

RISK FACTORS

An investment in our H Shares involves risks. You should carefully consider all of the information in this document, including our consolidated financial statements and related notes before making an [REDACTED] in our H Shares.

Our business, financial conditions, results of operations and prospects could be materially and adversely affected by any of these risks, some of which are beyond our control. Other risks and uncertainties that we are not currently aware of or that are not disclosed or implied below, or which we do not currently believe to be material, may also be detrimental to our business, financial condition and results of operations. You should consider our business and prospects in light of the challenges we face, including those discussed in this section. The [REDACTED] price of our H Shares may decline due to any of these risks, and you may lose all or part of your investment. This document also contains forward-looking information that involves risks and uncertainties. Our actual results could differ materially from those anticipated in the forward-looking statements as a result of many factors, including the risks described below and elsewhere in this document.

RISKS RELATING TO OUR BUSINESS AND INDUSTRY

We operate in a highly competitive industry, and we may be unable to continually maintain our market position.

The automotive trim system solution industry is highly competitive. We compete with a number of other companies that produce and sell similar products and solutions. Among other factors, our products and solutions compete on the basis of price, quality, technological innovation, design and performance, manufacturing and sales capability, delivery and customer services. Some of our competitors are larger and have greater financial and other resources than us. Some of our competitors may also have a competitive advantage as a result of special relationships or ownership interests with certain customers. Our ability to compete successfully depends largely on our ability to differentiate our products and solutions from those of our competitors, continue to deliver quality products and solutions in the time frames required by our customers and maintain cost-efficient production. We continue to invest in technology and innovation which we believe are critical to our long-term growth. Our ability to maintain and improve existing products and solutions, while successfully developing and introducing distinctive new and enhanced products and solutions that anticipate changing customer and consumer preferences and capitalize upon emerging technologies, is also important for us to remain competitive. If we are unsuccessful or are less successful than our competitors in predicting the course of market development, developing innovative products and solutions, processes and/or use of materials, or adapting to new technologies or evolving regulatory, industry or customer requirements, we may be placed at a competitive disadvantage.

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In addition, increased competition may lower our sales volume and increase our inventory, which may in turn result in downward price pressure and materially and adversely affect our profit margin. Therefore, the ability to stay ahead of our competitors will be fundamental to our future success. If we do not continue to innovate to develop or acquire new and compelling products and solutions that effectively compete with our competitors, our business, financial condition and results of operations may be materially and adversely affected.

Our businesses are dependent on our downstream industries, such as automotive industries. Any changes in sales, production and market demand of automotives can materially and adversely affect our business, financial condition and results of operations.

We primarily provide automotive trim system solutions for various types of vehicles. Our financial performance and operating results depend on the overall performance of the downstream automotive industry where our products are used. If the automotive market in our key regions cannot maintain robust growth, our business and profitability may be adversely affected. During the Track Record Period, the global automotive market, in particular the NEV segment, experienced rapid growth, which in turn drove demand for automotive trim system solutions.

Additionally, government subsidies and economic incentives, such as tax credits and reduced electricity rates, play a crucial role in shaping the demand for NEVs. The elimination or reduction of such subsidies could potentially lead to a slowdown or decline in demand for NEVs, which, in turn, could affect the demand for automotive trim system solutions. For instance, in 2021, the Ministry of Finance issued Fiscal Subsidy Policy for Promotion and Application of New Energy Vehicles in 2022 《2022年新能源汽車推廣應用財政補貼政策》, which indicates that, in 2022, subsidy standards for NEVs will be reduced, and the NEV purchases subsidy policy will be terminated on December 31, 2022. Despite the introduction of favorable policies aimed at supporting the growth of the NEV industry, there is no guarantee that demand for NEVs, and consequently for automotive components, will continue to grow rapidly.

In addition, on October 4, 2024, the European Commission voted to enact the provisional tariffs on Chinese imports of NEVs that had been in place since early July, when the commission released the findings from its nine-month investigation into subsidies and overcapacity in China’s NEV industry. The tariffs took effect on October 31, 2024 and were scheduled to remain in place for five years. These tariffs could potentially increase the cost of Chinese NEV exported from China to the EU, which may reduce their export volume, and, in turn, lead to lower production volumes of our NEV OEM customers and negatively affect the demand for our products and solutions. Given our extensive operations across both China and international markets, we may need to change or adapt our business focuses from time to time in response to the new rules and policies regarding the end markets for our products, but we may not be able to do so in a timely and efficient manner. Any new legislations or adverse changes in requirements relating to the end product where our products are utilized could have an impact on our business, financial condition and results of operations.

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Furthermore, our operations are significantly influenced by economic, political and social conditions in China and the other major markets where we operate. Economic downturns, whether actual or perceived, in our key markets or our customers’ key markets could affect our financial condition and results. Global uncertainties, such as geopolitical tensions, inflation risks and changes in monetary policies, also pose challenges to our business environment.

Failure to retain our existing customers or attract new ones could materially and adversely impact our business, financial condition and results of operations.

In order to increase our revenue and maintain our growth, we are committed to retaining existing customers and attracting new customers. Our customers primarily consist of OEMs that purchase our products and solutions for their vehicle models. We have maintained long-term relationships with a diversified base of commercial vehicle and passenger vehicle OEMs. However, we cannot guarantee that our existing customers will continue to procure our products and solutions for their new vehicle models or will maintain their partnerships with us for our ongoing projects or future projects. Our OEM customers generally do not provide long-term volume commitments and place orders based on their own production schedules and sales performance of each vehicle model. As a result, even for ongoing programs, our customers may reduce or cease orders at any time.

Our ability to retain existing customers or attract new customers depends on the following factors, some of which are out of our control: the competitiveness of our pricing and payment terms for our customers, which may, in turn, be constrained by our capital and financial resources; the market acceptance of our new products, solutions, services and functionalities; our ability to continue investing in R&D to accommodate our customers’ need; mergers and acquisitions among market players; and the effects of domestic and global economic conditions on the development of the automotive industry generally. It may be challenging to offer products and solutions tailored to the specific needs of our OEM customers, as well as to maintain high-quality customer support, as our customer base grows and becomes more diverse. This may result in customer dissatisfaction, a decline in overall demand for our products and solutions and a loss of expected revenue.

Moreover, failing to meet customer expectations could harm our reputation, thereby hindering our ability to retain existing customers and attract new ones. If we are unable to retain our existing customers or attract new customers due to any of the foregoing factors, our business, financial condition and results of operations will be materially and adversely affected. Further, if our existing customers decrease or cease their usage of our products and solutions, we may be unable to acquire new customers that spend similarly or even more for our products and solutions, and our business, financial condition and results of operations will be materially and adversely affected.

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If we fail to keep up with the evolution of technologies or adapt our technology to emerging industry standards, or if our investments in new technologies prove unsuccessful or ineffective, our business may be materially and adversely affected.

Technological innovation is key to our success. During the Track Record Period, we made substantial R&D investments, which we believe are crucial factors for our future growth and prospects. In 2023 and 2024 and the nine months ended September 30, 2024 and 2025, our research and development costs amounted to RMB457.1 million, RMB548.7 million, RMB404.1 million and RMB503.2 million, respectively, which accounted for 4.3%, 4.2%, 4.2% and 4.4% of our total revenue for the same years, respectively. Rapid technological evolution and the emergence of new industry standards pose significant challenges. If we fail to keep up with these changes or adapt our technology accordingly, our competitive position could be compromised. This may necessitate additional investments in technology upgrades and process improvements to align with industry standards. Failure to do so could result in our products becoming obsolete, leading to a potential loss of market share and adversely affecting our business operations.

However, there can be no assurance that our R&D projects will yield the expected outcome or be completed within the anticipated time frame and budget. If we fail to commercialize our R&D efforts, we may incur significant sunk costs. Even if newly developed products are launched as expected, there can be no assurance that they will be accepted by our customers and achieve the anticipated sales target or profit. In addition, a portion of our R&D expenses are allocated to developing general technologies rather than specific products. While this investment is important for long-term innovation and capability building, it may not immediately enhance the competitiveness of our products in the market or produce the expected benefits or returns. Furthermore, there can be no assurance that our existing or potential competitors will not develop products which are similar or superior to our products or are more competitively priced. In such cases, we may lose market share. Due to uncertainties in the time frame for developing new products and the duration of market windows for these products, there is a risk that we may have to abandon a product that is no longer commercially viable, even after we have invested significant resources in the development of such product. In addition, our strategic emerging business encompasses the development of seat and seat accessory solutions, which presents unique technological challenges and risks and requires substantial investment and expertise. There is no assurance that our efforts in this area will be successful or that such products will achieve the expected commercial performance. Furthermore, the automotive industry is characterized by rapid technological advancements and evolving industry standards, which may render our current development obsolete or require significant additional investment for us to remain competitive.

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Pricing pressure from our customers may materially and adversely affect our business, financial condition and results of operations.

We design, develop and manufacture complex and quality products and solutions, and primarily supply to OEMs. OEMs in the automotive industry generally require systematic price reduction from their suppliers, according to Frost & Sullivan. Substantially all of our projects are subject to an annual price reduction clause, which allows OEMs to request lower prices for a specified period of time or over the product lifecycle. The price reduction rates are either specified in the initial contract or negotiated annually, which may affect our profit margins. We must be able to reduce operating costs and increase operating efficiency in order to maintain profitability. As our business is capital intensive and requires us to maintain a large, fixed cost base, our profitability is dependent, in part, on our ability to spread fixed costs over sales volume. However, we may not be able to spread such fixed costs effectively as our customers generally negotiate for lower prices as the volume of their orders increases, in addition, in line with industry norms, our customers expect the price will decrease during the contract term. If we are unable to offset customer price reductions through improved operating efficiency, profitable new or upgraded products and solutions, enhanced manufacturing processes, increased sourcing alternatives and other cost reduction initiatives, our business, financial condition and results of operations may be materially and adversely affected.

