	Singapore	1
	Total	38



Strategy Focus - Global Impact

Complementary domestic and international production capacity, global industrial supply chain optimization.



The layout of global production

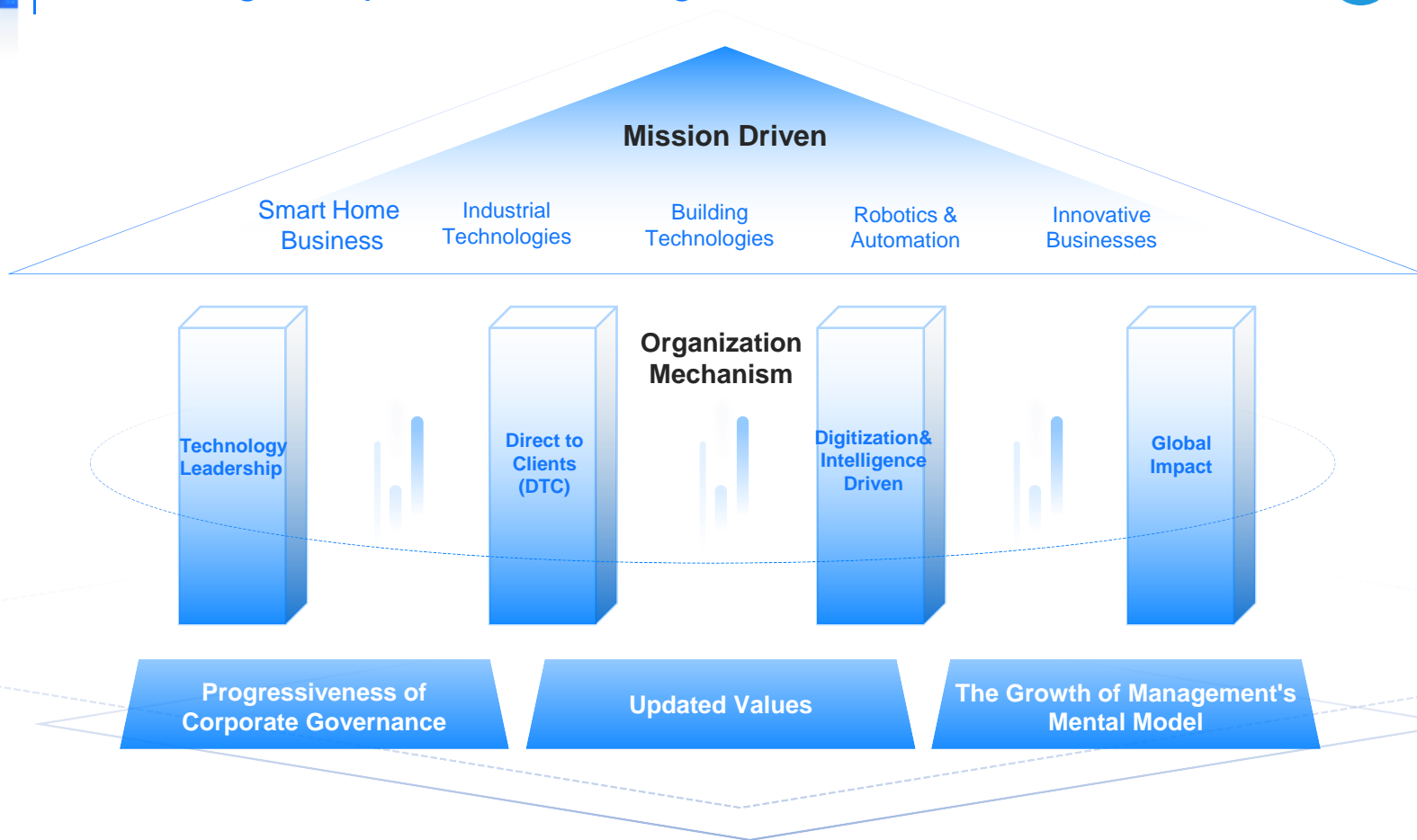


65 Production Centers

1	China	22
2	Japan	2
3	Thailand	5
4	India	1
5	Indonesia	3
6	Vietnam	2
7	Egypt	3
8	Austria	1
9	Belarus	2
10	Poland	1
11	Germany	2
12	Czech Republic	2
13	Portugal	1
14	Sweden	1
15	Serbia	1
16	Turkey	1
17	Spain	2
18	Hungary	2
19	Italy	4
20	Argentina	1
21	Brazil	3
22	Mexico	2
23	USA	1
Total		65



Sustaining Competitive Advantage





Aided pages

The following are aided pages. You can choose to use according to your needs.

