BUSINESS

OVERVIEW

Who We Are

We are a leading provider of full-lifecycle intelligent laboratory solutions in China. We ranked second in China's intelligent laboratory solutions market and first among providers headquartered in China, each as measured by revenue in 2025, according to the F&S Report. We ranked first in China's self-driving laboratory solutions segment, the most advanced form of intelligent laboratories, with a market share of approximately 34.2% in the same year, according to the same source. Leveraging our proprietary multimodal embodied intelligence technologies, industry-specific AI model platforms and integrated capabilities, we provide one-stop services for AI-enabled R&D, quality control and quality optimization across sectors including chemicals, new materials, new energy, and life sciences. Our full-lifecycle solutions encompass laboratory planning, embodied intelligence module manufacturing, algorithm and automation integration, and intelligent operation, all underpinned by an integrated design, manufacturing, deployment and self-iteration system powered by high-quality data. Our solutions serve as critical infrastructure for the "AI for Science", paradigm liberating researchers from repetitive manual labor to focus on higher-value discovery, and innovation, advancing toward fully autonomous self-driving laboratories which continuously learn and evolve.

Driven by the global imperative to accelerate scientific discovery, the inherent constraints of manual experimentation are reaching a critical threshold. The insatiable demand of AI models for high-quality data collides with the finite output and irreproducibility of human-led research, creating a looming data scarcity. In response to these converging pressures, and the broader mission to liberate scientific creativity and productivity from the confines of repetitive manual labor, China's intelligent laboratory solutions market is expanding rapidly. Since our establishment, we have focused on key areas including laboratory embodied intelligence, intelligent system integration, and experimental workflow automation. By integrating industry-specific AI models, robotics technology, and industry domain knowledge, we seek to transform scientific research and industrial quality control from their traditional reliance on manual labor and initiate a flywheel effect wherein accelerated AI advancements drive greater adoption of self-driving laboratories, which in turn generate substantial volumes of high-quality data to further refine AI models and amplify demand for autonomous experimentation.

Our solutions span the full project lifecycle, from initial planning to ongoing self-iteration. Specifically, we offer the following core services and products.

- ***Master Planning and Lean Design.*** We engage the earliest conceptual stages of our customers' R&D and quality control systems. We provide full-process design services from concept consulting and feasibility studies to detailed engineering, creating laboratory environments purpose-built to accommodate AI capabilities and unmanned operation, thereby embedding efficiency, safety, and intelligence into the laboratory's core design.

- ***Modular Intelligent Manufacturing and Installation.*** Utilizing a modular, standardized, and replicable building-block approach, we manufacture laboratory modules in a factory setting for rapid on-site assembly. This significantly shortens manufacturing and installation timelines and, more importantly, provides the physical foundation for upgrading laboratories from passive automated systems into perceptive, decision-making, and self-optimizing intelligent environments, ensuring the stable and reliable execution of complex experiments while adapting seamlessly to the environmental precision required by advanced AI systems.

- ***Embodied Intelligence Module Manufacturing.*** We design and manufacture our proprietary embodied intelligence modules in-house, spanning a suite of 36 standardized modules and 14 specialized modules that automate a wide range of laboratory tasks from sample handling to instrument operation. By retaining full control over the design and production of these modules, we ensure consistent quality and precision, enable rapid iteration to respond to evolving customer requirements, and maintain both cost efficiency and supply chain reliability for the deployment of our self-driving laboratory solutions. This in-house manufacturing capability directly underpins the closed-loop automation that links our *Dyna Brain* decision-making with physical laboratory execution.

- ***Industry-specific AI Model Built on Deep Industry Process Knowledge.*** Our core competence extends beyond hardware integration to our continuously evolving library of industry-specific AI models. These models encode core process knowledge synthesized from scientific literature, domain-specific data repositories, and accumulated scientist expertise, capturing the specific logic and characteristics of industry R&D pathways across sectors including chemicals and new materials. They understand industry logics, quality control standards, and optimization goals, enabling them to reason through complex experimental scenarios and achieve intelligent judgment, process optimization, and predictive analysis. Furthermore, these models autonomously generate experimental formulations, select optimal reaction pathways, continuously refine procedural parameters, and predict formulation performance outcomes. In doing so, they effectively act as an AI co-researcher and quality control expert for our customers.

- ***High-quality Data Assets.*** Our self-driving laboratories are designed to serve as a premier production platform for high-quality industrial and research data, generating valuable industrial and research data assets. The full-process data automatically generated by our self-driving labs is produced without human intervention, with AI autonomously planning experimental workflows and ensuring every output is standardized, reliable, and traceable, forming a foundational resource for training and iterating industry-specific AI models and driving scientific discovery.