Expansion and acquisitions of or investments in our businesses, products, technologies, production capacity or know-how could subject us to risks and uncertainties.

Historically, we conducted acquisitions to expand our geographic footprint, business scale and market share. As a result of those acquisitions, we may incur additional goodwill impairment in the future which may adversely affect our financial condition and results of operations. We may continually and actively seek strategic opportunities for acquisitions of or investments in businesses, products, solutions, technologies, production capacity or know-how that we believe would benefit our product development, R&D capabilities, technology and sales network. We cannot guarantee that we could successfully execute our expansion and acquisition plans and complete the relevant transactions as expected. In addition, our ability to grow through acquisitions and investments depends upon our ability to identify and integrate suitable targets and to obtain necessary financing at reasonable terms. In particular, acquisitions may involve significant risks and uncertainties, including, but not limited to: (i) difficulties in integrating acquired companies, personnel or products into our business, particularly the different R&D process, quality management, production management, customer service and other business functions; (ii) delays or failures in realizing the benefits of acquisitions and investments; (iii) diversion of our management's time and attention from other business concerns; (iv) higher than anticipated costs of integration; or (v) difficulties in retaining key employees of acquired businesses.

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Furthermore, we may also discover deficiencies in internal controls, data adequacy and integrity, product quality and regulatory compliance and liabilities in the businesses we have acquired which we did not uncover prior to such acquisitions. Consequently, we may become subject to penalties, lawsuits or other liabilities. Any difficulties in the integration of acquired businesses or products, or unexpected penalties, lawsuits or liabilities in connection with such businesses or products could materially and adversely affect our business, financial condition and results of operations. Furthermore, we incurred indebtedness to finance certain acquisitions, which may adversely affect our financial conditions. The increased indebtedness will also increase borrowing costs and the covenants pertaining thereto may also limit our ability to obtain additional financing to fund working capital, capital expenditures, additional acquisitions, business development efforts or general corporate requirements. We may also need to dedicate a larger portion of our cash flow from operations to payments on indebtedness, thereby reducing the availability of our cash flow for other purposes, including working capital, capital expenditures and general corporate purposes. We may also need to refinance or renew a certain amount of the loan upon its expiration. If we are unable to timely refinance or renew such amount at acceptable terms, or at all, our liquidity may be materially and adversely affected. In particular, the covenants and conditions of these loans may restrict our ability to dispose of, or otherwise utilize, the pledged assets. Upon an event of default, the lenders may be entitled to foreclose upon our assets pledged as collateral. Any of these events may cause material and adverse impact on our business operations and financial conditions.

We are susceptible to supply shortages, longer lead time and increased costs of raw materials and key components, any of which could disrupt our supply chain, increase our production costs, adversely affect our profitability and delay deliveries of our products to customers.

Our production operations depend on obtaining adequate supplies of quality raw materials on a timely basis. The raw materials used in our production mainly include plastic resins (including PP, ABS and PC), fabrics and steel, as well as other ancillary materials. During the Track Record Period, materials costs accounted for a substantial amount of our cost of sales, amounting to RMB6,932.6 million, RMB8,442.0 million, RMB6,316.3 million and RMB7,645.7 million, accounting for 81.0%, 79.3%, 81.6% and 81.1% of our total cost of revenue in 2023 and 2024 and nine months ended September 30, 2024 and 2025, respectively.

The purchase price of our raw materials is influenced by changes in market supply and demand. In the event that our suppliers fail to cater to our growing demands, we may be unable to meet market demand for our products, which may have an adverse impact on our reputation and profitability. Additionally, factors that are beyond our control, including natural disasters, public health incidents, civil unrest, wars, strikes or trade sanctions or restrictions, may impact the supply and market prices of raw materials. Furthermore, although we implement quality inspections on the raw materials, there can be no assurance that we will be able to identify all of the quality issues. Any such factor could disrupt our procurement of raw materials and could have a material adverse effect on our production capacity utilization, which, in turn, will adversely impact our business, financial condition and results of operations.

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We face various risks associated with our international operations, and our inability to effectively manage and contain them could adversely affect our business and performance.

We have established a global R&D, manufacturing and sales network. Our comprehensive global sales and marketing network spans across China, Southeast Asia, North America and Europe. As of September 30, 2025, we had established 24 production facilities and six R&D centers in China. And as of the Latest Practicable Date, we have also established three production facilities in Malaysia, Slovakia and Mexico, as well as two R&D centers in Germany and the United States. In 2023, 2024 and nine months ended September 30, 2024 and 2025, revenue from our overseas operations comprised approximately 7.2%, 8.2%, 8.9% and 22.5% of our total revenue, respectively. In line with our strategies, we intend to continue to expand our international operations in the coming years. The demand for and market acceptance of our products marketed and sold abroad are subject to uncertainty and can be heavily influenced by local conditions and customs tariff policies. In addition, overseas investments by PRC companies are also subject to various approvals, filings, reports, registrations or other procedures from the NDRC, MOFCOM, SAFE and other PRC regulatory authorities. The following sets forth some of the risks associated with our international operations:

- exchange rate fluctuations and foreign exchange regulations;
- expenses associated with understanding and analyzing overseas markets, monitoring regional and local economic, industry and consumer trends and developing and maintaining efficient marketing and selling presence in such markets;
- developing and maintaining customer relations and providing quality customer services and support;
- expenses incurred and challenges in connection with compliance with local commercial and legal requirements, including labor, environment and industry-specific regulations;
- unanticipated adverse changes in regional and local economic conditions;
- political instability and civil unrest, cultural or regional conflicts and labor disputes;
- trade barriers, such as local content requirements, tariffs, taxes and other restrictions and expenses; and
- unanticipated logistic expense occurred in transportation, such as sudden surge in transportation cost and shortfall in shipping capacity.

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Failure to address any of the foregoing risks or complete such procedures with respect to overseas operations in the course of our overseas expansion may adversely affect our business, financial condition, operations and prospects. Especially, our operations are governed by relevant laws and regulations in the PRC and other jurisdictions where we operate relating to production safety, product quality and environmental protection, among other things. New laws or regulations, changes to laws and regulations, as well as the refinement of interpretations and applications of existing ones, can impose additional compliance costs or require us to change our operations to ensure compliance. The industry in which we operate is still evolving, and laws and regulations may be interpreted and implemented more strictly, or new laws and regulations may be adopted from time to time that require additional approvals, licenses and permits. Failure to obtain, renew or maintain the necessary approvals, licenses and permits required for our operations may render our operations to be substantially disrupted, which could materially and adversely affect our business, financial condition and results of operations.

If we fail to maintain an effective quality management system, particularly during the production expansion, our business, reputation, financial condition and results of operations may be adversely affected.

Our product quality is critical to our success. Our quality management system may not always identify latent product defects, which could lead to failures during installation or use, resulting in safety hazards or operational issues for our customers. The effectiveness of our quality management system depends on a number of factors, including the design of the system, the machinery used, the quality of our staff and related training programs and our ability to ensure that our employees adhere to our quality management policies and guidelines. In the event that the use of end-products that adopt our products results in an unsafe condition or injury as a result of, among other factors, our component failures, manufacturing flaws, design defects or inadequate disclosure of product-related risks or information, it could result in product liability or warranty claims; we could be named as a defendant in such claims, and any insurance that we carry may not be sufficient or it may not apply to all situations.

Similarly, our customers could be subjected to claims as a result of such accidents and bring claims against us to hold us accountable. In addition, in the event that our products fail to perform as expected or such failure of our products results in a recall, our reputation may be damaged, which could make it more difficult for us to sell our products to existing and prospective customers and could materially and adversely affect our business, results of operations and financial condition. We are required to comply with specific guidelines based on product safety and restricted and hazardous materials laws and regulations that are applicable in the jurisdictions into which our customers sell their products. Our safety standards for the inspection of our products are also based on relevant national and industry standards. While we endeavor to maintain and continuously improve our quality management system to meet applicable laws, regulations and industry standards, any significant failure in, or deterioration of the effectiveness of, our quality management system could result in loss of accreditations or certifications, damage to our reputation and have a material adverse effect on our business and results of operations. The scale up in our production to meet increasing

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demand can put pressure on our quality assurance processes. For example, it may stretch existing resources, including personnel and equipment, beyond their optimal capacity, leading to potential oversights or errors. Bottlenecks may occur as quality assurance processes struggle to handle higher volumes without delays or rushed evaluations. Increased production can also cause accelerated wear and tear on equipment, affecting product quality. Scaling up may involve process changes or new technologies, introducing unforeseen quality issues. Additionally, sourcing additional materials or components to meet higher demand can result in variability in quality, impacting the final product. These challenges collectively increase the risk of defects or non-compliance with standards.

We may not be able to increase our production capacity and implement other expansions as planned.

We intend to maintain our competitive advantages by, among others, expanding our production capacity and exploring new business opportunities in the automotive trim system solution industry. Such expansion plans and any other future expansion plans would require significant capital investments in new production facilities and in the engagement of additional qualified personnel. To capture these opportunities and better serve our OEM customers locally, we plan to expand our production capacity by upgrading certain existing plants and constructing new production bases in the United States, Germany, Slovakia and various regions in China. See “Business — Production — Production Facilities” We expect that we will incur substantial additional costs, such as depreciation charges, raw material costs, financial costs and labor costs in relation to the above expansion plans.

In addition, the success of our existing and future expansion plans depends on a few factors beyond our control, such as progress of the construction conducted by third-party construction companies, local laws and regulations, government support (including the issuance of a relevant operation license for the expanded production capacity) and customer demand for our expanded production capacity. The integration of future expansion projects into our existing operations may be subject to unforeseeable delays, which may, among other things, increase our integration costs, strain our production capacity at other locations, decrease our production efficiency and cause delays in delivery of customer orders. As the success of our business expansion plans depends on various factors, many of which are beyond our control, there can be no assurance that we will be successful in implementing our strategies. Even if our strategies are implemented successfully, there can be no assurance that our strategies will lead to successful achievement of our business objectives. If we are unable to implement our expansion plans effectively, our business, financial condition and results of operations may be materially and adversely affected. In addition, if our management, systems, resources and supporting infrastructure fail to effectively keep up with our planned expansion, we may experience difficulties in managing our growth and operations, and our financial condition and results of operations could be materially and adversely affected.

