This summary aims to give you an overview of the information contained in this document and is qualified in its entirety by, and should be read in conjunction with, the more detailed information appearing elsewhere in this document. As this is a summary, it does not contain all the information that may be important to you and we urge you to read the entire document carefully before making your [**REDACTED**] *decision.*

There are risks associated with any [**REDACTED**]. *Some of the particular risks in* [**REDACTED**] *in the* [**REDACTED**] *are set out in the section headed "Risk Factors" in this document. You should read that section carefully before you decide to* [**REDACTED**] *in the* [**REDACTED**].

WHO WE ARE

We are a global leader in intelligent robot vacuums. In 2024, Roborock ranked as the No. 1-selling robot vacuum brand worldwide, both in terms of GMV and sales volume, according to CIC. In the global robot vacuum market, we captured a market share of 23.4% by GMV in 2024, according to the same source. During the Track Record Period, we generated around 90% of our revenue from sales of robot vacuums. We constantly expand into new product categories, bringing to market other intelligent home cleaning products, such as wet dry vacuums and washer-dryers. We are more than a manufacturer, but a lifestyle innovator, committed to elevating every corner of daily life with technology.

We began our journey in 2014, setting out to delight consumers with products and solutions that excel in their technology and functionality. At that time, most robot vacuums on the market employ basic navigations, such as random collision and inertial navigation. We introduced our PreciSense LiDAR Navigation System in 2016, being the first in our industry to mass-produce LDS laser navigation, which combines real-time mapping, precise localization, and visualized mapping display via mobile app, according to CIC.

Over the decade, we have been committed to bold innovation, continually pushing the boundaries of what technologies can offer. We innovated several industry-first technologies, according to CIC, including: (i) Reactive AI Obstacle Avoidance System, the industry-first twin-camera obstacle avoidance technology; (ii) StarSight Autonomous System, the industry-first dual-transmitter solid-state LiDAR with 3D ToF technology; and (iii) AdaptiLift Chassis, the industry-first liftable chassis system with independently adjustable three-wheel control. In January 2025, we launched robot vacuums with our OmniGrip Mechanical Arm, a foldable five-axis mechanical arm. We are the first in the robot vacuum industry to mass-produce this technology, according to the same source. Centered around consumer needs, we are transforming robotic cleaners into home helpers, assistants, and companions.

Today, we have established ourselves as a global brand. As of September 30, 2025, our products were available for sale on 15 Roborock web stores and 96 self-operated stores on major e-commerce platforms worldwide. The total number of our distributors across the globe was also nearly doubled from 2022 to 2024. As of September 30, 2025, our products had found their way into households across more than 170 countries and regions. Our global sales volume of robot vacuums increased from approximately 2,246,000 units in 2022 to approximately 3,449,000 units in 2024, representing a CAGR of 23.9%. From 2016 to 2024, our global sales volume of robot vacuums was approximately 20 million units.

The table below sets forth our key operating and financial highlights.

Market Leadership

Global No.1 Robot vacuum brand in terms of GMV and sales volume in 2024	**Global No. 1** Market share of 23.4% by GMV in 2024	**Global No.1** Sales volume of ~3.5 million units in 2024

Financial Highlights

34.2% Revenue CAGR for 2022-2024	**8.2%** R&D expenses as % of revenue in 2024	**~50%** Overseas revenue contribution in 2022-2024

Consumer Reach

~20M Global sales volume of robot vacuums (1)	**170+** Countries and regions (1)	**134** Distributors, nearly doubled from 2022 to 2024 (2)

Notes:

(1) From 2016 to 2024.

(2) We had a total of 68, 79 and 134 distributors worldwide as of December 31, 2022, 2023 and 2024, respectively.

MARKET OPPORTUNITIES

Intelligent home cleaning products represent the latest evolution in the home cleaning industry, integrating automation, intelligent control, and sensor-based technologies. The market for intelligent home cleaning products has been witnessing a fast growth. Globally, the market size of intelligent home cleaning products increased from US$6.0 billion in 2020 to US$15.1 billion in 2024, representing a CAGR of 25.8%, and is expected to increase to US$41.4 billion in 2029, representing a CAGR of 22.4% from 2024 to 2029, according to CIC. A shift in consumer preference toward smarter home cleaning solutions has driven the growing market share of intelligent home cleaning products, which increased from 5.7% in 2020 to 12.3% in 2024, and is expected to reach 25.5% by 2029, according to the same source.

Among the major categories of intelligent home cleaning products, robot vacuums stand out as the largest subsegment with strong growth potential. The size of the global robot vacuum market in terms of GMV is expected to reach US$25.2 billion by 2029, representing a CAGR of 22.0% from 2024 to 2029, higher than the CAGR of 5.8% for global home cleaning products market, according to CIC.

COMPETITIVE LANDSCAPE

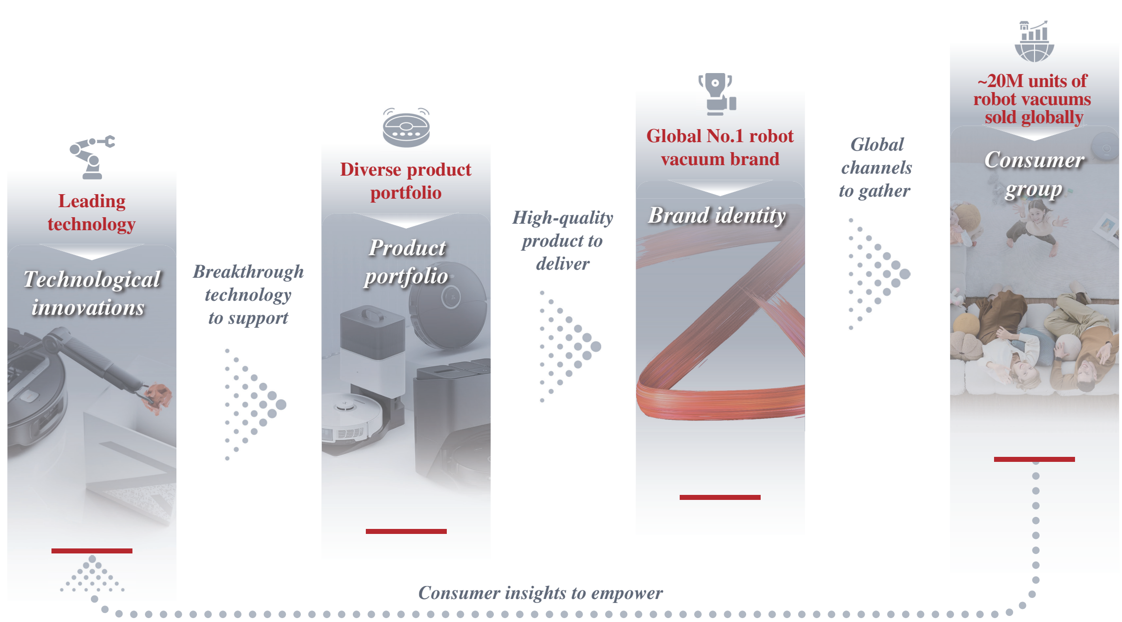
We compete in highly competitive markets characterized by brand recognition, perceived product quality, price, performance, product features and enhancements, frequent introduction of new products, and rapid adoption of technological and product advancements.