- ***Integrated Self-driving Laboratory Delivery.*** Through our integrated delivery capability, we provide complete unmanned laboratory solutions. Using our embodied intelligence modules, industry-specific AI models, intelligent laboratory systems, and high-quality data infrastructure, we automate the entire experimental workflow from sample handling and preparation to instrument operation, data collection and analysis, and report generation, enabling uninterrupted operation.

- ***Self-iteration.*** Post-delivery, we leverage the accumulated high-quality data and our proprietary industry-specific AI models to provide formulation prediction, process attribution analysis and real-time parameter tuning. This transforms the laboratory from a cost center into a value center that drives discovery and innovation in new materials, new products, and new formulations, ultimately advancing the "AI for Science" paradigm.

Our Core Values

We deliver three core values to our customers through our solutions, in particular our self-driving laboratory solutions.

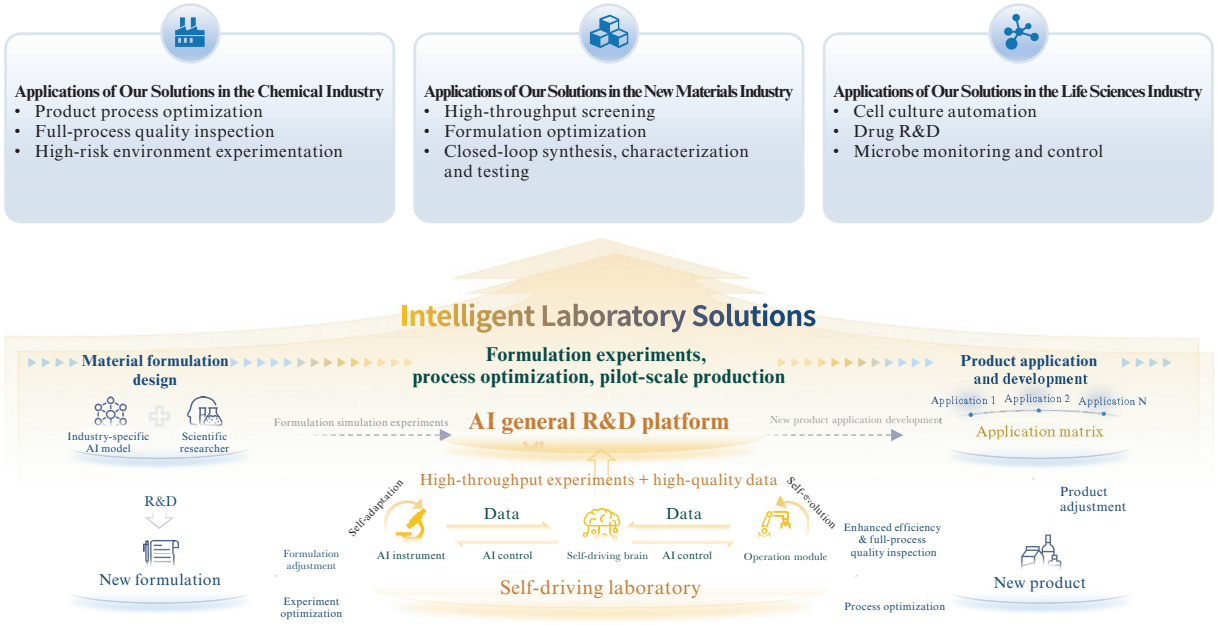
- ***Cost and Efficiency Optimization.*** By replacing manual trial and error with automated, standardized workflows, we reduce costs for labor, consumables, and time while compressing R&D cycles from weeks or months to days or hours. Leveraging high-quality operational data and industry-specific AI models, we further optimize R&D paths and production processes to drive continuous efficiency gains. Beyond direct cost reduction, our solutions liberate scientists and technicians from repetitive manual

tasks, unlocking substantial gains in productivity and creativity. By shifting focus from labor-intensive manual work to creative problem-solving, our customers gain greater intellectual bandwidth for driving meaningful breakthroughs and accelerate innovation.

- ***High-quality and Predictable Outcomes***. Our self-driving laboratories function as the physical embodiment and operational infrastructure for scientific AI, translating algorithmic intelligence into precise, real-world experimental action. This AI-driven approach transforms R&D from a labor-intensive, trial-and-error process into an intelligent, data-driven paradigm with enhanced certainty and repeatability. The full-process data generated by our self-driving labs is standardized, structured, and traceable, providing reliable inputs for training AI vertical models and ensuring consistent, reproducible experimental results.