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Any failure to offer high-quality customer services for our customers may harm our relationships with them and, consequently, our business, financial condition and results of operations.

As we continue to grow our operations, we need to be able to continue to provide efficient support, effective maintenance and localized manufacturing and R&D that meets our customer demands at an international scale. We may not be able to recruit or retain sufficient qualified personnel with experience in supporting customers of our products and solutions. As a result, we may be unable to quickly respond to accommodate short-term increases in customer demand for technical support or maintenance assistance. We may also be unable to modify the future scope of our maintenance services and technical support to compete with changes in the technical services provided by our competitors. If we experience increased customer demand for support and maintenance, we may face increased costs that might harm our results of operations. If we are unable to provide efficient customer maintenance and support, our business may be harmed. Our ability to attract new customers is highly dependent on our business reputation and positive recommendations from our existing customers. Any failure to maintain high-quality maintenance and support services, or a market perception that we do not maintain high-quality maintenance and support services for our customers, would harm our business.

Our policy allows products and solutions with defects to be returned and exchanged by our customers within the warranty period. See “Business — Sales and Marketing — After-Sales Services”. If we experience any deterioration in the quality of our products and solutions, we will incur higher costs associated with returns, exchanges and warranties. We may also be required by law to adopt new or amend existing return, exchange and warranty policies from time to time. Such policies may subject us to additional costs and expenses which we may not recoup through increased revenue. We cannot guarantee that our return, exchange and warranty policy will not be misused by our customers, which may significantly increase our costs and may materially and adversely affect our business, financial condition and results of operations. If we revise these policies to reduce our costs and expenses, our customers may be dissatisfied, which may result in the loss of existing customers or failure to acquire new users at the pace desired, which may materially and adversely affect our business, financial condition and results of operations.

Our manufacturing processes are potentially vulnerable to disruptions that can increase our production costs. We may experience potential disruptions in operations due to manufacturing difficulties or potential accidents.

Our manufacturing processes are complex, requiring equipment that is periodically modified and upgraded to improve manufacturing yields and product performance, as well as reduce unit manufacturing costs. From time to time, production difficulties may arise that could cause delivery delays or reduced output. There is no guarantee that we will not encounter manufacturing issues in achieving acceptable output or timely product delivery due to factors such as construction delays, challenges in upgrading or modifying existing production lines, building new plants, adapting to new manufacturing technologies or processes or delays in

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equipment deliveries. Any of these issues could constrain our production capacity and adversely affect our results of operations. Furthermore, our manufacturing processes entail certain risks, such as industrial accidents, which could lead to significant property damage or personal injury. Any such incident, regardless of its location, could result in substantial production interruptions and delays, or claims for significant damages due to personal injuries or property damage, thereby adversely impacting our business, financial condition and operational results.

If we are unable to maintain high utilization of our production facilities, our profitability may be adversely affected, particularly if there is industry overcapacity.

High utilization of production facilities is crucial for spreading fixed costs over a larger quantity of products. Consequently, our ability to maintain or improve gross profit margins depends significantly on sustaining high utilization rates. The overall utilization rate (excluding seats) of our facilities was 99.9%, 96.1%, and 94.0%, respectively, in 2023 and 2024 and nine months ended September 30, 2025. The utilization rate for seats was 25.2% in nine months ended September 30, 2025. However, various adverse factors, such as excess capacity, equipment malfunction, interruptions in utility availability and quality control deficiencies, could negatively affect our facility utilization. In the industries where we operate, there is a risk of overcapacity if demand for automotive trim system solutions does not grow as expected. This could exacerbate the challenges of maintaining high utilization rates.

Furthermore, the increase in global production capacity, driven by anticipated demand for more automotive trim system solutions, may be higher than actual market demand. If the industries do not grow as expected, or if our production capacity significantly exceeds this growth trajectory, we may face periods of industry-wide oversupply and the consequent price drop. Further, it can be challenging to adjust production levels swiftly due to capacity expansion projects that were previously planned. If customer demand declines significantly, parts of our production facilities may become idle. This situation could lead to obsolescence of our facilities over time. Any downturns resulting from production overcapacity or other market demand factors could materially and adversely affect our business, financial condition and results of operations.

Our production is dependent on the stable, timely and adequate supply of energy at commercially reasonable prices.

We depend on a stable supply of energy, mainly including electricity, water and steam, to maintain production. Our production volume and manufacturing costs are affected by the price and supply of energy, which are more pronounced for our overseas operations. The prices of energy are subject to a number of factors which may be beyond our control, including inflation, supplier capacity constraints, general economic conditions, commodity price fluctuations, demand from other industries for energy and local and national regulatory requirements.

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Furthermore, there can be no assurance that unexpected and serious shortages of energy will not occur in the future or that we will be able to pass on any cost increases to our customers. Adverse changes in power consumption policies, particularly those leading to higher energy prices, could negatively impact our business, financial condition, operational results and prospects. Significant fluctuations in these costs could materially affect our profitability if we are unable to adjust our product prices accordingly, potentially undermining our competitive advantages. Failure to pass increased costs onto our customers may lead to a reduction in our profit margins. If the supply of energy is affected by natural disasters, adverse weather conditions, equipment failures, disruptions in transport or other inclement factors, we may not be able to locate alternative sources of supply at commercially reasonable prices or maintain the full energy supply required for production, resulting the reduction or cessation of production capacity. Any such events may have a material adverse effect on our business, financial condition and results of operations.

The development cycles of our products can be long and we are subject to risks relating to the planning and implementation of complex projects.

The planning and implementation process of our products and solutions is complex, and as our development timeline is closely aligned with the product development cycles of our customers, the development cycles of our products and solutions can be long. In addition, there may be various challenges during the product development process, including, in particular, technical or process handling issues. As a result, we may face additional expenses and increased quality risks. If we are unable to resolve these issues, the development of that product or solution may fail and our business, financial condition and results of operations may be adversely affected.

Further, automotive OEMs generally do not commit to minimum purchase quantities from their suppliers, even when a supplier is nominated for a certain vehicle. As such, we cannot guarantee that we may successfully commercialize such development results on a timely basis at favorable margins, failure of which may have a material adverse effect on our business, financial condition and results of operations.

We are exposed to inventory management risks.

Our inventories primarily consist of goods in transit, molds, raw materials, finished goods, work in progress and finished goods. As of December 31, 2023 and 2024 and September 30, 2025, our inventories were RMB2,475.2 million, RMB2,709.9 million and RMB2,830.7 million, respectively, of which goods in transit and finished goods accounted for 43.3%, 47.8% and 43.6%, respectively. Our inventory turnover days for the same periods was 90.1 days, 88.9 days and 79.3 days, respectively.

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If we fail to manage our inventory effectively, we may be subject to increased inventory storage costs, a heightened risk of inventory obsolescence, a decline in inventory value and significant inventory write-offs. We cannot guarantee that our inventory levels will be able to swiftly meet the demands of customers, which may adversely affect our revenue. We also cannot guarantee that all of our inventory can be sold as products within a reasonable period of time. Any of the above may materially and adversely affect our results of operations and financial condition. On the other hand, if we underestimate demand for our products, or if our suppliers fail to supply in a timely manner, we may experience inventory shortages, which might result in a diminished customer base and a decrease in revenue, any of which could harm our business, financial condition and results of operations.

We have implemented an inventory management system that requires close internal coordination to ensure that our inventory levels are sufficient to satisfy demand and do not cause any disruptions in production while minimizing carrying costs. For details of our inventory and inventory management policies, see “Business — Inventory Management.” In the event of any damage or deterioration caused by factors beyond our control, including catastrophic events such as outbreak of fire or explosion, we may suffer from losses and such losses may not be compensated in a timely and adequate manner. Our business performance and financial position may thereby be adversely affected.

Our business depends substantially on the expertise and dedication of our management team and highly skilled personnel on a global scale. We may face challenges in recruiting and retaining such individuals, which could impede our technological advancement and business growth.

As of September 30, 2025, we had approximately 14,329 employees worldwide, including 1,870 R&D personnel, representing 13.1% of our total employees. We have been, and will continue to be, substantially dependent on the continued services of our management team and highly skilled personnel. Retaining talent in a global business operation involves navigating challenges, including cultural differences that affect employee engagement and satisfaction and intense competition for skilled professionals. Additionally, legal and regulatory compliance varies by country, complicating employment contracts and benefits. We also endeavor to keep communication and integration within our global teams with the implementation of nuanced retention strategies that balance global consistency with local adaptation. However, we cannot assure you that we will continue to successfully retain our management team and skilled personnel. If we lose the services of any key member of them, we may not be able to find suitable replacements in a timely manner, at acceptable cost or at all, and our business, financial condition, results of operations and prospects could be materially and adversely affected. The shortage of skilled professionals could lead to delays in product development, hinder our ability to respond to market demands, and affect our capacity to manage and integrate our international operations effectively.

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Additionally, the loss of key personnel or the inability to attract new talent could result in a loss of institutional knowledge and expertise, adversely affecting our business operations and future prospects. Failure to address these challenges may negatively impact our business performance, financial condition and our ability to achieve strategic objectives in the rapidly evolving automotive trim system solution industry. As our business continues to grow globally, the demand for skilled R&D and international management personnel has significantly increased. Our ability to innovate and maintain a competitive advantage relies heavily on attracting and retaining highly qualified professionals in fields where we operate to continuously innovate and iterate our existing products and expand into our strategic emerging business. However, the competition for such talent is intense, and there is a risk that we may not be able to recruit or retain the necessary personnel to support our growth and international expansion strategies.