In 2024, the top five brands, in aggregate, accounted for 73.1% and 61.5% of the market share, in terms of GMV and sales volume, respectively, according to CIC. In 2024, our robot vacuums captured a market share of 23.4% by GMV and 16.7% by sales volume, ranking first globally in the robot vacuum industry on both metrics, according to the same source. As the global robot vacuum market is relatively concentrated, consumer mindset and loyalty are therefore essential. We expect to continue leveraging our strong brand awareness—anchored in high-quality, innovative products—to sustain and extend our market leadership.

Geographically, Chinese mainland, the United States, Japan, South Korea and Germany were the five largest markets of robot vacuums, which collectively accounted for approximately 65% of the global market share in terms of GMV in 2024, according to CIC. Looking into the future, the market size of the other countries and regions as measured by GMV is expected to grow at 25.3% from 2024 to 2029, a faster pace than the global average, according to the same source. In 2024, we ranked among the top three robot vacuum brands in each of these world's five largest markets. Built on our proven success in these markets, we expect to further expand our global footprint and capture the massive growth opportunities in other geographies.

OUR BUSINESS MODEL

In 2024, we captured a market share of 23.4% by GMV and 16.7% by sales volume, ranking first globally in the robot vacuum industry on both metrics, according to CIC. Our industry leadership is supported by our consumer-centric, vertically-integrated business model across the full value chain.



As the global No. 1-selling robot vacuum brand operated in a fast-growing industry, we prioritize identifying evolving consumer needs and continuously analyze their feedback to address their pain points. Our R&D efforts harmonize breakthrough technologies and iterative refinement, and deliver meaningful product improvements that enhance customers' daily life. This dual-focus R&D approach significantly boosts our ability to solve unforeseen problems and improves our existing products and solutions. It also allows us to introduce products with trustworthy value that appeal to our consumers, while advancing industry standards through innovations. As of the date of this document, a total of 23 and 42 models of our robot vacuums are available for sale in Chinese mainland and overseas markets, respectively, with many of them among the top-performing household products worldwide.

An efficient integrated manufacturing and supply chain is an integral part of our business model. While partnering with trusted electronics manufacturing service providers, we strategically pivot to strengthen our in-house production capability. In April 2023, our ISO9001-certified facility in Huizhou, China was put into operation. This reflects our intensive focus on quality control and our proactive initiative to manage any potential supply-side fluctuation.

We advertise our products through locally tailored marketing campaigns, while maintaining a consistent brand identity and seamless shopping experience across all touchpoints. To meet customers wherever they shop, we employ an omni-channel strategy, combining various direct-to-consumer ("**DTC**") channels and a strong network of online and offline distributors. As of September 30, 2025, our products were available for sale on 15 Roborock web stores and 96 self-operated stores on major e-commerce platforms worldwide, including Amazon, Tmall, and Douyin. As of September 30, 2025, we had a total of 178 distributors worldwide. We collaborate with mainstream marketplaces such as Amazon, Tmall, and JD.com that attract the majority of online shopping traffic. In parallel, we partner with renowned retail chains to expand consumer reach and enhance brand visibility through their extensive online and offline channels. The user base of our products spans over 170 countries and regions.

Leveraging our proven business model, we believe that we are well-positioned to embrace evolving consumer preferences and emerging trends, capture significant growth opportunities, and solidify our business success by simplifying everyday life through peerless innovations and engineering.

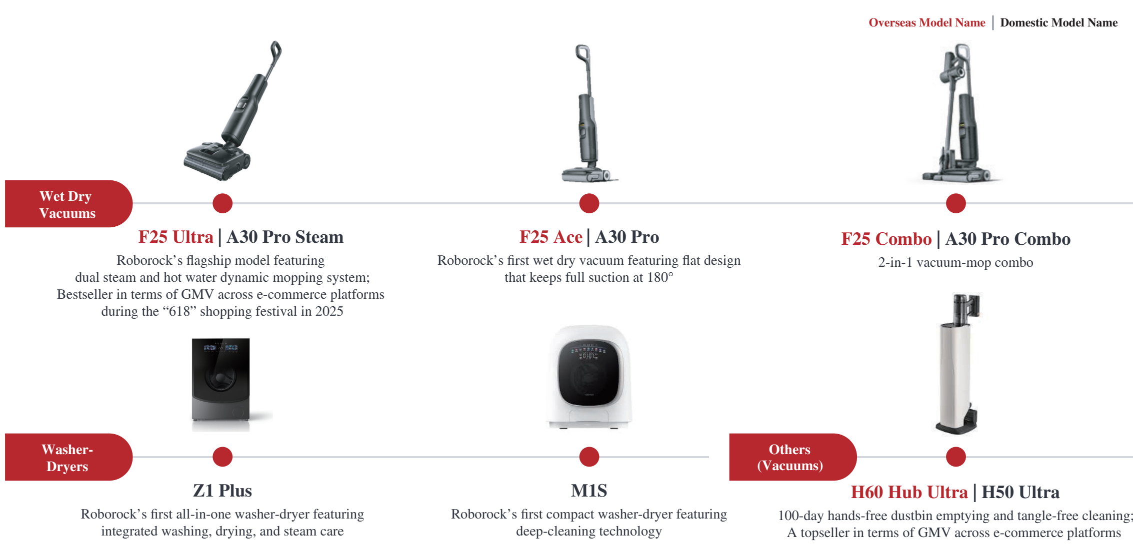
OUR PRODUCT PORTFOLIO

We have two major product lines—robot vacuums and other intelligent home cleaning products, including wet dry vacuums and washer-dryers. Our differentiated product portfolio spans multiple price points and functionalities, targets varieties of consumer segments, and addresses diverse cleaning scenarios for consumers worldwide.