- ***Democratizing Scientific Discovery***. Our self-driving laboratory solutions leverage AI to codify complex domain expertise and automate intricate experimental workflows, effectively lowering the barriers to advanced research. By transforming trial-and-error processes reliant on scarce senior talent into standardized, data-driven operations, we empower a broader range of enterprises and institutions to conduct high-level R&D and quality control independent of specialized human experience, thereby promoting greater inclusivity and equity in scientific and industrial innovation.

The following graphic illustrates our business model.



Our Market Opportunity and Our Differentiated Position

Global Strategic Priority

Major economies have recognized that integrating AI with scientific research is critical for developing next-generation technologies in biotechnology, new materials, and new energy. This is reflected in national initiatives including Winning the Race: America's AI Action Plan released in July 2025 and the subsequent Genesis Mission established by Executive Order in November 2025 in the United States; the Apply AI Strategy and AI in Science Strategy launched by the European Commission in October 2025; the AI for Science Strategy published by the United Kingdom in November 2025, which explicitly supports autonomous laboratory infrastructure and AI-driven discovery; and the AI for Science Initiative advanced by Japan as part of its broader scientific revitalization and Seventh Science, Technology and Innovation Basic Plan framework. These

coordinated national strategies share a common conviction that self-driving laboratories represent a foundational pillar of the AI for Science paradigm, positioning autonomous experimentation infrastructure as a critical enabler for accelerating discovery, strengthening national research competitiveness, and translating data-driven insights into tangible scientific and industrial breakthroughs.

Paradigm Shift in Scientific Research

Scientific research paradigms are undergoing a fundamental shift. Traditional R&D, characterized as labor-intensive and trial-and-error driven, is being complemented by a data-intensive and hypothesis-driven model empowered by AI. This enables a fundamental transition in operational execution, from human-led operations to AI-driven robotics, elevating scientific research from the first paradigm of experimental science to the fourth paradigm of data-driven discovery. In this context, self-driving laboratories capable of generating, managing, and utilizing high-quality experimental data are evolving into core production facilities, enabling the transition from experimental science to data science.

Our Market Opportunity

We operate in a rapidly expanding industry undergoing a fundamental paradigm shift. China's intelligent laboratory solutions market increased from RMB2.5 billion in 2021 to RMB10.7 billion in 2025, at a CAGR of 43.8%, according to the F&S Report. This market is expected to reach RMB61.8 billion by 2030, at a projected CAGR of 42.1% from 2025 to 2030, driven by the urgent need to bridge the disconnect between highly automated production lines and manual, labor-dependent laboratory R&D and quality control, as well as the emergence of "AI for Science" as a national strategic priority. Within this market, the self-driving laboratory segment, representing the most advanced paradigm of intelligent laboratories, is projected to grow from RMB0.5 billion in 2025 to RMB10.6 billion in 2030, at a significantly higher CAGR of 81.3%, with its share of the overall intelligent laboratory solutions market expected to rise from 5.1% to 17.1% over the same period, according to the same source.

Meanwhile, the development of intelligent laboratory solutions, particularly self-driving laboratories solutions, requires deep vertical industry process knowledge accumulated through long-term project immersion, multi-technology integration capabilities spanning embodied intelligence modules, and industry-specific AI models, interdisciplinary teams, and a proven track record of large-scale project delivery in demanding industrial environments. These factors create substantial barriers to entry for new market participants. The current market consists primarily of point automation solutions or standalone equipment, with a relative lack of integrated service providers capable of offering laboratory planning, embodied intelligence module manufacturing, algorithm and automation integration, and intelligent operations. Compounding this supply gap, the sheer volume of R&D and quality testing experiments required across industries continues to grow exponentially, placing immense strain on traditional manual laboratory operations.

Our Differentiated Position

Developing self-driving laboratory solutions requires industry-specific AI models, vertical industry knowledge, multi-technology integration capabilities, interdisciplinary teams, and a track record of large-scale project delivery. These factors create substantial barriers to entry for new market participants. Early entrants that have established benchmark projects enjoy first-mover advantages.

Among various application sectors, chemicals and new materials have emerged as primary use cases for AI self-driving laboratory deployment. These sectors feature complex processes, data intensity, stringent quality control standards, demanding environments, and high labor dependence. The need for quality improvement, cost reduction, and efficiency gains is particularly acute. Our

accumulated process knowledge and successful delivery track record in these sectors not only create competitive barriers but also provide a validated blueprint for expanding into new energy, life sciences, and other sectors.