We are dependent upon third parties for services in connection with our business.

We rely on third-party service providers for services in connection with our business, such as logistics and non-core components production. However, the services delivered by third-party providers may not always be timely or meet satisfactory quality standards. If the third-party service providers fail to perform satisfactorily, substantially reduce the amount and scope of services provided to us, or substantially increase the prices of their services or terminate their business relationship with us, we may need to replace the third-party service providers or take other remedial actions, which could increase our costs of operations. As we do not have direct control over the third-party service providers, if they become involved in the provision of services without relevant qualifications, or fail to comply with our requirements or those of our customers or applicable laws and regulations, our reputation in the industry may be adversely affected. This, in turn, may materially and adversely affect our business, financial condition and results of operations.

We are exposed to customer concentration risk.

In 2023 and 2024 and the nine months ended September 30, 2025, revenue from our five largest customers was RMB7,477.6 million, RMB9,888.6 million and RMB8,734.5 million respectively, accounting for 70.7%, 74.6% and 76.5% of our total revenue for the same periods, respectively. In 2023 and 2024 and the nine months ended September 30, 2025, revenue from our largest customer was RMB2,254.5 million, RMB2,994.0 million and RMB3,357.7 million, respectively, accounting for 21.3%, 22.6% and 29.4% of our total revenue for the same periods, respectively. See “Business — Customers — Major Customers.” Our major customers’ stable relationship with us and consistent demands are crucial to our business. Their business conditions, liquidity and solvency may have a significant impact on our business dealings. Any disruption in our business relationship with major customers could have a material adverse effect on our business, financial condition and results of operations. In the event that the existing major customers reduce or cease to purchase our products and solutions and we are unable to find new customers with similar level of demands at comparable terms within a reasonable period of time or at all, our business, financial condition and results of operations may be materially and adversely affected.

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We are subject to credit risk associated with our trade and bills receivables.

Our trade and bills receivables were RMB3,112.2 million, RMB3,803.1 million and RMB4,046.1 million as of December 31, 2023 and 2024 and September 30, 2025, respectively. Our trade receivables turnover days increased from 89.7 days in 2023 to 95.6 days in 2024, and remained relatively stable at 95.6 days in 2024 and 93.3 days in the nine months ended September 30, 2025. See “Financial Information — Discussion of Certain Key Balance Sheet Items — Trade and Bills Receivables.” There is no assurance that all such amounts due to us will be settled in a timely manner. Accordingly, we face credit risk associated with the trade and bills receivables. If our business partners or related parties delay or default on their payments, we may have to make provision for impairment, write off the relevant receivables and/or incur legal costs in order to enforce our rights. Our business, financial condition and results of operations may be materially and adversely affected if a significant portion of our trade and bills receivables are not settled on time, or at all.

Our historical results may not be indicative of our future performance and our results of operations, and we may not be able to manage future growth effectively.

Our revenue increased by 25.1% from RMB10,547.7 million in 2023 to RMB13,198.3 million in 2024, and increased by 18.8% from RMB9,563.2 million for the nine months ended September 30, 2024 to RMB11,364.0 million for the nine months ended September 30, 2025. The historical financial information included in this document is not expected to be indicative of our future financial results. Such financial information is not intended to represent or predict the results of operations of any future periods.

Our future growth is, to a certain extent, based upon our forward-looking assessment of market prospects. We cannot guarantee that our assessment will always turn out to be correct or that we can grow our business as planned. Our expansion plans may be affected by a number of factors beyond our control. Such factors include changes in the general economic conditions and the competitive landscape of the industries where we operate, as well as the relevant regulations and policies and the supply and demand for our products.

Managing our growth will require significant expenditures and allocation of resources. We need to effectively manage our growth and maintain profits as we expect our costs and expenses to continue to increase in the future. We will also need to expand, train, manage and motivate our workforce and manage our relationships with suppliers, customers and other business partners. We also expect to continue to invest in our current and planned production expansion projects as well as R&D activities. All these endeavors entail risks and demand considerable management efforts, skills and significant additional expenditures, which could strain our capacity to enhance our operational, auditing, human resources, financial and management controls. If we fail to achieve the necessary level of efficiency in our organization as we grow, our business, financial condition, results of operations and prospects may be materially and adversely affected.

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Our business requires a significant amount of capital expenditure for maintenance, upgrades and expansion of production capacity, and there can be no assurance that we will be able to have enough cash to successfully implement our capital expenditure plans.

Our operations depend on the continuous maintenance, upgrades and expansion of production capacity to meet evolving customer demands and market trends. As a provider of automotive trim system solutions for specific vehicle models, we require significant capital expenditure to ensure the quality, efficiency and competitiveness of our products. During the Track Record Period, we primarily used cash from operating activities in the construction and upgrades of production facilities. Our capital expenditures in 2023 and 2024 and September 30, 2025, were RMB1,636.0 million, RMB1,414.3 million and RMB1,490.0 million, respectively. There can be no assurance that we will be able to generate sufficient cash from operations, or at all, to fund our planned capital expenditures. Any delays or failures in securing necessary funding and any unforeseen increases in costs or delays in the implementation of our capital expenditure plans could adversely affect our operations and financial results. Moreover, the development in industries where we operate may require us to make additional, unforeseen investments to remain competitive. If we fail to allocate sufficient resources toward adapting to these technological changes or if our investments do not yield the expected benefits, our market position and profitability may be adversely impacted.

We may need to raise additional capital from time to time to finance our business plan, which may not be available on acceptable terms, or at all.

We may need additional capital in the future to fund our continued operations, and we may be unable to raise additional funds, whether through equity or debt financing, when needed on favorable terms or at all. If we do raise additional capital through public or private equity offerings, the ownership interest of our existing shareholders, including investors in this [REDACTED], will be diluted, and the terms of these securities may include liquidation or other preferences that adversely affect our shareholders' rights. Any failure to raise capital as and when needed could have a negative impact on our financial condition and on our ability to pursue our business plans and strategies. In addition, we may obtain bank loans with financial covenants that include certain restrictions upon our operations, such as incurring additional debt, making capital expenditures or declaring dividends. Any failure by us to comply with or violate such covenants may constitute an event of default on our loans. Our default under any one of our loan agreements may result in a cross-default under other loan agreements. In such case, the lending banks may declare an event of default and demand immediate repayment of all outstanding loans and other sums payable under such loan agreements. If any one of these events were to occur, our ability to satisfy debt obligations, our business, financial condition and results of operations may be materially and adversely affected.

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Our transfer pricing arrangements may be subject to scrutiny by the relevant tax authorities in the countries and regions where we operate.

Under the laws and regulations in the countries and regions where we operate, arrangements and transactions among related parties may be subject to audit or challenge by the relevant tax authorities. During the Track Record Period, there were a small portion of intragroup transactions among our Group in different jurisdictions, primarily involving the sale of semi-finished products by PRC subsidiaries to overseas subsidiaries for further assembly and subsequent third-party sales. Our intragroup transactions during the Track Record Period amounted to RMB216.0 million, RMB186.8 million and RMB303.6 million in 2023, 2024 and the nine months ended September 30, 2025, respectively. Based on the foregoing and upon consideration of the analysis conducted by our tax consultants, our Directors are of the view that we had observed the transfer pricing laws and regulations of the relevant jurisdictions, and that our intra-group transactions during the Track Record Period were conducted in accordance with the arm’s length principle under the OECD Transfer Pricing Guidelines. However, there can be no assurance that the relevant tax authorities will not challenge our transfer pricing arrangements.

We could face material and adverse tax consequences if the relevant tax authorities determine that any intra-group transaction does not represent arm’s length negotiations and consequently adjust any of those entities’ income in the form of a transfer pricing adjustment. A transfer pricing adjustment could increase our tax liabilities. If we fail to rectify such incident within the limited timeframe required by the relevant tax authorities, the relevant tax authorities may impose late payment interest or surcharge and other penalties on us for any unpaid taxes. In addition, a transfer pricing arrangement may give rise to tax recoverable by the tax authorities in certain jurisdictions as a result of tax adjustments. There is no assurance that we could, in turn, successfully recover that tax from the relevant tax authorities in a timely manner. Our business, financial position and results of operations may therefore be materially and adversely affected.

We may not be successful in implementing our business plans and strategies effectively or at all, which could materially and adversely affect our business, financial condition and results of operations.

Our business plans and strategies are based on our assumptions of future events which may entail certain risks and are inherently subject to uncertainties. These assumptions may not be correct, which could affect the commercial viability of our business plans and strategies. As such, we cannot guarantee that our business plans and strategies will be implemented successfully as scheduled or at all. If we fail to implement our business plans and strategies effectively and efficiently, we may be unable to expand our operations, manage our growth, take advantage of market opportunities as expected or remain competitive in the industry. Furthermore, even if we implement our business plans and strategies effectively and efficiently, there may be other unexpected events or factors beyond our control that may prevent us from achieving the desirable and profitable results, such as the changes in laws and regulations and governmental policies, the availability of skilled professionals and changes in

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consumer demand. Moreover, our business plans and strategies may increase our operating costs, such as higher staff costs, as well as greater depreciation of production equipment and facilities, and increase our cash outflows for operating and investing activities. Accordingly, if our business plans and strategies cannot be successfully implemented, or if they do not yield ideal results, we may have significant difficulties in recovering our costs and therefore our business, financial condition and results of operations may be adversely and materially affected.

Changes in international trade policies, geopolitics and trade protection measures, export control and economic or trade sanctions may materially and adversely affect our business, financial condition and results of operations.

Our global operations subject us to various applicable sanctions and export controls regulations. As of September 30, 2025, our products had been sold to customers in China, Southeast Asia, North America and Europe, spanning multiple international markets. In 2023, 2024 and nine months ended September 30, 2024 and 2025, revenue from our overseas operations comprised approximately 7.2%, 8.2%, 8.9% and 22.5% of our total revenue, respectively. Changes in international economic policies, trade relationships or regulatory frameworks could affect global supply chains, customer demand or compliance requirements, and may have an impact on our business operations.