Our innovative products don't just clean. We integrate intelligence, design, and performance into tools that free up time, create comfort, and set new standards for home technology. The following diagrams illustrate our select innovative product offerings:

Robot Vacuums

Other Intelligent Home Cleaning Products



Source: CIC

FINANCIAL PERFORMANCE

We have achieved significant financial growth, driven by our sustained leadership in robot vacuums, strategic diversification into new product categories, and strong momentum in global expansion.

Our revenue increased by 30.7% from RMB6,610.7 million in 2022 to RMB8,639.5 million in 2023, and further increased by 38.0% to RMB11,918.5 million in 2024. In addition, our revenue increased by 72.3% from RMB6,996.2 million for the nine months ended September 30, 2024 to RMB12,055.1 million for the same period of 2025.

During the Track Record Period, we generated around 90% of our revenue from sales of robot vacuums. Our revenue from sales of robot vacuums and related accessories increased by 27.4% from RMB6,346.1 million in 2022 to RMB8,085.4 million in 2023, and further increased by 34.2% to RMB10,848.3 million in 2024. In addition, our revenue from sales of robot vacuums and related accessories increased by 51.4% from RMB6,516.5 million for the nine months ended September 30, 2024 to RMB9,864.8 million for the same period of 2025.

We also achieved notable success in expanding our product portfolio beyond robot vacuums. Our revenue from sales of other intelligent home cleaning products, including wet dry vacuums and washer-dryers, increased significantly from RMB264.6 million in 2022 to RMB554.1 million in 2023, and further increased to RMB1,070.1 million in 2024, representing a CAGR of 101.1% from 2022 to 2024. In addition, our revenue from sales of other intelligent cleaning products increased significantly from RMB479.7 million for the nine months ended September 30, 2024 to RMB2,190.3 million for the same period of 2025.

Geographically, overseas markets contributed to 52.7%, 48.9%, 53.6%, 54.0% and 54.3% of our total revenue in 2022, 2023, 2024 and the nine months ended September 30, 2024 and 2025, respectively.* Our overseas revenue increased by 21.4% from RMB3,482.7 million in 2022 to RMB4,228.7 million in 2023, and further increased by 51.1% to RMB6,387.8 million in 2024. In addition, our overseas revenue increased by 73.2% from RMB3,779.3 million for the nine months ended September 30, 2024 to RMB6,545.5 million for the same period of 2025.

Our profit for the year was RMB1,183.5 million, RMB2,051.2 million and RMB1,976.5 million in 2022, 2023 and 2024, respectively. Our profit for the period was RMB1,472.2 million and RMB1,037.7 million in the nine months ended September 30, 2024 and 2025, respectively.

OUR COMPETITIVE STRENGTHS

We believe that the following strengths set us apart from our competitors:

- Global No. 1 robot vacuum brand with leading market share in a fast-growing industry;

* The overseas revenue is determined based on the place of incorporation of the distributor in the case of our sales to distributors, or the location of the e-commerce platform through which the transaction was conducted in the case of our DTC sales. End users in overseas markets contributed 73.8%, 71.0%, 70.7% and 66.7% of the total number of activated Roborock App-connected robot vacuums in 2022, 2023, 2024 and the nine months ended September 30, 2025, respectively.

- Leader in technological innovations built on multiple industry-first technologies;
- Proficient product development capability oriented towards optimal user experience;
- Global footprint anchored by trustworthy products;
- Efficient operation enabled by an integrated value chain; and
- Seasoned and visionary management supported by talent pool.

OUR STRATEGIES

We intend to grow our business by implementing the following strategies:

- Strengthen our brand with continuous R&D and technological innovation;
- Relentless product iteration centered around consumer needs;
- Accelerate global reach and global expansion; and
- Expand product offerings in new categories.

OUR CUSTOMERS

Our customers primarily consist of our distributors and end-user consumers who purchase our products directly from us. In 2022, 2023, 2024 and the nine months ended September 30, 2025, we generated revenue of RMB3,074.9 million, RMB3,578.0 million, RMB4,329.9 million and RMB3,669.9 million from our five largest customers in each year/period, respectively, representing 46.4%, 41.5%, 36.2% and 30.4% of our total revenue for the respective year/period.

OUR SUPPLIERS

Our suppliers primarily consist of EMS providers and suppliers of raw materials and components, including optical components, structural components and electronic components. In 2022, 2023, 2024 and the nine months ended September 30, 2025, our aggregate purchases from our five largest suppliers in each year/period amounted to RMB2,512.6 million, RMB2,847.9 million, RMB1,965.5 million and RMB2,526.7 million, respectively, representing 71.2%, 48.4%, 31.6% and 30.3% of our total purchases for the respective year/period.

We started to build our manufacturing facility in Huizhou, China in July 2022. Prior to that, we had primarily relied on EMS providers for the production of our products. In April 2023, our manufacturing facility in Huizhou commenced commercial production. Meanwhile, to strengthen our supply chain management, beginning in 2023, we directly sourced key raw materials and components, such as battery packs, for relevant EMS providers to use in manufacturing of our products. This approach expanded our supplier base, and as a result, the proportion of our total purchases from our five largest suppliers in each year/period, who were primarily EMS providers, reduced significantly.

SUMMARY OF HISTORICAL FINANCIAL INFORMATION

The summary financial data set forth below are derived from and should be read together with our financial statements in this document, including the related notes. Our consolidated financial information was prepared in accordance with IFRS Accounting Standards (the "**IFRS**").