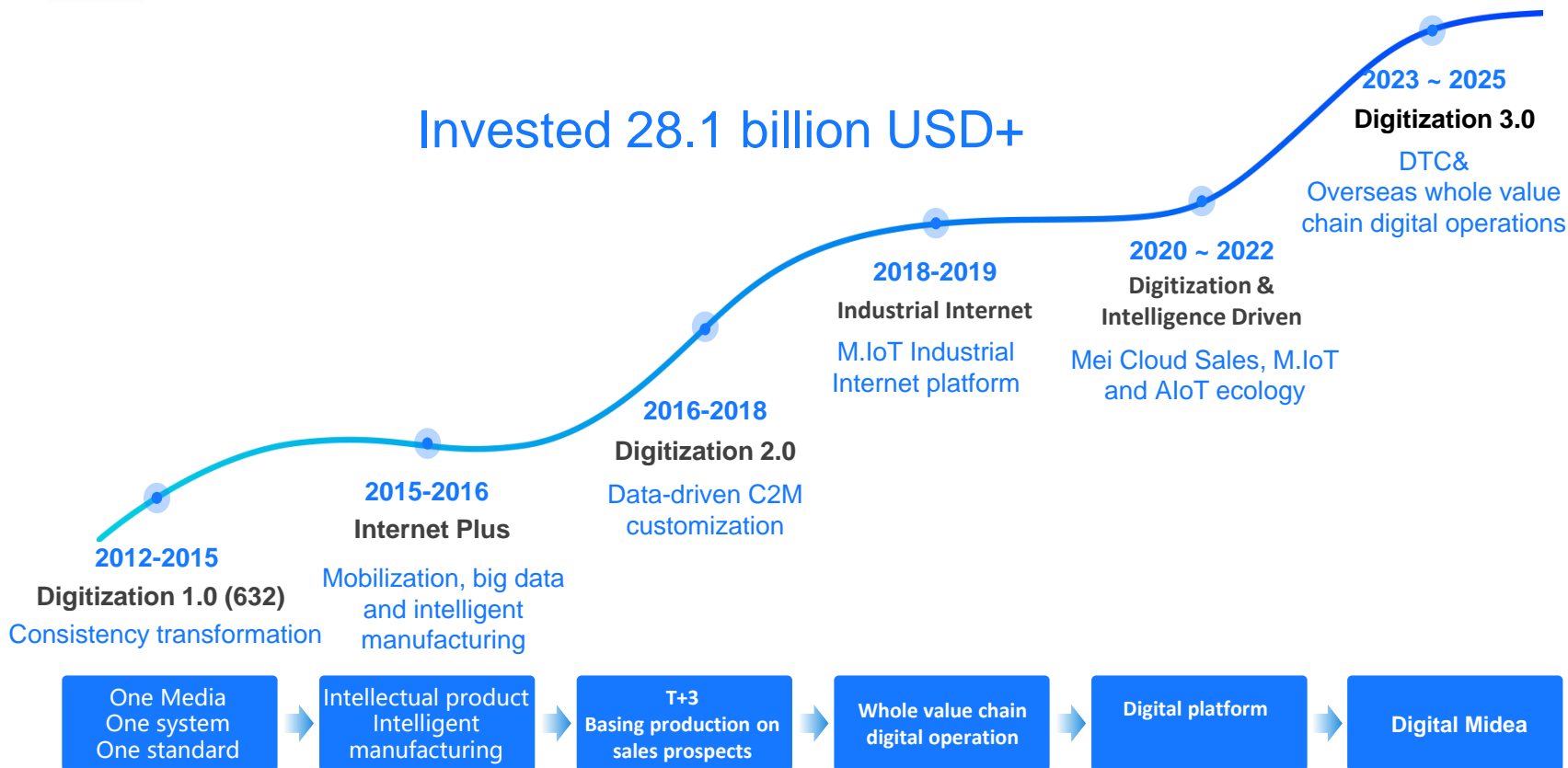




The Digital Transformation Proces of Midea



Invested 28.1 billion USD+



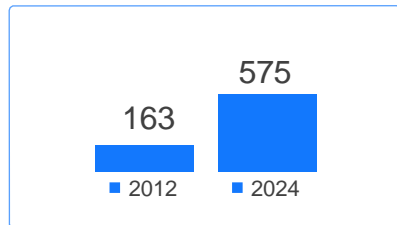


Phased achievements of digital transformation of Midea (2012 vs 2024)

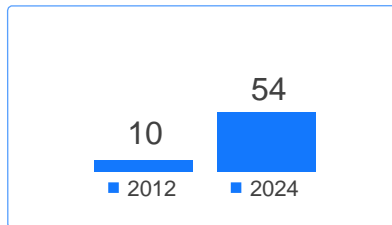


**Revenue steadily improved, and operating efficiency,
self-owned capital and asset status significantly improved**