Exports of our products must be made in compliance with various economic sanctions and export controls laws in different jurisdictions. For example, U.S. economic sanctions prohibit the provision of products and services to certain countries or regions, governments and persons targeted by U.S. sanctions. European Union sanctions also have similar regimes to prohibit the provision of products and services to countries or regions, governments and persons on their respective target list. Such laws and regulations are likely subject to frequent changes, and their interpretation and enforcement involves substantial uncertainties, which may be heightened by national security concerns or driven by political or other factors that are out of our control. We could be subject to future enforcement action with respect to compliance with governmental economic sanctions and export controls laws that result in penalties and costs that could have a material effect on our business and operating results.

In addition, we have established an extensive global production, sales and research network spanning China, Southeast Asia, North America and Europe. We have established R&D centers in China, the United States and Germany. As of September 30, 2025, we had a total of 27 production facilities worldwide, including 24 production facilities in China and three overseas production facilities in Mexico, Slovakia and Malaysia. Therefore, government policies affecting international trade and investment, such as capital controls, economic or trade sanctions, export controls, tariffs or foreign investment filings and approvals, may affect the demand for our products and services, impact the competitive position of our products, or affect our capability to sell products in certain countries or regions. If any new tariffs, legislation or regulations are implemented (including those imposing economic or trade sanctions, and those regarding export control or outbound investments), or if existing trade agreements are renegotiated, such changes could affect our business, financial condition and

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results of operations. Especially, the evolving U.S. foreign policy and trade regulations, particularly the potential introduction of further trade restrictions and tariffs on specific products and products originating from certain countries or regions, could disrupt our supply chain, increase costs and negatively impact our ability to compete in the global market. Moreover, such changes could potentially provoke retaliatory measures from other countries, exacerbating international trade tensions and contributing to an uncertain business environment. For example, the U.S. implemented several rounds of import tariffs on products of Chinese origin, and the PRC government has also been imposing tariffs on certain products imported from the U.S. into China responding to the U.S. tariffs. The President of the United States has indicated his willingness to continue to increase the use of tariffs by the U.S. to accomplish certain U.S. policy goals. It is uncertain whether any further tariff restrictions will be implemented. Additionally, policy changes and related uncertainty about policy changes could increase market volatility. Because of these dynamics, we cannot predict the impact of any future changes to the U.S.'s or other countries' trading relationships or the impact of new laws or regulations adopted by the U.S. or other countries on our business.

Furthermore, in recent years, there have been heightened complexities in international relations. Such tensions could reduce levels of international trade, investment, technological exchange and other economic activities, which would have a material adverse effect on global economic conditions and the stability of global financial markets. Any of these factors could have a material adverse effect on our and our customers' business, prospects, financial condition and results of operations.

Failure to maintain our brand and reputation and the negative publicity and allegations involving us, our shareholders, Directors, officers, employees and business partners may affect our reputation and, as a result, our business, financial condition and results of operations may be negatively affected.

We believe that maintaining and enhancing our brands is significant to the success of our business. Well-recognized brands are important to enhancing our attractiveness to our customers. Since we operate globally in a highly competitive market, brand maintenance and enhancement directly affect our ability to maintain our market position. The successful promotion of our brand will depend on the effectiveness of our marketing efforts and amount of word-of-mouth referrals we received from satisfied customers. We may incur extra expenses in promoting our brand. However, we cannot guarantee that these activities are and will be successful or that we can achieve the brand promotion effect we expect. In addition, negative publicity and allegations involving us, our shareholders, Directors, officers, employees and business partners, or the industry in which we operate as a whole may materially and adversely harm our brand image and reputation and cause deterioration in the level of market recognition of and trust in the products and solutions provided by us, thereby resulting in reduced sales volumes and revenues, potential loss of business partners as well as the loss of highly qualified personnel with specialized skills. In addition, such negative publicity may come from malicious harassment or unfair competition acts by third parties, which are beyond our control.

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Such negative publicity may also result in the diversion of management's attention, and governmental investigations or other forms of scrutiny, which may have a material and adverse effect on our business, financial condition and results of operations.

We may not be able to adequately protect our intellectual property rights, and uncertainty regarding the validity, enforceability or scope of our intellectual property rights may undermine our competitive position, and litigation to protect our intellectual property rights may be costly.

The success of our products and our business depends in part on our ability to obtain patents and other intellectual property rights and maintain adequate legal protection for our products in the jurisdictions where we operate. We rely on a combination of patent, trademark, trade secret and laws related to intellectual property in China and other countries to establish and protect our proprietary rights, and yet all of which may provide only limited protection. We cannot assure you that patents will be issued with respect to our currently pending patent applications in a manner that gives us adequate defensive protection or competitive advantages, if at all, or that any patent issued to us will not be challenged, invalidated or circumvented. As of the Latest Practicable Date, three of our patents have lapsed due to non-payment of annual maintenance fees. Since we intend to continue using the technology covered by the expired license, the termination of our patent rights or the expiration of our patent license may expose us to the risk that competitors could reverse engineer or replicate the underlying technology, which could erode our competitive advantages.

In addition, our currently issued patents and any patents that may be issued or registered in the future may not provide sufficiently broad protection or may not prove to be enforceable in actions against alleged infringers. We cannot assure you that the steps we have taken will prevent unauthorized use of our technology or the reverse engineering of our technology. The confidentiality procedures and contractual restrictions implemented by us may not be sufficient or effective.

Protecting against the unauthorized use of our intellectual property and other proprietary technology is expensive and difficult, particularly internationally. Unauthorized parties may attempt to copy or reverse engineer our technologies or certain aspects of our solutions that we consider proprietary. Litigation may be necessary in the future to enforce or defend our intellectual property rights, to prevent unauthorized parties from copying or reverse engineering our solutions, to determine the validity and scope of our proprietary rights or to block infringing products where we operate. Any such litigation, whether initiated by us or a third party, could result in substantial costs and diversion of management resources, either of which could adversely affect our business, operating results and financial condition. Even if we obtain favorable outcomes in litigation, we may not be able to obtain adequate remedies.

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We may face claims of infringement on know-how and intellectual property rights by third parties which, if resolved unfavorably, could result in the loss of rights and the obligation to pay damages.

Our continued success depends on our ability to use and develop our technology and know-how without infringing the intellectual property rights of third parties. The validity and scope of claims relating to our products and other technologies involve complex scientific, legal and factual questions and analyses and may therefore be highly uncertain. There can be no assurance that we will not be subject to such claims in the future. Moreover, because patent applications in many jurisdictions are kept confidential for an extended period before they are published, we may be unaware of pending patent applications by other parties that relate to our technologies, products or processes.

The defense and prosecution of intellectual property suits, patent opposition proceedings and related legal and administrative proceedings can be both costly and time-consuming and may divert the efforts and resources of our technical and management personnel. An adverse determination in any such litigation or proceeding to which we may become a party could subject us to liability to third parties, require us to seek licenses from third parties, pay ongoing royalties or redesign our products or subject us to injunctions prohibiting the manufacture and sale of our products or the use of our technologies. Litigation could also result in our customers deferring or limiting their purchase or use of our products until resolution, as well as diversion of our management’s attention. The occurrence of any of the foregoing could have an adverse effect on our business, financial condition and results of operations.

Our performance depends on favorable labor relations with our employees, and any deterioration in labor relations, shortage of labor or material increase in wages may have a material adverse effect on our business, financial condition and results of operations.

Our success depends on our ability to hire, train, retain and motivate our employees. As of September 30, 2025, we had 14,329 full-time employees. See “Business — Employees.” We have not experienced any material labor dispute or any difficulty in recruiting staff for our operations during the Track Record Period and up to the Latest Practicable Date. However, we cannot guarantee that any of such events will not arise in the future. If our employees engage in a strike or other work stoppage, we may experience significant operational disruption and/or accept higher labor costs, resulting in an adverse effect on our business, financial condition and results of operations. We regard favorable labor relations as a significant factor that can affect our performance. We have employees across our global network, and are subject to varied laws and regulations in different countries. We may, from time to time, be involved in labor disputes, experience labor shortage, face difficulties with localized management of employees.

In addition, we may incur compensation and other costs that, if not sufficiently covered by insurance, we would need to bear at our own expense. As our employees are represented by labor unions, any deterioration in our labor relations with employees or the labor union could cause labor disputes, which could result in the disruption of production and operations. There is no guarantee that we will always be able to maintain stable and quality labor force at

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favorable costs. Any deterioration in our labor relations could result in the disruption of production and operations, and may subject us to legal proceedings, as well as monetary and reputational damages. During the Track Record Period, we did not make adequate contributions to the social insurance and housing provident fund with respect to certain of our employees, as required by the relevant PRC laws and regulations, and our Company and certain of our subsidiaries engaged third-party human resource agencies to pay social insurance and housing provident funds for some of our employees. As a result, we may be required to make additional contributions to social insurance fund and/or housing provident fund and pay late payments and fines under PRC laws and regulations. As of the Latest Practicable Date, we had not received order to settle the shortfall from the relevant regulatory authorities with respect to our social insurance and housing provident fund contributions. In view of the above, we believe the likelihood that we would be required by relevant authorities to pay any shortfall for social insurance and housing provident fund contribution or become subject to material administrative penalties by relevant authorities is remote. We cannot assure you that we will not be subject to any order to rectify this in the future, nor can we assure you that there are no, or will not be any, relevant employee complaints against us. Any such order may adversely affect our business, financial condition, results of operations. In 2023 and 2024 and nine months ended September 30, 2024 and 2025, our total staff cost (including employee benefit expenses under cost of sales, selling expenses, general and administrative expenses and research and development costs) amounted to RMB921.8 million, RMB1,263.0 million, RMB953.5 million, and RMB1,299.0 million, respectively, representing 8.7%, 9.6%, 10.0% and 11.4% of our total revenue for the same years/periods, respectively. In addition, labor costs in regions where we operate have been increasing in recent years and may potentially continue to increase. As such, we may have to increase our total compensation to attract and retain the experienced professionals required to achieve our business objectives. However, these increased costs might not be able to be passed onto customers by increasing our solutions' selling prices considering market competition. In such circumstances, our profit margin may decrease, which could have an adverse effect on our business, financial condition and results of operations.