Summary of Consolidated Statement of Profit or Loss

	For the Year Ended December 31,						For the Nine Months Ended September 30,			
	2022		2023		2024		2024		2025	
	RMB'000	%	*RMB'000*	%	*RMB'000*	%	*RMB'000* (unaudited)	%	*RMB'000*	%
Revenue	**6,610,736**	**100.0**	**8,639,481**	**100.0**	**11,918,473**	**100.0**	**6,996,188**	**100.0**	**12,055,129**	**100.0**
Cost of revenue	(3,441,120)	(52.1)	(3,964,280)	(45.9)	(5,916,839)	(49.6)	(3,217,490)	(46.0)	(6,784,309)	(56.3)
Gross profit	**3,169,616**	**47.9**	**4,675,201**	**54.1**	**6,001,634**	**50.4**	**3,778,698**	**54.0**	**5,270,820**	**43.7**
Other income and gains	187,306	2.8	280,122	3.2	400,013	3.4	200,271	2.9	363,854	3.0
Selling expenses	(1,227,850)	(18.6)	(1,712,828)	(19.8)	(2,967,201)	(24.9)	(1,563,516)	(22.3)	(3,180,447)	(26.4)
Administrative expenses	(174,619)	(2.6)	(285,586)	(3.3)	(425,549)	(3.6)	(293,322)	(4.2)	(367,457)	(3.0)
Research and development expenses	(488,612)	(7.4)	(619,026)	(7.2)	(971,439)	(8.2)	(640,188)	(9.2)	(1,027,913)	(8.5)
(Impairment losses)/reversal of impairment losses on financial assets, net	(3,619)	(0.1)	(21,756)	(0.3)	10,877	0.1	15,549	0.2	(143)	(0.0)
Other expenses and losses	(80,477)	(1.2)	(163,621)	(1.9)	(136,319)	(1.1)	(109,026)	(1.6)	(138,219)	(1.1)
Finance costs	(1,579)	(0.0)	(9,498)	(0.1)	(10,323)	(0.1)	(8,772)	(0.1)	(16,740)	(0.1)
Fair value (losses)/gains on financial instruments	(30,733)	(0.5)	177,083	2.0	195,784	1.6	117,510	1.7	110,608	0.9
Share of (losses)/profits of an associate	(228)	(0.0)	(308)	(0.0)	70	0.0	10	0.0	(8)	(0.0)
Profit before tax	**1,349,205**	**20.4**	**2,319,783**	**26.9**	**2,097,547**	**17.6**	**1,497,214**	**21.4**	**1,014,355**	**8.4**
Income tax (expenses)/credit	(165,738)	(2.5)	(268,578)	(3.1)	(121,003)	(1.0)	(25,014)	(0.4)	23,386	0.2
Profit for the year/ period	**1,183,467**	**17.9**	**2,051,205**	**23.7**	**1,976,544**	**16.6**	**1,472,200**	**21.0**	**1,037,741**	**8.6**
Attributable to:										
Owners of the parent	1,183,477	17.9	2,051,218	23.7	1,976,563	16.6	1,472,199	21.0	1,037,761	8.6
Non-controlling interests	(10)	(0.0)	(13)	(0.0)	(19)	(0.0)	1	0.0	(20)	(0.0)

Revenue

During the Track Record Period, we generated our revenue from (i) sales of robot vacuums and related accessories, and (ii) sales of other intelligent home cleaning products, including wet dry vacuums and washer-dryers.

Revenue by Product Category

The following table sets forth a breakdown of our total revenue by product category, both in absolute amounts and as percentages of our total revenue, for the periods indicated:

	For the Year Ended December 31,						For the Nine Months Ended September 30,			
	2022		2023		2024		2024		2025	
	RMB'000	*%*	*RMB'000*	*%*	*RMB'000*	*%*	*RMB'000* (*unaudited*)	*%*	*RMB'000*	*%*
Robot vacuums and related accessories	6,346,115	96.0	8,085,370	93.6	10,848,345	91.0	6,516,484	93.1	9,864,845	81.8
Other intelligent home cleaning products	264,621	4.0	554,111	6.4	1,070,128	9.0	479,704	6.9	2,190,284	18.2
Total revenue	**6,610,736**	**100.0**	**8,639,481**	**100.0**	**11,918,473**	**100.0**	**6,996,188**	**100.0**	**12,055,129**	**100.0**

Revenue by Geographic Location

The following table sets forth a breakdown of our total revenue by the geographic location of our customers, in absolute amounts and as a percentage of our total revenue, for the periods indicated:

	For the Year Ended December 31,						For the Nine Months Ended September 30,			
	2022		2023		2024		2024		2025	
	RMB'000	*%*	*RMB'000*	*%*	*RMB'000*	*%*	*RMB'000* (*unaudited*)	*%*	*RMB'000*	*%*
Chinese mainland	3,128,065	47.3	4,410,765	51.1	5,530,721	46.4	3,216,932	46.0	5,509,626	45.7
Overseas	3,482,671	52.7	4,228,716	48.9	6,387,752	53.6	3,779,256	54.0	6,545,503	54.3
Total revenue	**6,610,736**	**100.0**	**8,639,481**	**100.0**	**11,918,473**	**100.0**	**6,996,188**	**100.0**	**12,055,129**	**100.0**

Note: The geographic location of each of our customers refers to the place of incorporation of the distributor in the case of our sales to distributors, or the location of the e-commerce platform through which the transaction was conducted in the case of our DTC sales. Revenue from sales to distributors incorporated in Chinese mainland who subsequently resell our products in overseas markets is classified as revenue from customers located in Chinese mainland.

Gross Profit and Gross Profit Margin

Our gross profit represents our revenue less our cost of revenue, and our gross profit margin represents our gross profit as a percentage of our revenue. Our gross profit amounted to RMB3,169.6 million, RMB4,675.2 million, RMB6,001.6 million, RMB3,778.7 million and RMB5,270.8 million in 2022, 2023, 2024 and the nine months ended September 30, 2024 and 2025, respectively. Our gross profit margin was 47.9%, 54.1%, 50.4%, 54.0% and 43.7% in 2022, 2023, 2024 and the nine months ended September 30, 2024 and 2025, respectively.

Our gross profit margin increased from 47.9% in 2022 to 54.1% in 2023, primarily due to increased sales of robot vacuums with a relatively higher profit margin. Our gross profit margin decreased from 54.1% in 2023 to 50.4% in 2024, mainly as a result of increased tariff and freight costs associated with overseas sales of robot vacuums. Our gross profit margin decreased from 54.0% in the nine months ended September 30, 2024 to 43.7% in the same period of 2025, mainly due to increased sales contribution from mid-range and entry-level robot vacuums, which carry relatively lower profit margin, as part of our strategy to cover all major price segments.