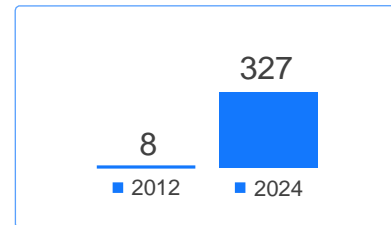
Total revenue (100 million USD)  **+253%**



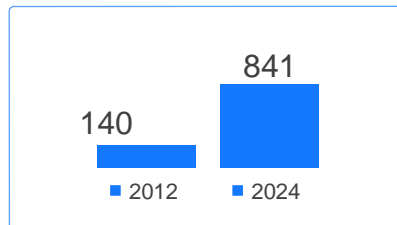
Net profit (100 million USD)  **+463%**



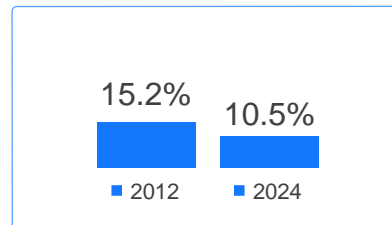
Owned capital (100 million USD)  **+3929%**



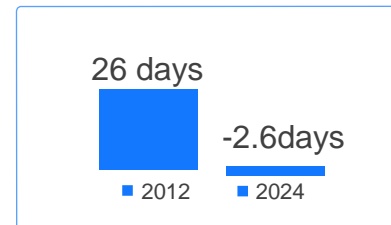
Total assets (100 million USD)  **+503%**