We may be subject to liabilities and disruptions in operations arising from workplace accidents occurring at our production facilities.

As part of our manufacturing activities, we engage in certain inherently risky operations, including the use of forklifts, lifting equipment, machinery and other special equipment in our daily production processes. These activities expose us to risks such as equipment malfunction, improper operation, industrial accidents and other safety incidents. We have established internal safety management systems and require our employees to comply with occupational safety, fire safety and equipment operation procedures in accordance with our internal policies and applicable laws and regulations. We also conduct routine employee training and implement safety protocols with respect to the operation of production equipment.

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However, due to the complexity of our manufacturing processes and the involvement of manual operations and machinery, there can be no assurance that all safety measures and procedures will be strictly followed. During the Track Record Period, we were involved in an isolated workplace safety incident that resulted in an employee fatality, and no administrative penalties were imposed on us in relation thereto. The employee’s family received total compensation of approximately RMB1.4 million, of which approximately RMB0.3 million was borne by us and the remaining amount was covered by statutory work-related injury insurance. Notwithstanding the foregoing, workplace accidents may still occur in the future, including those involving personal injury or fatality, damage to production facilities or production interruptions. Any such incidents, if significant, could disrupt our operations, adversely affect employee morale, damage our reputation and subject us to claims, compensation liabilities, administrative scrutiny or other legal consequences. In addition, the insurance coverage we maintain may not be sufficient to fully cover losses arising from such accidents. Any of the foregoing could have a material adverse effect on our business, financial condition and results of operations.

Our business operates under various permits, licenses, approvals and/or qualifications and the failure to renew any or all of these permits, licenses, approvals and/or qualifications may materially and adversely affect our business, financial condition and results of operations.

In accordance with the laws and regulations in the jurisdictions in which we operate, we are required to maintain various approvals, licenses, permits and certifications to operate our business. See “Business — Licenses, Approvals and Permits.” Complying with such laws and regulations may require substantial expenses and may impose a significant burden, while any non-compliance may expose us to liability. Furthermore, in the event that we are required to renew our certain existing licenses or permits, whether as a result of the promulgation of new laws and regulations or otherwise, we cannot assure you that we will be able to meet the requisite conditions and requirements, or renew all requisite approvals, licenses, permits and certifications in a timely manner.

We may be subject to risks associated with our products and may lack sufficient insurance coverage for such claims. We may not be able to obtain adequate insurance for losses and liabilities arising from various operational risks and hazards to which we are exposed.

The products that we produce have the possibility of causing damage. Accordingly, we face the inherent risk of exposure to claims when the malfunction of our products results in property damage, personal injury or death. Our products may experience defects, which could subject us to lawsuits, product recalls or redesign efforts, all of which would be time-consuming and costly. Product liability claims against us could require us to pay substantial monetary compensation. Moreover, a product liability claim could generate substantial negative publicity about our products and business and inhibit or prevent commercialization of our future products, which would materially and adversely affect our brands, business, prospects and results of operations. Although we consider our insurance coverage to be

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adequate and in accordance with the commercial practices in the industries in which we operate, as of the Latest Practicable Date, we did not obtain any product liability insurance, which might expose us to any potential product liability claims.

In addition, our business is subject to a variety of operational risks, including production disruptions due to operational errors, power outages, equipment failures and suspension due to other risks; operational restrictions imposed by environmental or other regulatory requirements; social, political and labor unrest; environmental or industrial accidents; and catastrophic incidents such as fires, earthquakes, explosions, floods or other natural disasters. Furthermore, as we continue to expand our operations in overseas markets, we may be exposed to risks related to geopolitical tensions, policy changes and intellectual property and technology protection. These aforementioned risks may result in, including but not limited to, damage to or destruction of production facilities, personal injury or casualties, environmental damage, monetary loss and legal liability. The occurrence of any of these events may result in disruption of our operations and cause us to suffer substantial losses or incur significant liabilities. We may not have adequate or any insurance to cover these operational risks. If we incur material losses or liabilities, and insurance is not adequate to cover such losses or liabilities, our business, financial condition and results of operations may be materially and adversely affected.

Any discontinuation, reduction or delay in payment of any government grants, tax refund or preferential tax treatments may have a material and adverse impact on our business, financial condition and results of operations.

During the Track Record Period, we benefited from certain government grants. In 2023 and 2024 and nine months ended September 30, 2024 and 2025, we recognized government grants and of RMB14.9 million, RMB16.3 million, RMB11.1 million and RMB16.4 million, and additional deduction or VAT for advanced manufacturing enterprises of nil, RMB62.1 million, RMB24.4 million and RMB38.6 million, respectively. In addition, we and some of our subsidiaries are entitled to preferential tax treatment. See “Financial Information — Description of Major Components of Our Results of Operations — Income Tax Expenses.” Preferential tax treatments granted to us by PRC governmental authorities and the governmental authorities in other jurisdictions are subject to review and may be adjusted or revoked at any time in the future. We cannot guarantee that the preferential tax treatments to which we are currently entitled will be successfully renewed. We cannot guarantee that the local tax authorities will not, in the future, change their position and discontinue any of our current tax treatments. The discontinuation of any of our current tax treatments could materially increase our tax obligations and adversely impact our net profit.

We may be involved in legal proceedings and commercial or contractual disputes, which could materially and adversely affect our reputation, business, results of operations and financial condition.

We may be involved in legal proceedings and commercial or contractual disputes in the ordinary course of our business. We cannot assure you that we will not be involved in various legal and other disputes in the future, which may expose us to additional risks and losses. In

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addition, we may have to pay legal costs associated with such disputes, including fees relating to appraisal, auction, execution and legal advisory services. Litigation and other disputes may lead to inquiries, investigations and proceedings by regulatory authorities and other governmental agencies and may result in damage to our reputation, additional operating costs and diversion of resources and management's attention from our business operations. The disruption of our business due to judgment, arbitration and legal proceedings against us or adverse adjudications in proceedings against our Directors, senior management or key employees may materially and adversely affect our reputation, business, results of operations, financial condition and prospects.

Failure to comply with present or future environmental, safety and occupational health regulations and standards may have a material adverse effect on our business, financial condition and results of operations.

Our business is subject to regulations and standards relating to environmental, safety and occupational health matters where we operate. Under these laws and regulations, we are required to maintain safe production conditions and to protect the occupational health of our employees. However, there can be no assurance that we will not experience any material accidents or worker injuries during our manufacturing process in the future. In addition, our manufacturing process produces pollutants such as wastewater, waste gas and industrial solid waste. The discharge of such pollutants from our manufacturing operations into the environment, if in violation of relevant regulations, may give rise to liabilities that may require us to incur costs to remedy such discharge. There can be no assurance that the situations that will give rise to environmental liabilities will be discovered, or that any environmental laws adopted in the future will not affect our operating costs and other expenses. Should stricter environmental protection standards and regulations be imposed in the future, there can be no assurance that we will be able to comply with such new regulations. Any increase in the manufacturing costs resulting from the implementation of additional environmental protection measures and/or failure to comply with new environmental laws or regulations may have a material adverse effect on our business, financial condition or results of operations.

Our business may be materially and adversely affected by force majeure events, natural disasters or other issues beyond our control.

Natural and man-made disasters and other force majeure events which are beyond our control may adversely affect the economy, infrastructure and livelihood of the people there. An occurrence or recurrence of any such events could result in disruptions to our operations, which could adversely affect our business, financial condition, results of operations and prospects.

Our business operations could be disrupted if any of our employees is suspected of contracting any epidemic disease, since it could require our offices or facilities to be closed for disinfection or other remedial measures, which would adversely delay or disrupt our production schedule, and we may experience raw material shortages or price surges if the operations of any of our suppliers are disrupted by pandemics.

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Moreover, natural disasters, including earthquakes, floods, landslides and droughts, could result in deaths, significant economic losses and significant and extensive damage to factories, power lines and other properties, as well as blackouts, transportation and communications disruptions and other losses in the affected areas. Any future natural disasters, public health and public security hazards may, among other things, materially and adversely affect or disrupt our operations. Furthermore, such natural disasters, public health and public security hazards may severely restrict the level of economic activity in affected areas, which may in turn materially and adversely affect our business, results of operations and prospects.

RISKS RELATING TO DOING BUSINESS IN THE COUNTRIES WHERE WE OPERATE

Changes in the economic, political or social conditions or government policies in the country where we operate could affect our business, financial condition and results of operations.

Our business, financial condition and results of operations may be influenced by the general political, economic and social conditions in the country where we operate. Governments worldwide have implemented, and may continue to introduce, among others, various policies and measures to encourage economic growth and guide the allocation of resources. The automotive trim system solutions market in general is affected by macro-economic factors, including international, national, regional and local economic conditions, trade relationships, employment levels, consumer demand and discretionary spending. Any changes in these factors may have material and adverse effect on our business, financial condition and results of operations.

You may experience complexities in effecting service of legal process and enforcing foreign court judgments against us and our management.