Profit for the Year/Period

Our profit for the year increased from RMB1,183.5 million in 2022 to RMB2,051.2 million in 2023, primarily due to (i) our significant revenue growth, driving an RMB1,505.6 million increase in gross profit, and (ii) fair value gains on financial instruments of RMB177.1 million in 2023. Our profit for the year decreased from RMB2,051.2 million in 2023 to RMB1,976.5 million in 2024, primarily due to increases in our operating expenses, including an RMB1,254.4 million increase in selling expenses, an RMB140.0 million increase in administrative expenses, and an RMB352.4 million increase in research and development expenses, partially offset by an increase in gross profit of RMB1,326.4 million. Our profit for the period decreased from RMB1,472.2 million for the nine months ended September 30, 2024 to RMB1,037.7 million for the same period of 2025, primarily due to increases in our operating expenses, including an RMB1,616.9 million increase in selling expenses, an RMB74.1 million increase in administrative expenses, and an RMB387.7 million increase in research and development expenses, partially offset by an RMB1,492.1 million increase in gross profit. To scale our business operations and fuel our global expansion, we increased our investments in marketing activities, professional personnel, and research and development initiatives, leading to increases in operating expenses described above during the Track Record Period.

Summary of Consolidated Statements of Financial Position

	As of December 31,			As of September 30,
	2022	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Total current assets	7,285,612	8,896,868	11,752,453	14,779,207
Total non-current assets	3,547,443	5,479,774	5,732,277	4,512,100
Total assets	**10,833,055**	**14,376,642**	**17,484,730**	**19,291,307**
Total current liabilities	1,204,122	2,879,065	4,427,367	5,348,689
Total non-current liabilities	71,564	116,074	187,179	182,363
Total liabilities	1,275,686	2,995,139	4,614,546	5,531,052
Net assets	**9,557,369**	**11,381,503**	**12,870,184**	**13,760,255**
Share capital	93,692	131,477	184,723	259,107
Reserves	9,462,687	11,249,049	12,684,503	13,500,210
Non-controlling interests	990	977	958	938
Total equity	**9,557,369**	**11,381,503**	**12,870,184**	**13,760,255**

Net Current Assets

Our net current assets remained relatively stable at RMB6,081.5 million and RMB6,017.8 million as of December 31, 2022 and 2023, respectively. Our net current assets increased by 21.7% from RMB6,017.8 million as of December 31, 2023 to RMB7,325.1 million as of December 31, 2024, primarily attributable to (i) an RMB763.5 million increase in trade receivables, (ii) an RMB617.9 million increase in cash and cash equivalents, (iii) an RMB561.9 million increase in inventories, (iv) an RMB506.6 million increase in time deposits, and (v) an RMB439.4 million increase in prepayments, other receivables and other assets, partially offset by an RMB1,325.7 million increase in trade and bills payables. Our net current assets increased by 28.7% from RMB7,325.1 million as of December 31, 2024 to RMB9,430.5 million as of September 30, 2025, primarily attributable to (i) an RMB2,225.7 million increase in inventories, (ii) an RMB1,661.0 million increase in time deposits, and (iii) an RMB239.3 million increase in prepayments, other receivables and other assets, partially offset by (i) an RMB1,010.0 million increase in bank borrowings, (ii) an RMB441.5 million decrease in financial assets at fair value through profit or loss, and (iii) an RMB332.0 million decrease in trade receivables.

Net Assets

Our net assets increased from RMB9,557.4 million as of December 31, 2022 to RMB11,381.5 million as of December 31, 2023, as we recorded profit for the year of RMB2,051.2 million in 2023, which was partially offset by a dividend distribution of RMB239.8 million and our repurchase of shares of RMB102.7 million. Our net assets increased from RMB11,381.5 million as of December 31, 2023 to RMB12,870.2 million as of December 31, 2024, as we recorded profit for the year of RMB1,976.5 million in 2024, which was partially offset by a dividend distribution of RMB614.5 million. Our net assets increased from RMB12,870.2 million as of December 31, 2024 to RMB13,760.3 million as of September 30, 2025, as we recorded profit of RMB1,037.7 million for the nine months ended September 30, 2025, which was partially offset by a dividend distribution of RMB197.6 million.

Summary of Consolidated Statements of Cash Flows

	For the Year Ended December 31,			For the Nine Months Ended September 30,	
	2022	**2023**	**2024**	**2024**	**2025**
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000* (*unaudited*)	*RMB'000*
Net cash flows generated from/(used in) operating activities	1,120,468	2,185,931	1,733,868	1,059,785	(1,059,786)
Net cash flows (used in)/generated from investing activities	(504,938)	(2,348,213)	(351,999)	(684,867)	232,553
Net cash flows (used in)/generated from financing activities	(202,397)	198,974	(800,169)	(91,976)	474,867
Net increase in cash and cash equivalents	413,133	36,692	581,700	282,942	(352,366)
Cash and cash equivalents at the beginning of year/period	346,903	779,943	828,409	828,409	1,446,263
Effects of exchange rate changes on cash and cash equivalents	19,907	11,774	36,154	20,707	26,612
Cash and cash equivalents at the end of year/period	**779,943**	**828,409**	**1,446,263**	**1,132,058**	**1,120,509**

We generated net cash flows from operating activities of RMB1,120.5 million, RMB2,185.9 million, RMB1,733.9 million and RMB1,059.8 million in 2022, 2023, 2024 and the nine months ended September 30, 2024, respectively. We recorded net operating cash outflow of RMB1,059.8 million in the nine months ended September 30, 2025, primarily due to increased procurement of raw materials driven by rapid sales growth, as well as increased selling expenses and R&D expenses to support our market expansion. For details, see "Financial Information—Liquidity and Capital Resources—Cash Flows."

KEY FINANCIAL RATIOS

The table below sets forth our key financial ratios as of the dates/for the periods indicated:

	As of December 31,			As of September 30,
	2022	2023	2024	2025
Current ratio(1)	6.1	3.1	2.7	2.8
Quick ratio(2)	5.5	2.8	2.3	2.1

	For the Year Ended December 31,			For the Nine Months Ended September 30,	
	2022	2023	2024	2024	2025
				(unaudited)	
Gross profit margin(3)	47.9%	54.1%	50.4%	54.0%	43.7%
Net profit margin(4)	17.9%	23.7%	16.6%	21.0%	8.6%
Return on equity(5)	13.1%	19.6%	16.3%	12.4%	7.8%
Return on assets(6)	11.5%	16.3%	12.4%	9.5%	5.6%

Notes:

(1) Current ratio is calculated as total current assets divided by total current liabilities.