Inventory proportion  **-4.7%**



Working Capital Turnover Days  **-28.6days**





Digital Midea

Business Digitalization

DTC Digital Platform, 100%
Digital Operation in Whole
Value Chain

Data Business

Driving Business with User
Perspective
Reaching High-tech Industry
Standards

Technology Leadership

Building Core Technology
Barriers
Maintaining Industry
Leadership

AIoTT

First Choice in Global Smart
Home Industry

Digital Innovation

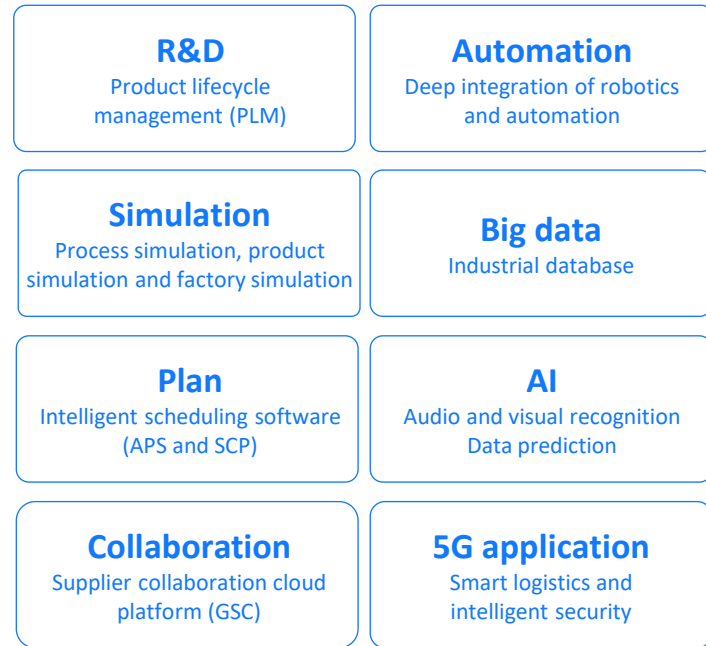
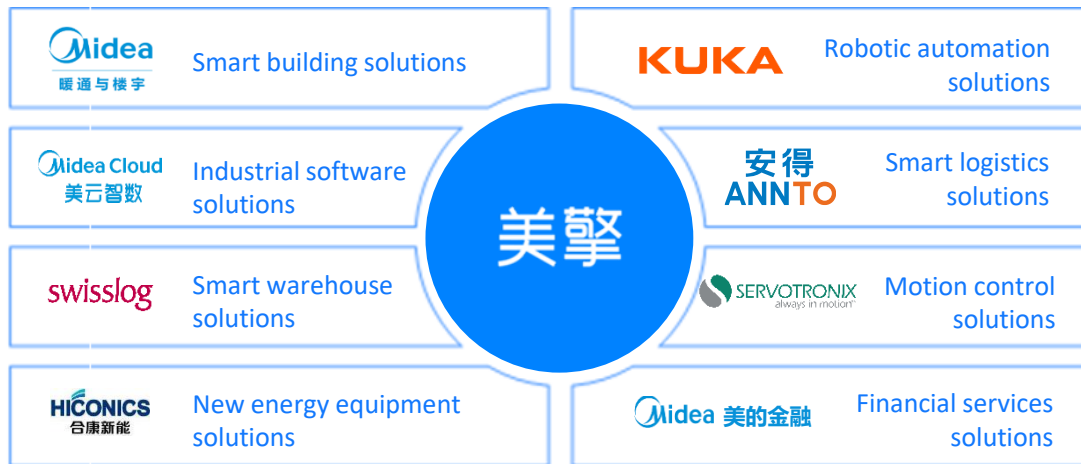
Integrating Digital
Technology into Business
Development to Innovate
Business Model