We are a company incorporated under the laws of the PRC and some of our assets and subsidiaries are located in the PRC. The majority of our Directors and senior management reside within the PRC. The assets of these Directors and senior management also may be located within the PRC. The PRC does not have treaties providing for the reciprocal recognition and enforcement of judgments of courts of most other jurisdictions. As a result, recognition and enforcement in the PRC of judgments of a court in any of these jurisdictions outside the PRC may be difficult. As a result, it may be difficult and time-consuming to effect service of process upon our Directors and senior management outside the PRC. In addition, investors may also experience difficulties in seeking recognition and enforcing foreign judgments in the PRC if there is a lack of reciprocal recognition and enforcement of judicial rulings and awards of other jurisdictions. Furthermore, although we will be subject to the Listing Rules and the Takeovers Code upon the [REDACTED] of our H Shares on the Stock Exchange, the holders of H Shares will not be able to bring actions on the basis of violations of the Listing Rules and must rely on the Stock Exchange to enforce its rules. Moreover, the Takeovers Code does not have the force of law and provides only standards of commercial conduct considered acceptable for takeover and merger transactions and share repurchases in Hong Kong.

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We are subject to the currency exchange regulatory system.

As we operate our business globally, we are subject to risks associated with foreign currency exchange fluctuations. Similar to many other jurisdictions that have foreign exchange control, PRC government imposes supervision on the convertibility of RMB into foreign currencies. Shortages in the availability of foreign currency may restrict our ability to remit sufficient foreign currency or otherwise satisfy our foreign currency denominated obligations. Under the existing PRC foreign exchange regulations, payments of current account items, including profit distributions, interest payments and trade and service-related foreign exchange transactions, can be made in foreign currencies without prior SAFE approval by complying with certain procedural requirements. However, approval from or registration with competent government authorities by complying with certain procedural requirements is required where RMB is to be converted into foreign currency and remitted out of China to pay capital expenses such as the repayment of loans denominated in foreign currencies. However, the PRC government may restrict access to foreign currencies for current account transactions in the future. If the foreign exchange control system prevents us from obtaining sufficient foreign currencies to satisfy our foreign currency demands, we may not be able to pay dividends in foreign currencies to our Shareholders and these limitations could affect our ability to obtain foreign exchange through equity financing, or to obtain foreign exchange for capital expenditures. Further, we cannot guarantee that new regulations will not be promulgated by Chinese or foreign authorities in the future that would have the effect of further restricting the remittance of RMB into or out of China.

We are a mainland China enterprise and we are subject to mainland China tax on our global income and any gains on the sales of H Shares and dividends on the H Shares may be subject to mainland China income taxes.

Under the PRC EIT Law and its implementation rules, subject to any applicable tax treaty or similar arrangement between the mainland China and a non-mainland China investor’s jurisdiction of residence that provides for a different income tax arrangement, mainland China withholding tax at the rate of 10% is normally applicable to dividends from mainland China sources payable to investors that are non-mainland China resident enterprises, which do not have an establishment or place of business in mainland China, or which have an establishment or place of business in mainland China if the relevant income is not effectively connected with such establishment or place of business. Any gains realized on the transfer of shares by such investors are subject to a 10% mainland China income tax rate if such gains are regarded as income from sources within mainland China unless a treaty or similar arrangement provides otherwise.

Under the PRC Individual Income Tax Law (《中華人民共和國個人所得稅法》) and its implementation rules, dividends from sources within mainland China paid to foreign individual investors who are not mainland China residents are generally subject to a mainland China withholding tax at a rate of 20% and gains from mainland China sources realized by such investors on the transfer of shares are generally subject to a 20% mainland China income tax rate, in each case, subject to any reduction or exemption set forth in applicable tax treaties and

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laws in mainland China. Pursuant to the Circular on Questions Concerning the Collection of Individual Income Tax Following the Repeal of Guo Shui Fa [1993] No. 045 (《關於國稅發[1993]045號文件廢止後有關個人所得稅徵管問題的通知》) (Guo Shui Han [2011] No. 348) (國稅函[2011]348號) dated June 28, 2011, issued by the SAT, dividends paid to non-mainland China resident individual holders of H Shares are generally subject to individual income tax of mainland China at the withholding tax rate of 10%, depending on whether there are any applicable tax treaties between the PRC and the jurisdictions in which the non-mainland China resident individual holder of H Shares resides as well as the tax arrangement between mainland China and Hong Kong. Non-mainland China resident individual holders who reside in jurisdictions that have not entered into tax treaties with mainland China are subject to a 20% withholding tax on dividends received from us. However, pursuant to the Circular Declaring that Individual Income Tax Continues to be Exempted over Income of Individuals from Transfer of Shares (《關於個人轉讓股票所得繼續暫免徵收個人所得稅的通知》) issued by the MOF of mainland China and the SAT on March 30, 1998, gains of individuals derived from the transfer of listed shares of enterprises may be exempt from individual income tax. In addition, on December 31, 2009, the MOF, the SAT and the CSRC jointly issued the Circular on Relevant Issues Concerning the Collection of Individual Income Tax over the Income Received by Individuals from Transfer of Listed Shares Subject to Sales Limitation (《關於個人轉讓上市公司限售股所得徵收個人所得稅有關問題的通知》) (Cai Shui [2009] No. 167) which states that individuals' income from the transfer of listed shares on certain domestic exchanges shall continue to be exempted from individual income tax, except for the relevant shares which are subject to sales restrictions as defined in the Supplementary Circular on Relevant Issues Concerning the Collection of Individual Income Tax over the Income Received by Individuals from Transfer of the Listed Shares Subject to Sales Limitations (《關於個人轉讓上市公司限售股所得徵收個人所得稅有關問題的補充通知》) (Cai Shui [2010] No. 70). On December 27, 2024, the MOF, the SAT and the CSRC jointly issued the Announcement on the Further Improvement of the Administration of Individual Income Tax on the Transfer of Restricted Shares of Listed Companies by Individuals (《關於進一步完善個人轉讓上市公司限售股所得個人所得稅有關徵管服務事項的公告》), which was effective on the date of issuance, and any inconsistency with the Announcement shall be in accordance with the Announcement. The aforesaid provision has not expressly provided that individual income tax shall be collected from non-mainland China resident individuals on the sale of shares of mainland China resident enterprises listed on overseas stock exchanges.

If mainland China income tax is imposed on gains realized from the transfer of our H Shares or on dividends paid to our non-mainland China resident investors, the value of your investment in our H Shares may be affected. Furthermore, our Shareholders whose jurisdictions of residence have tax treaties or arrangements with mainland China may not qualify for benefits under such tax treaties or arrangements.

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RISKS RELATING TO THE [REDACTED]

We will be concurrently subject to listing and regulatory requirements of China and Hong Kong.

As we are listed on the Shanghai Stock Exchange and will be [REDACTED] on the Main Board in Hong Kong, we will be required to comply with the listing rules (where applicable) and other regulatory regimes of both jurisdictions, unless an exemption is available, or a waiver has been obtained. Accordingly, we may incur additional costs and resources in continuously complying with all sets of listing rules in the two jurisdictions.

The characteristics of the A share and H share markets may differ.

Our A Shares are listed and traded on the Shanghai Stock Exchange. Following the [REDACTED], our A Shares will continue to be traded on the Shanghai Stock Exchange and our H Shares will be [REDACTED] on the Stock Exchange. Under current laws and regulations of China, without the approval from the relevant regulatory authorities, our H Shares and A Shares are neither interchangeable nor fungible, and there is no [REDACTED] or settlement between the H Share and A Share markets. With different trading characteristics, the H Share and A Share markets have divergent trading volumes and liquidity and investor bases, as well as different levels of retail and institutional investor participation. As a result, the [REDACTED] performance of our H Shares and A Shares may not be comparable. Nonetheless, fluctuations in the price of our A Shares may adversely affect the price of our H Shares, and vice versa. Due to the different characteristics of the H Share and A Share markets, the historical prices of our A Shares may not be indicative of the performance of our H Shares. You should therefore not place undue reliance on the trading history of our A Shares when evaluating the investment decision in our H Shares.

There has been no prior public market for our H Shares, and their liquidity and market price may be volatile.

There was no public market for our H Shares prior to the [REDACTED]. There can be no guarantee that a public market for our H Shares with adequate liquidity and [REDACTED] volume will develop and be sustained following the completion of the [REDACTED]. In addition, the [REDACTED] of our H Shares is expected to be fixed by agreement between the [REDACTED] (for themselves and on behalf of the [REDACTED]) and us, which may not be indicative of the market price of our H Shares following the completion of the [REDACTED].

If an active public market for our H Shares does not develop following the completion of the [REDACTED], the market price and liquidity of our H Shares may be materially and adversely affected.

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The liquidity, [REDACTED] volume and market price of our H Shares following the [REDACTED] may be volatile, which could result in substantial losses to investors.

The price at which our H Shares will trade after the [REDACTED] will be determined by the marketplace, which may be affected by various factors beyond our control, including:

- our financial performance;
- changes in securities analysts’ estimates, if any, of our financial performance;
- the history of, and the prospects for, ourselves and the industry in which we operate;
- an assessment on the prospects for, and timing of, our future revenue and cost;
- structures that independent research analysts may publish, if any;
- the present state of our development;
- the valuation of publicly traded companies that are engaged in business activities;
- general market sentiment regarding the industry we operate in;
- changes in laws and regulations of China;
- our actual or perceived failure to compete effectively in the market; and
- political, economic, financial and social conditions.

In addition, the Hong Kong Stock Exchange has from time to time experienced significant volatility in trading prices and volumes that have affected the market prices of securities of companies quoted on the Hong Kong Stock Exchange. As a result, investors in our H Shares may experience volatility in the market price of their H Shares and a decrease in the value of their H Shares regardless of our operating performance or prospects.

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Future sales or perceived sales of substantial amounts of our H Shares in the public market could have a material and adverse effect on the price of our H Shares and our ability to raise additional capital in the future.

The market price of our H Shares could decline as a result of future sales of a substantial number of our H Shares or other securities relating to our H Shares in the public market, or the issuance of new shares or other securities, or the perception that such sales or issuances may occur. Future sales, or anticipated sales, of substantial amounts of our securities, including any future offerings, could also materially and adversely affect our ability to raise capital at a specific time and on terms favorable to us. In addition, our Shareholders may experience dilution of their holdings if we issue more securities in the future. New shares or shares-linked securities issued by us may also confer rights and privileges that take priority over those conferred by the H Shares.