(2) Quick ratio is calculated as total current assets less inventories divided by total current liabilities.

(3) Gross profit margin represents gross profit as a percentage of total revenue.

(4) Net profit margin represents profit for the year/period as a percentage of total revenue.

(5) Return on equity is calculated as profit for the year/period divided by the average of the opening and closing balances of total equity and multiplied by 100%.

(6) Return on assets is calculated as profit for the year/period divided by the average of the opening and closing balances of total assets and multiplied by 100%.

Our current ratio decreased from 6.1 as of December 31, 2022 to 3.1 as of December 31, 2023, and further decreased to 2.7 as of December 31, 2024. Our quick ratio decreased from 5.5 as of December 31, 2022 to 2.8 as of December 31, 2023, and further decreased to 2.3 as of December 31, 2024. Our overseas market expansion significantly increased our operational scale, leading to larger procurement of raw materials and electronic manufacturing services, as well as an expanded operating team. As a result, our accounts payable and other operating liabilities increased, and we increased the use of short-term borrowings to fund our growth efficiently. These factors caused our current liabilities to increase at a faster pace than the increase in our current assets, resulting in decreases in current and quick ratios.

Our current ratio remained relatively stable at 2.7 as of December 31, 2024 and 2.8 as of September 30, 2025. Our quick ratio decreased from 2.3 as of December 31, 2024 to 2.1 as of September 30, 2025, as we increased the use of short-term borrowings in the third quarter of 2025 to support our strategic inventory increase ahead of peak demand during year-end shopping festivals, which caused our current liabilities to increase at a faster pace than the increase in our current asset.

SUMMARY OF MATERIAL RISK FACTORS

There are certain risks involved in our business and industry and the [**REDACTED**], many of which are beyond our control. The details are set out in the section headed "Risk Factors." You should read that section in its entirety carefully before you decide to [**REDACTED**] in our H Shares. Some of the major risks we face include:

- We participate in highly competitive markets and we may not be able to compete successfully.

- If we are unable to manage our growth or execute our strategies effectively, our business and prospects may be materially and adversely affected.

- Maintaining our brand image is critical to our success, and any failure to do so could severely damage our reputation and brands, which would have a material adverse effect on our business, financial condition and results of operations.

- If we fail to successfully introduce or upgrade products that adapt to evolving consumer needs and technological changes, our business may be adversely affected, and our investments in research and development may not yield the expected results.

- Our business currently depends significantly on our robot vacuums, and our sales growth and operating results would be adversely affected if we are unable to enhance and upgrade our current robot vacuums or develop new robot vacuums at competitive prices or in a timely manner.

- Our expansion into new product categories may expose us to new challenges and risks.

- If we fail to grow or retain our consumer base, or if consumer satisfaction declines, our business and operating results may be materially and adversely affected.

- We are subject to a variety of costs and risks due to our continued expansion internationally that could adversely affect our profitability and operating results.

- Our growth and profitability depend on economic conditions and the level of consumer spending in Chinese mainland and our other key markets.

- Our profit margins fluctuated during the Track Record Period, and our past performance may not be indicative of our profitability in the future.

INTERNATIONAL TRADE RESTRICTIONS AND TARIFFS

U.S. Tariffs

There have been significant changes and proposed changes in recent years to U.S. trade policies and tariffs affecting imports from China. A significant proportion of our robot vacuums are manufactured in China, and those exported to the United States were subject to the following additional tariffs.

Date Goods Loaded onto a Vessel at the Port of Loading and in Transit on the Final Mode of Transport	Date Goods Entered for Consumption or Withdrawn from Warehouse for Consumption into the U.S	*Ad Valorem* Tariff Rate
/	On or after June 15, 2024[(1)]	**25%** (Section 301 tariff)
/	On or after February 4, 2025[(2)]	**35%** (25% *plus* a 10% "fentanyl-related" tariff)
/	On or after March 4, 2025[(3)]	**45%** (25% *plus* a 20% "fentanyl-related" tariff)
Before April 5, 2025	On and after April 5, 2025, and before May 27, 2025	**45%**
On or after April 5, 2025,[(4)] through April 9, 2025	Prior to May 27, 2025	**55%** (45% *plus* a 10% "baseline" tariff)
On or after April 10, 2025[(5)]	/	**170%** (45% *plus* a 125% reciprocal tariff) or **55%** (45% *plus* a 10% reciprocal tariff)
/	On or after November 10, 2025[(6)]	**45%** (25% Section 301 tariff *plus* a 10% "fentanyl-related" tariff *plus* a 10% reciprocal tariff)

Notes:

(1) The exclusion to a 25% tariff imposed under Section 301 on certain robot vacuums imported to the United States expired on June 14, 2024. The extension is effective with respect to goods entered for consumption, or withdrawn from warehouse for consumption, on or after June 1, 2024, and before June 14, 2024.

(2) A 10% "fentanyl-related" tariff under IEEPA has been imposed on products of the PRC that are entered for consumption, or withdrawn from warehouse for consumption.

(3) On March 4, 2025, the rate of "fentanyl-related" tariff under IEEPA was increased from 10% to 20%.

(4) Starting April 5, 2025, a 10% "baseline" tariff under IEEPA has been imposed on imports from all countries by the United States. On April 8, 2025, U.S. Customs and Border Protection clarified that goods of any country that (i) were loaded onto a vessel at the port of loading and in transit on the final mode of transport prior to entry into the United States before April 5, 2025, and (ii) were entered for consumption, or withdrawn from warehouse for consumption, on or after April 5, 2025, and before May 27, 2025, are not subject to the additional 10% tariff.

(5) Starting April 10, 2025, the reciprocal tariff rate imposed under IEEPA for China has been raised to 125%. Goods loaded onto a vessel at the port of loading and in transit on the final mode of transit before April 9, 2025 will not be subject to the respective additional tariffs so long as they are entered before May 27, 2025. Pursuant to negotiations with China, the United States agreed to reduce such reciprocal tariff rate for China to 10% for 90 days, starting at May 14, 2025. On August 11, 2025, the suspension of these tariffs was further extended for another 90 days till November 10, 2025, as the two countries continue negotiations.