Capacity building of Meiqing Industry Internet of Midea Group

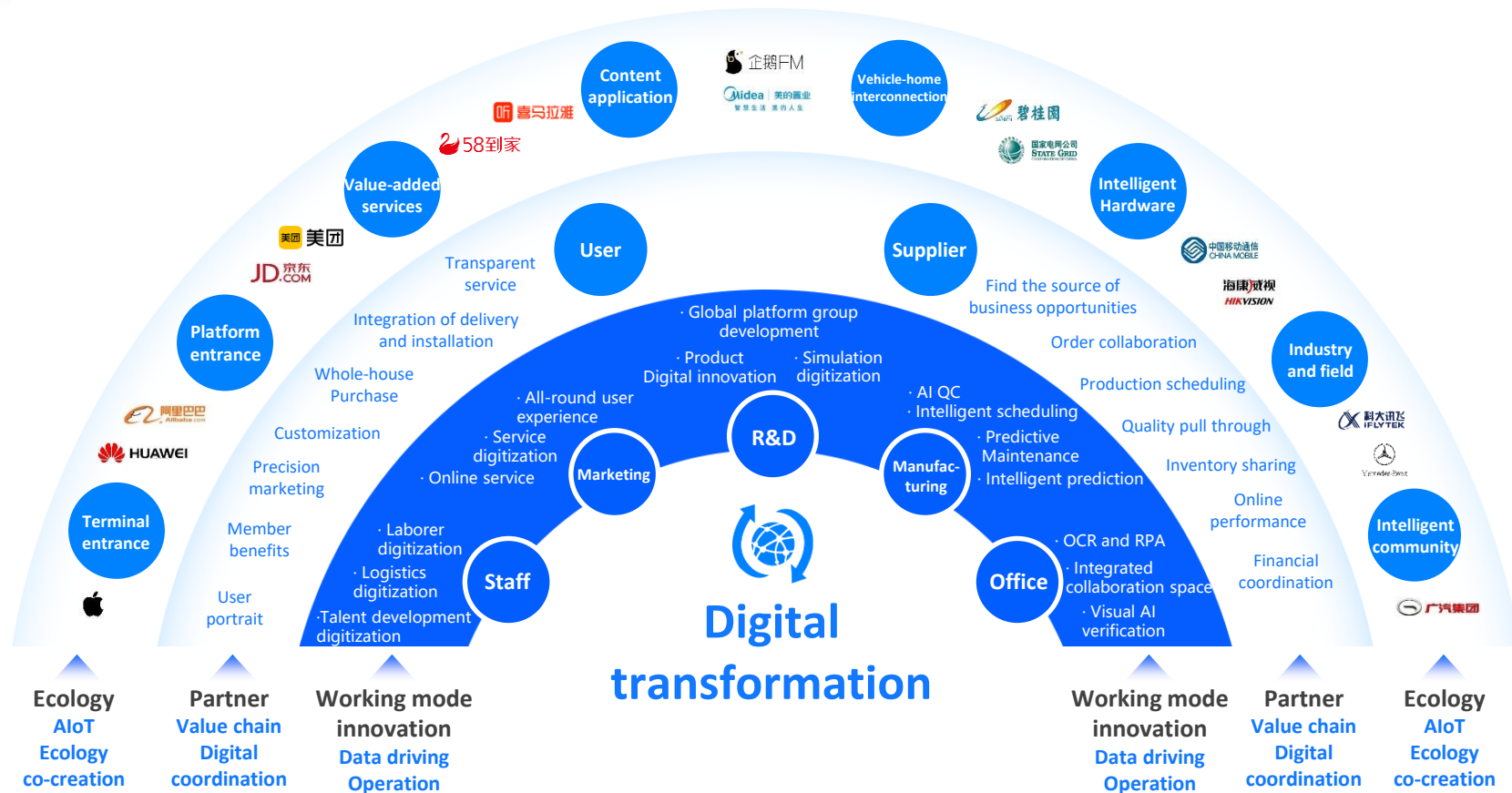


Comprehensive independent R&D of industrial software for external output, enabling enterprises





Digital Transformation of Midea Group promoting business model innovation





Green Strategy



Vision

Build a green global supply chain,
provide green products and services, and build a green homeland.

Mission

Promote "3060" strategy to achieve carbon peak by 2030 and carbon neutrality by 2060

Six Pillar

Green Design

1. Green technology
2. Green products
3. Green standard

Green Procurement

1. Fulfil social responsibility
2. Purchase green material
3. Green supply integration
4. Global green procurement

Green Manufacturing

1. Land integration
2. Harmless raw material
3. Clean production environment material
4. Waste recycling
5. Energy low carbonization

Green Logistics

1. Green energy utilization
2. Intelligent logistics
3. Green packaging
4. Green cooperation

Green Recycling

1. Reliable replacement
2. Convenient recycling channel
3. Green disassembly and scrap traceable

Green Service

1. Smart Building solution
2. Energy integration solution

System

Energy saving; Water saving; Material saving; Land saving; LC; Environmental protection; New energy; Recycling; Ecology; Health; Security; Sustainable