Our Controlling Shareholders have substantial influence over our Company and their interests may not be aligned with the interests of our other Shareholders.

Our Controlling Shareholders have significant influence in determining the outcome of any corporate transaction or other matter submitted to the Shareholders for approval, including but not limited to mergers, privatizations, consolidations and the sale of all, or substantially all, of our assets, election of Directors and other significant corporate actions. Immediately following the completion of the [REDACTED] (assuming that the [REDACTED] is not exercised), the Controlling Shareholders will be together entitled to control the exercise of approximately [REDACTED]% of the voting rights and thus remain as Controlling Shareholders of our Company. The interests of our Controlling Shareholders might differ from the interests of our other Shareholders. In the event that our Controlling Shareholders cause us to pursue strategic objectives that conflict with the interests of our other Shareholders, our other Shareholders could be disadvantaged, and their interests could be damaged. Any conflict of interest between our Controlling Shareholders and our other Shareholders may also materially and adversely affect aspects such as the decision and implementation of our business plans, which may in turn affect our operations and prospects.

You should not place any reliance on any information released by us in connection with the listing of our A Shares on the Shanghai Stock Exchange.

As our A Shares are listed on the Shanghai Stock Exchange, we have been subject to periodic reporting and other information disclosure requirements in China. As a result, from time to time, we publicly release information relating to us on the Shanghai Stock Exchange or other media outlets designated by the CSRC. However, the information announced by us in connection with our A Shares listing is based on regulatory requirements of the securities authorities, industry standards and market practices in China, which are different from those applicable to the [REDACTED]. The presentation of financial and operational information for the Track Record Period disclosed on the Shanghai Stock Exchange or other media outlets may not be directly comparable to the financial and operational information contained in this document. As a result, prospective investors in our H Shares should be reminded that, in

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making their investment decisions as to whether to purchase our H Shares, they should rely only on the financial, operating and other information included in this document. By applying to purchase our H Shares in the [REDACTED], you will be deemed to have agreed that you will not rely on any information other than that contained in this document and any formal announcements made by us in Hong Kong with respect to the [REDACTED].

Our historical dividends may not be indicative of our future dividend policy, and there can be no assurance whether and when we will pay dividends in the future.

We have declared dividends in the past. We protect our Shareholders’ interest by ensuring a consistent dividend policy. However, there is no assurance that dividends of any amount will be declared or distributed by us in any year in the future. Under the applicable laws and regulations of China, the payment of dividends may be subject to certain limitations. Moreover, the calculation of our profit under the China Accounting Standards for Business Enterprises (“PRC GAAP”) may differ in certain respects from the calculation under the IFRSs. As a result, even if we report a profit for the year under IFRS Accounting Standards, we may not have distributable profits as determined by PRC GAAP. Additionally, the declaration, payment and amount of any future dividends are subject to the discretion of our Directors after taking into account various factors, including but not limited to our results of operations, financial condition, cash flows, capital expenditure requirements, market conditions, our strategic plans and prospects for business development, regulatory restrictions on the payment of dividends and other factors as our Directors may deem relevant, and subject to the approval at a Shareholders’ meeting. Any declaration and payment as well as the amount of dividends will be subject to our constitutional documents and the applicable laws and regulations of China. See “Financial Information — Dividend and Dividend Policies” for further details of our dividend policy. No dividend shall be declared or payable except out of our profits and reserves lawfully available for distribution. Our historical dividends should not be taken as indicative of our dividend policy in the future. Under the existing foreign exchange regulations of China, payments of current account items, including profit distributions, interest payments and trade and service-related foreign exchange transactions, can be made in foreign currencies without prior SAFE approval by complying with certain procedural requirements. However, approval from or registration with competent government authorities is required where RMB is to be converted into foreign currency and remitted out of China to pay capital expenses, such as the repayment of loans denominated in foreign currencies. If the foreign exchange control system prevents us from obtaining sufficient foreign currencies to satisfy our foreign currency demands, we may not be able to pay dividends in foreign currencies to our Shareholders. Further, we cannot assure you that new regulations will not be promulgated in the future that would affect the remittance of RMB into or out of China.

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We may be subject to evolving U.S. restrictions on outbound investment to China and heightened U.S. import tariffs.

On August 9, 2023, the U.S. administration issued an executive order directing the Department of the Treasury to establish an outbound foreign direct investment review program. The Department of the Treasury finalized implementing rules on October 28, 2024, effective January 2, 2025 (the Outbound Investment Rule). Under the Outbound Investment Rule, U.S. persons may be prohibited from, or required to notify, certain investments involving entities in “countries of concern,” currently including China, that engage in (i) semiconductors and microelectronics, (ii) quantum information technologies, or (iii) artificial intelligence systems (collectively, Covered Foreign Persons). While certain categories (e.g., publicly traded securities) are excluded, additional implementing regulations may be adopted, and their scope and timing remain uncertain. As a result, access to U.S. capital for Chinese companies may be constrained, and we may be adversely affected by reduced investor participation, higher compliance burdens, and increased transaction uncertainty. We do not believe we are a “covered foreign person” under the existing rule as of the Latest Practicable Date. However, if we were to be deemed a Covered Foreign Person due to amendments to relevant laws and regulations to the U.S. outbound investment regime or changes in our business operations, our ability to raise capital would be significantly and negatively affected. In addition, the U.S. government has implemented rounds of heightened import tariffs on products from various countries. It remains uncertain how these measures will evolve or impact global economic conditions. Any adverse changes may materially and negatively affect our operations, financial condition, and business prospects.

Should the [REDACTED] be higher than the net tangible book value per Share, subject to pricing, you may experience an immediate dilution in the book value of the [REDACTED] you purchased in the [REDACTED] and may experience further dilution if we issue additional Shares in the future.

If the [REDACTED] of our H Shares is higher than the net tangible book value per Share immediately prior to the [REDACTED], purchasers of our H Shares in the [REDACTED] will experience an immediate dilution. Existing Shareholders will receive an increase in the [REDACTED] adjusted consolidated net tangible assets value per share of their shares.

Since there will be a time gap of several days between the [REDACTED] and [REDACTED] of our Shares, holders of our Shares are subject to the risk that the price of our Shares could decline before [REDACTED] in our Shares on the Hong Kong Stock Exchange commences.

The [REDACTED] of our H Shares will be set on the [REDACTED], but trading on the Hong Kong Stock Exchange will not begin until the H Shares are delivered, which is anticipated to occur two business days later. During this interval, investors will be unable to sell or otherwise dispose of their H Shares. This gap exposes Shareholders to the risk that the market price of our H Shares may fall before [REDACTED] starts, due to unfavorable market conditions or other adverse developments occurring between the pricing and the commencement of [REDACTED].

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Forward-looking statements contained in this document are subject to risks and uncertainties.

This document contains certain statements and information that are forward-looking and uses forward-looking terminology such as “anticipate,” “believe,” “could,” “going forward,” “intend,” “plan,” “project,” “seek,” “expect,” “may,” “ought to,” “should,” “would” or “will” and similar expressions. You are cautioned that reliance on any forward-looking statement involves risks and uncertainties and that any or all of those assumptions could prove to be inaccurate, and as a result the forward-looking statements based on those assumptions could also be incorrect. In light of these and other risks and uncertainties, the inclusion of forward-looking statements in this document should not be regarded as representations or warranties by us that our plans and objectives will be achieved, and these forward-looking statements should be considered in light of various important factors, including those set forth in this section. Subject to the requirements of the Listing Rules, we do not intend publicly to update or otherwise revise the forward-looking statements in this document, whether as a result of new information, future events or otherwise. Accordingly, you should not place undue reliance on any forward-looking information. All forward-looking statements in this document are qualified by reference to this cautionary statement.

Certain facts, forecasts and other statistics in this document are derived from official government sources which have not been independently verified.

Certain facts, forecasts and statistics in this document, particularly in the section titled “Industry Overview”, related to the PRC and global economy and the industry in which we operate, are sourced from publicly available sources such as government publications that we believe to be reliable. However, we cannot guarantee the quality or reliability of these sources. We believe that the sources of the information are appropriate and have taken reasonable care in extracting and reproducing such information. We do not believe that such information is false or misleading or that any material fact has been omitted that would render such information false or misleading. The information from official government sources has not been independently verified by our Group, the Sole Sponsor or any other party involved in the [REDACTED] and no representation is given as to its accuracy or completeness. Due to possibly flawed or ineffective sampling or discrepancies between published information and market practice and other problems, the statistics in this results of operations relating to the PRC and the global economy and the industry in which we operate may be inaccurate or may not be comparable to statistics produced for other economies and should not be unduly relied upon. Moreover, these facts, forecasts and statistics involve risk and uncertainties and are subject to change based on various factors and should not be unduly relied upon. You should consider how much weight or importance such facts or statistics carry and should not place undue reliance on them.

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You should read the entire document carefully and should not consider any particular statements in this document or in published media reports without carefully considering the risks and other information contained in this document.

The [REDACTED] is being made solely on the basis of the information and representations contained in this document, which are true and accurate to the best of our knowledge and belief. Any information not contained in this document should not be relied upon in making an investment decision with respect to the securities being [REDACTED]. Prior to the publication of this document, there has been coverage in the media regarding us and the [REDACTED], which may have contained, among other things, certain financial information, projections, valuations and other forward-looking information about us and the [REDACTED]. Investors should be aware that information and opinions published by third-party sources may have been based on outdated, incomplete, or inaccurate information. These sources may also have conflicts of interest, and their opinions may not be independent or objective. The media's coverage of our Company and the [REDACTED] may be influenced by a wide range of factors, including the bias of individual journalists, the preferences of media outlets and the demands of advertisers.