(6) On November 4, 2025, the U.S. President issued two executive orders which (i) reduced the 20% "fentanyl-related" tariffs under IEEPA for China down to 10%, effective November 10, 2025, and (ii) delayed the heightened reciprocal tariff until November 10, 2026, thereby maintaining the reciprocal tariff rate at 10% on imports from China during that period.

In 2024 and the nine months ended September 30, 2025, our tariff costs arising out of the applicable U.S. tariffs listed above amounted to a total of US$30.7 million and US$34.5 million, respectively, accounting for 3.7% and 3.6% of our total cost of revenue for these respective periods. If higher U.S. tariffs, in particular the currently suspended tariffs imposed under IEEPA, were to be imposed, these costs would likely rise significantly, and our revenue and profitability would be negatively affected.

In response to the increased tariffs, we have endeavored to, and will continue to, implement various measures to mitigate their negative impacts, including, but not limited to the following:

- proactively diversifying our manufacturing footprint overseas to optimize our supply chain resilience and cost efficiency;
- closely monitoring tariff changes and adjusting our inventory and shipment strategies accordingly, including pre-stocking finished goods to minimize disruptions; and
- maintaining pricing flexibility to remain competitive in case of any industry-wide cost increases due to tariff changes.

Our EMS provider in Vietnam has started to produce our products since the fourth quarter of 2024. On July 31, 2025, U.S. President Donald Trump signed an executive order imposing new reciprocal tariffs on imports from 69 countries and territories. The reciprocal tariff rate on goods imported from Vietnam was set at 20%, which is lower than tariffs currently applicable to imports from China. However, in the same executive order, a separate tariff rate of 40% will be imposed on goods that CPB determine has been transshipped to evade reciprocal duties and other fines as penalties may be imposed for improper transhipments. During the Track Record Period and up to the Latest Practicable Date, we had not implemented any material retail price adjustment or experienced any material reduction in the sales volume of affected products in the U.S. market due to changes in tariff policies. As of the date of this document, we have not received any indication from our U.S. customers that they may reduce their purchase volumes due to the imposition of the additional tariffs.

U.S. Outbound Investment Security Program

On January 2, 2025, a U.S. outbound investment security program (the "**OISP**"), implemented by the U.S. Department of the Treasury (the "**Treasury**") under a newly adopted rule (the "**Outbound Investment Rule**"), became effective. The OISP prohibits or requires notification of certain outbound investment transactions by "U.S. persons" involving "covered foreign persons" that are engaged in "covered activities" relating to certain sensitive technologies and products in the (i) semiconductors and microelectronics, (ii) quantum information technologies, and (iii) artificial intelligence ("**AI**") sectors. The OISP includes some exceptions, which, if applicable, exclude from its prohibitions and notification requirements certain transactions that would otherwise be either prohibited transactions or notifiable transactions if engaged in by a U.S. person. These exceptions include one applicable to certain U.S. person investments in publicly traded securities that are traded on a national stock exchange (such as the [**REDACTED**] of our H Shares on the Stock Exchange after the completion of the [**REDACTED**]).

We are engaged in the design, development and sales of robot vacuums and other intelligent home cleaning products (some of which may be considered "robotic systems" under the relevant provisions of the Outbound Investment Rule) and some of these products include AI-based systems. For details, see "Business—Robotics Engineering." However, our AI systems are not within the definition of either the prohibitions or the notification requirements under the Outbound Investment Rule. In particular, although our robot vacuums have AI systems integrated into them, those systems do not control the unit. Instead, these products are controlled through a combination of hardware and non-AI rule-based algorithms. For details of our analysis, see "Regulatory Overview—U.S. Laws and Regulations—U.S. Outbound Investment Security Program."

Accordingly, our legal adviser as to U.S. law advised us that even if our robot vacuums are considered robotic systems, purchasers in the [**REDACTED**] could reasonably take the position that we are not engaged in developing AI systems for the control of robotic systems and therefore U.S. persons purchasing H Shares in the [**REDACTED**] could reasonably take the position that such purchase is not a notifiable transaction under the OISP. However, as neither "robotic system" nor "control" is defined in the Outbound Investment Rule, the Treasury could reach a different conclusion. Our Directors further confirm that the Outbound Investment Rule has not had any material adverse impact on our operations, and we do not anticipate any such adverse impacts on the [**REDACTED**] or the [**REDACTED**]. However, the OISP is a relatively new regulatory regime, which is subject to changes and interpretations. On December 18, 2025, the U.S. Comprehensive Outbound Investment National Security Act of 2025 (the "**COINS Act**"), which will supersede the OISP, became law. The COINS Act is subject to a rulemaking process, which is required to be completed by March 2027, and there is substantial uncertainty regarding how the new law will be implemented. We will continue evaluating and monitoring developments with respect to these laws and regulations. [**REDACTED**], including those that are U.S. persons or are subsidiaries of U.S. persons, should consult their own legal counsel regarding the applicability of the Outbound Investment Rule, the COINS Act or similar laws and regulations to this [**REDACTED**] and any potential obligations and exceptions thereunder. For associated risks, see "Risk Factors—Risks Related to Doing Business in the Jurisdictions Where We Operate—U.S. outbound investment regulations and other foreign laws and regulations could have a negative impact on our ability to access capital in the future."

Other Trade Restrictions

In recent years, the U.S. government has implemented other measures, such as the expansion of export controls in respect of China, including controls on items manufactured outside the United States that are the direct product of certain controlled U.S.-origin technology or software, to specific destinations and end-users (such as certain companies on the export control Entity List), and the end-use restrictions on U.S.-origin semiconductor manufacturing and advanced computing items. The U.S. has also placed certain entities, including an increasing number of entities in China, on the Entity List under U.S. export control regulations, which imposes licensing requirements for exports, reexports, or transfers of items on lists of controlled items maintained by the U.S. government, which in most cases prevents these named entities from receiving essentially any item subject to U.S. export controls, including in some cases those produced wholly outside the United States that rely on U.S. technology for their production.