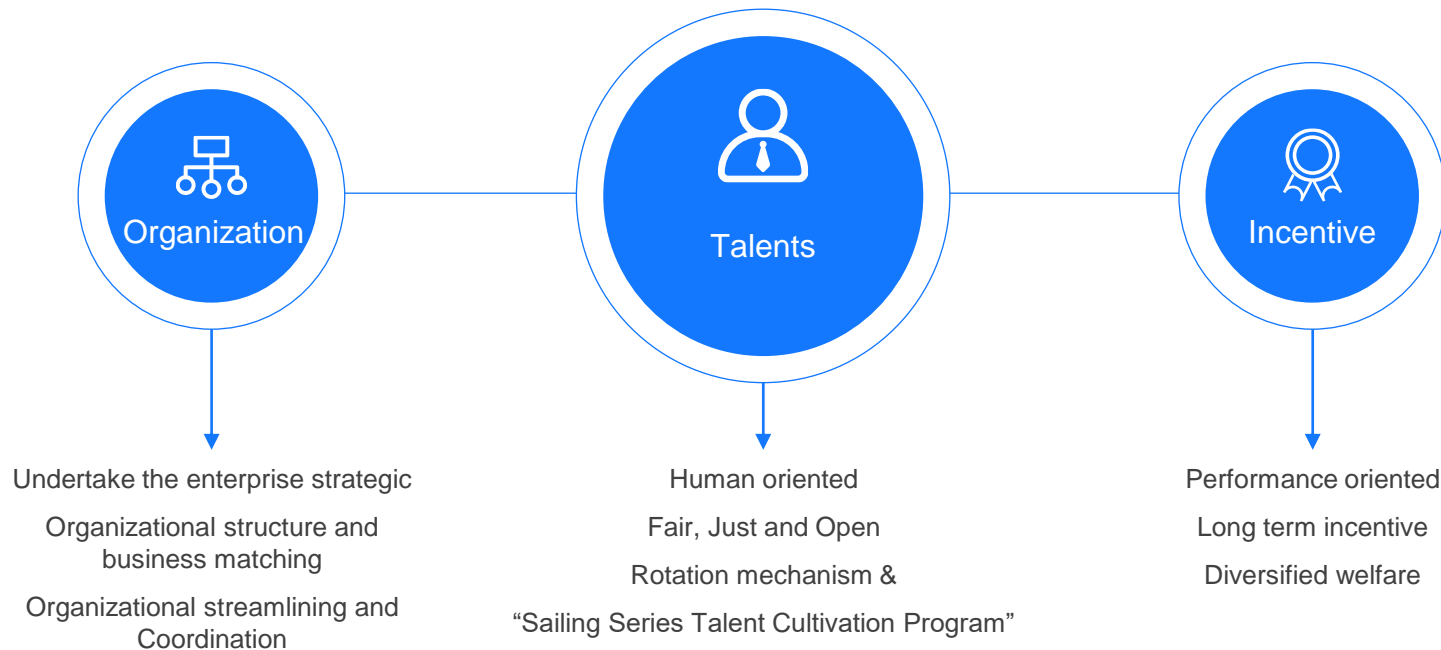
Foundation

Construct enterprise green technology standard system and operation management



Organizational Talent Concept

Center on employee experience, promote employee efficiency and enhance organizational culture inclusiveness.





Management Handover

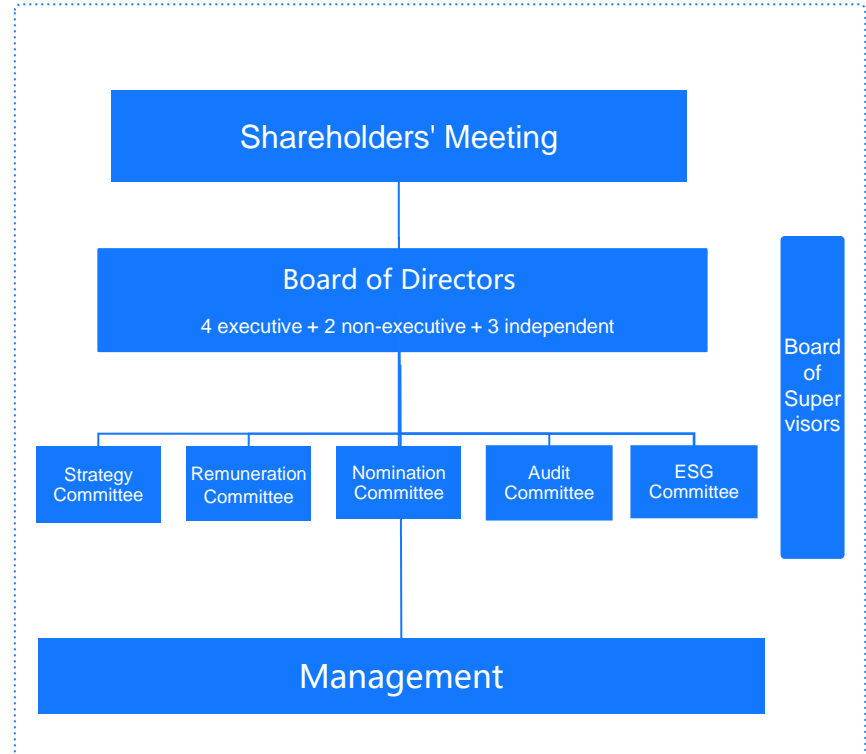
A professional management system based on modern enterprise system



In 2012, professional manager team came on board



Corporate Governance Structure





Corporate Governance

Optimize the right distribution of enterprise stakeholders and build a modern enterprise governance mechanism.



Diversified ownership structure

Reasonable and suitable ownership structure;
The company's interests are the first priority

Manager team

Professional manager management based
on modern enterprise system

Highly authorized management mechanism

High authorization, high performance and high return
Decentralization vitalizes the organization



Entrepreneurship

“ The determination to change ”

Decision-making Mechanism of Board of Directors / Executive Committee

Build an open, transparent collective
deliberation and decision-making mechanism

Incentive mechanism

Performance-oriented and long-term incentives to
ensure the interests of shareholders and executives
are consistent

Open employment mechanism

Human-oriented, incentivize talents by mechanism
and safeguard talents by systems



Organization Structure

Establish a user-centered organization horizontally and vertically



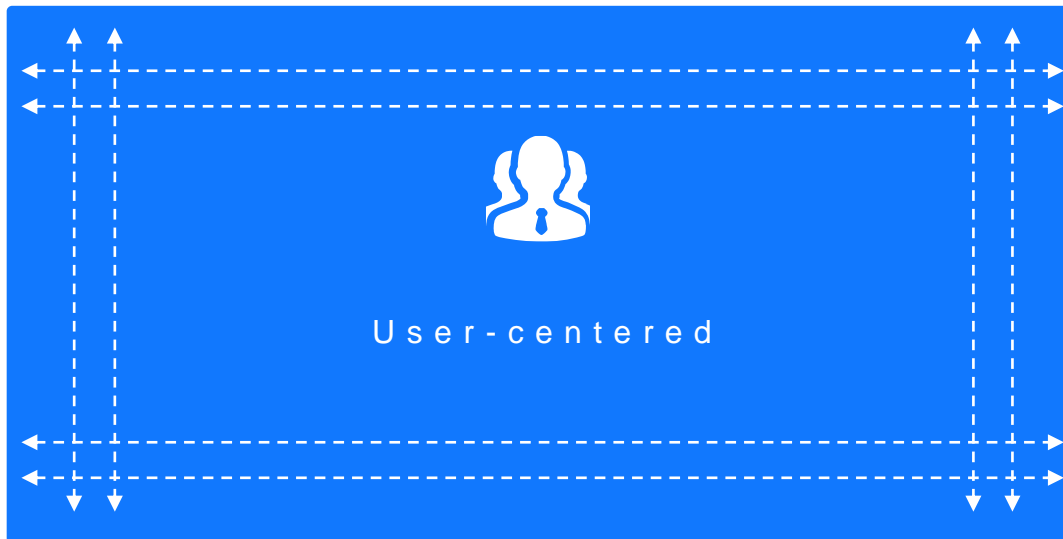
Midea Group

Business Unit

It mainly builds core capabilities and carries out technological innovation around users and products, undertakes specific operations of corresponding product lines or user groups, and achieves sustainable development and profit maximization of the enterprise.

Collaboration Platform

It mainly serves business units, cultivates and builds future-oriented professional abilities.