We do not rely on key components or materials that are broadly prohibited or subject to heightened trade restrictions under U.S. export control regimes. During the Track Record Period, integrated circuits used in our products were primarily sourced from manufacturers in China, and we only purchased an insignificant amount of U.S.-origin integrated circuits to be used in our products, which were generally not subject to export license requirements and could be substituted with domestically available alternatives.

RECENT DEVELOPMENTS

We continue our efforts to scale our manufacturing capacity overseas, which are expected to reduce our prospective exposure to additional tariffs or other trade barriers and mitigate the geopolitical risks associated with concentrating production solely in China. However, they may also increase costs and risks associated with establishing new manufacturing facilities or partnering with new EMS partners. In addition, we continued to invest in R&D and intensify our sales and marketing efforts to solidify our marketing leading position, global brand recognition, and grow our customer base. While supporting our business growth, these initiatives have increased, and may continue to increase our operating expenses. Considering factors described above, our profit for the year ending December 31, 2025 is expected to face downward pressure. See "Risk Factors—Risks Related to our Business and Industry—Our profit margins fluctuated during the Track Record Period, and our past performance may not be indicative of our profitability in the future."

No Material Adverse Change

After performing sufficient due diligence work which our Directors consider appropriate and after due and careful consideration, the Directors confirm that, up to the date of this document, there has been no material adverse change in our financial or trading position or prospects since September 30, 2025, being the latest date of our consolidated financial statements as set out in Appendix I to this document, and there is no event since September 30, 2025 that would materially affect the information as set out in the Accountants' Report included in Appendix I to this document.

OUR LISTING ON THE SSE STAR MARKET

Since February 2020, our A Shares have been listed on the SSE STAR Market. As of the Latest Practicable Date, our Directors confirmed that we had no instances of material non-compliance with the rules of the Shanghai Stock Exchange and other applicable securities laws and regulations of the PRC in any material respect and, to the best knowledge of our Directors having made all reasonable enquiries, there was no material matter that should be brought to the [**REDACTED**] attention in relation to our compliance record on the Shanghai Stock Exchange. Our PRC Legal Adviser is of the view that the confirmation of our Directors above with regard to our compliance record is accurate and reasonable.

[**REDACTED**]

All statistics in the following table are based on the assumptions that (i) the [**REDACTED**] has been completed and [**REDACTED**] H Shares are [**REDACTED**] pursuant to the [**REDACTED**], (ii) the [**REDACTED**] are not exercised, and (iii) [**REDACTED**] Shares are issued and outstanding following the completion of the [**REDACTED**]:

	Based on an [REDACTED] of [REDACTED] per H Share	**Based on an [REDACTED] of [REDACTED] per H Share**
[**REDACTED**] of our H Shares	[**REDACTED**]	[**REDACTED**]
[**REDACTED**] of our Shares(1)	[**REDACTED**]	[**REDACTED**]
[**REDACTED**] attributable to owners of the parent per Share(2)	[**REDACTED**]	[**REDACTED**]

Notes:

(1) The total market capitalization of the Company is calculated based on (i) 259,106,368 A Shares as of the Latest Practicable Date at the average closing price of the A Shares of the Company for the five business days immediately preceding the Latest Practicable Date at RMB155.09 (or approximately HK$171.05) per Share, and (ii) the expected [**REDACTED**] of the Company's H Shares at [**REDACTED**] (assuming the [**REDACTED**] is not exercised).

(2) The [**REDACTED**] attributable to owners of the parent per Share is arrived at after the adjustments referred to in the section headed "[**REDACTED**]" in Appendix II to this document and on the basis of [**REDACTED**] Shares in issue, assuming that the [**REDACTED**] had been completed on September 30, 2025 and the [**REDACTED**] is not exercised.

(3) No other adjustment has been made to reflect any trading results or other transactions entered into by our Group subsequent to September 30, 2025.

[**REDACTED**]

FUTURE PLANS AND [REDACTED]

We estimate that we will receive [**REDACTED**] from the [**REDACTED**] of approximately [**REDACTED**] after deducting the [**REDACTED**] and other estimated expenses payable by us in connection with the [**REDACTED**], at an [**REDACTED**] of [**REDACTED**] per H Share (being the mid-point of the [**REDACTED**] range stated in this document), assuming the [**REDACTED**] is not exercised. We intend to use the [**REDACTED**] of the [**REDACTED**] for the following purposes:

- Approximately [**REDACTED**], or [**REDACTED**], will be used to expand our international business and strengthen our brand recognition;

- Approximately [**REDACTED**], or [**REDACTED**], will be used to strengthen our R&D capabilities and broaden our product portfolio;

- Approximately [**REDACTED**], or [**REDACTED**], will be used to invest in scaling up overseas production capabilities, while dedicating to rigorous quality management; and

- The remaining amount of approximately [**REDACTED**], or [**REDACTED**], will be used to provide funding for our working capital and other general corporate purposes.

The above allocation of the [**REDACTED**] will be adjusted on a pro rata basis in the event that the [**REDACTED**] is fixed at a higher or lower level compared to the mid-point of the [**REDACTED**] range stated in this document. Please refer to the section headed "Future Plans and [**REDACTED**]" for further details.

DIVIDEND POLICY

Any distributable profits that are not distributed in any given year will be retained and become available for distribution in subsequent years. Pursuant to our dividend policy under our Articles of Association, if our Company records a positive net profit during the relevant financial year and has positive cumulative undistributed profits, the total amount of cash dividends (including any interim cash dividends) shall not be less than 10% of the net profit attributable to shareholders of our Company for that financial year.

In 2022, 2023 and 2024, we declared final dividends of RMB140.3 million, RMB119.0 million and RMB614.5 million in respect of the years ended December 31, 2021, 2022 and 2023, respectively. In addition, in 2023, we declared an interim dividend of RMB120.8 million in respect of the six months ended June 30, 2023. As of the Latest Practicable Date, we had paid these dividends in full. In April 2025, our shareholders approved a proposal of our Board to declare a cash dividend of RMB197.6 million to holders of our A Shares on the relevant record date in respect of the year ended December 31, 2024 and to conduct the Capitalization Issue. The distribution of the aforementioned cash dividend and the Capitalization Issue were completed on June 24, 2025. See "Financial Information—Dividend Policy" for more information on factors affecting our dividend distribution, and "Appendix VI—Statutory and General Information—A. Further information about our Group—2. Changes in our share capital" for details of the Capitalization Issue.

[**REDACTED**]