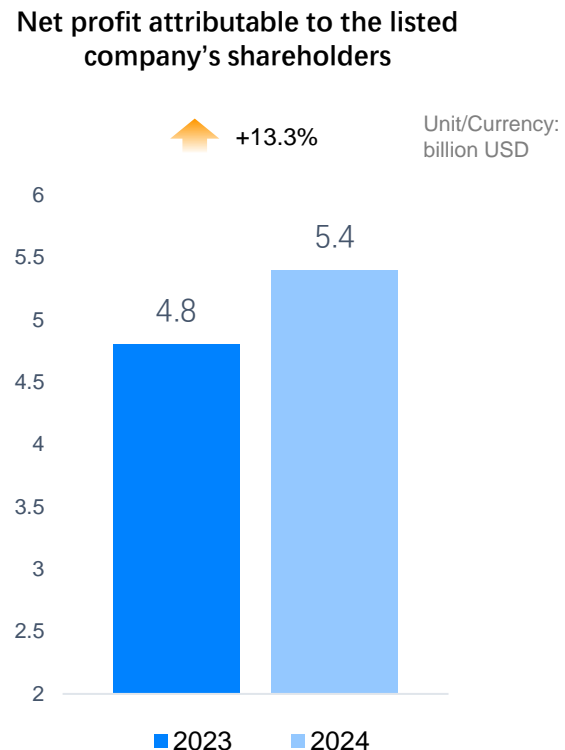
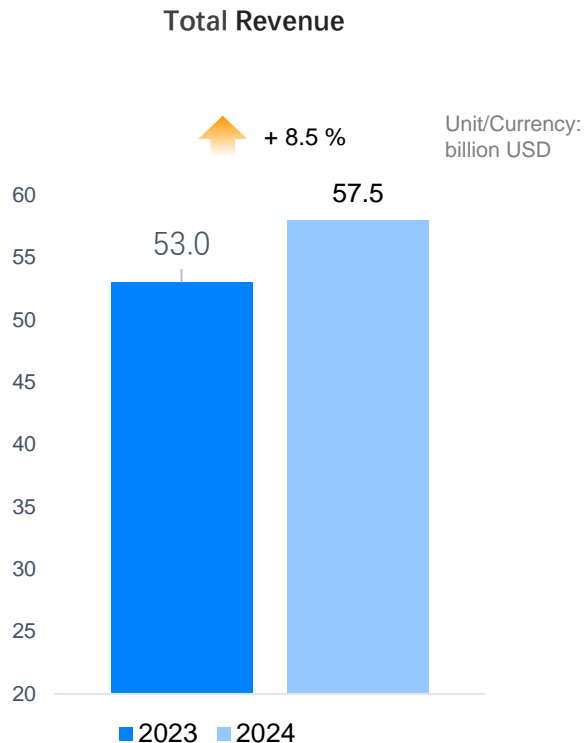
Functional Department

Positioned as the management subject of each professional field, it is responsible for the formulation, improvement and implementation consistency of the processes, systems and rules of corresponding professional field. Meanwhile, it is responsible for the capacity building, risk control, collaborative work promotion and staff professional competence improvement in the field.



Business Indicators

Net profit attributable to the listed company's shareholders



NOTE: Due to annual fluctuations in USD exchange rates, the year-on-year growth rate in USD may differ from that in RMB.



Return to Shareholders

Consistently high dividend returns to shareholders



38 B	4.92	69.3%	19 B	>50%	4 B
Total dividend Payments (2024)	Cash dividend per 10 shares (2024)	Dividend payout ratio	Cumulative divided payments since Group listing	Divided payout ratio each year since Group listing	Cumulative share repurchase since Group listing

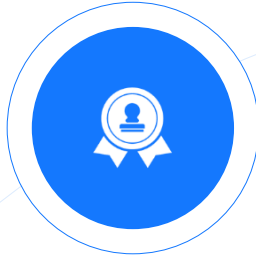
Total Dividend Payments Since Group Listing





Incentive Schemes

Long-term incentives to ensure consistent shareholder and management interests



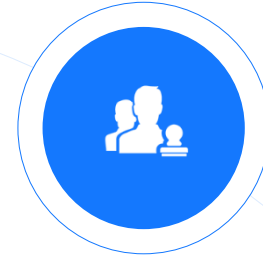
Stock Option Incentive Scheme

- Eight terms of Stock Option Incentive Schemes for about 12500 employees
- Mainly management in R&D and manufacturing



Restricted Share Incentive Scheme

- Five terms of Restricted Share Incentive Schemes for around 1800 employees
- Mainly senior management in the business units



Partner Scheme

- Eight terms of Global Partner Schemes
- Five terms of Business Partner Schemes
- For core management personnel
- From “professional manager” to “business partner”

Combination of motivations and restraints: three levels of appraisal (corporate, departmental and individual) with “red lines”

Thanks