Our Achievements

Our delivery track record includes benchmark projects for leading global corporations, such as a self-driving laboratory project for Unilever in the consumer goods sector. Multiple self-driving laboratory projects have operated stably for over two years in demanding industrial environments. In addition, we have received several industry awards and recognitions, including the International Sustainable Laboratory Award and a Provincial/Ministerial Level First Prize for Technological Invention, and have participated as a core member in the drafting of multiple national and industry standards. We have been recognized by the Beijing Municipal Government as a leading enterprise to be cultivated in intelligent laboratory solutions under the Beijing New Materials Action Plan. We are also a co-building unit of the Beijing Key Laboratory of Fully Automated AI Experimental Systems. Furthermore, we are collaborating with Beijing University of Chemical Technology to establish what is intended to be the world's first catalytic materials CRO platform. As of December 31, 2025, we had participated in two national key R&D programs and established research collaborations with nine leading universities and research institutions; our customer base comprised 20 Global Fortune 500 companies as ranked in 2025. As of the Latest Practicable Date, we had participated in the drafting of 24 national standards, of which eight relate specifically to intelligent laboratory solutions, two industry standards and a number of industry papers and other publications.

OUR MILESTONES

Global laboratory automation has evolved through three phases: equipment automation in the 2000s, workflow automation in the 2010s, and AI-driven intelligent laboratories emerging in the 2020s. As a pioneer in China's intelligent laboratory solutions market, we have consistently aligned our strategic evolution with these paradigm shifts.

Foundation Phase (2011–2016). We established our presence in the high-end laboratory segment by delivering national-level benchmark projects. These early engagements built our reputation for quality and precision.

Evolution Phase (2017–2019). We transitioned from an engineering-focused firm to a product-oriented company. We began scaling our proprietary prefabricated manufacturing and installation capabilities integrated with intelligent laboratory management systems, laying the physical foundation for AI integration.

Leadership Phase (2020–Present). The year 2020 marked a turning point for the broader industry and our Company. Prior to 2020, the market focused on equipment and workflow automation, using equipment and software to improve single-point efficiency in discrete manual tasks. The advancement of AI technologies and the growing recognition of data as a strategic asset then shifted the market's underlying logic from simply replacing manual labor to fundamentally redefining research and quality control workflows. In response, we repositioned our strategic focus. We moved beyond providing discrete singular automated equipment and began delivering fully integrated self-driving laboratories capable of AI-driven unmanned operation and intelligent decision-making. This transition launched a new chapter centered on paradigm innovation. Since 2020, we have continuously developed and refined our intelligent laboratory solutions, delivering complex projects that integrate our proprietary embodied intelligence technology, industry-specific AI models, all orchestrated through a unified operational platform and supported by our full-lifecycle service capabilities.

OUR COMPETITIVE STRENGTHS

We believe that the following competitive strengths contribute to our success.

Integrated "AI for Science" Infrastructure to Unleash Creativity and Productivity

We are one of the few companies globally capable of providing integrated infrastructure for "AI for Science," according to the F&S Report, covering physical infrastructure, core systems, and data intelligence. We ranked second in China's intelligent laboratory solutions market and first among providers headquartered in China, each as measured by revenue in 2025, according to the F&S Report. We ranked first in China's self-driving laboratory solutions segment, the most advanced form of intelligent laboratories, with a market share of approximately 34.2% in the same year, according to the same source. This integrated capability frees scientists from complex coordination, maintenance, and technology iteration, enabling our self-driving laboratories to physically execute experiments in place of human scientists and continuously produce AI-ready data at scale. This allows researchers to focus on higher-value scientific discovery.

Our physical infrastructure services encompass laboratory master planning, lean design, and modular factory manufacturing. What we deliver extends beyond physical space to include intelligent environments embedded with IoT and AI perception networks. This ensures that complex automation and data systems operate within a stable, compliant, and precisely quantifiable setting, serving as the physical foundation for "AI for Science" implementation.

Building on this physical foundation, our systems layer capabilities include independently developed and integrated core systems such as multimodal embodied intelligence technologies, highly flexible scheduling algorithms, and deeply integrated control systems that operate in coordination with leading analytical instrument manufacturers. Multiple self-driving laboratories have operated stably for over two years in demanding industrial environments including explosion-proof and high-cleanliness settings. This track record demonstrates that we deliver not standalone equipment but a proven, reliable unmanned laboratory operating system capable of continuous operation, and the uninterrupted generation of standardized, high-quality experimental data.

Proprietary Industry-Specific AI Model Architecture

At the core of our self-driving laboratory solutions lies a proprietary industry-specific AI model architecture comprising three tightly integrated components. The first component is the decision-making brain, i.e., *Dyna Brain*, powered by industry-specific AI models trained on domain-specific scientific literature, process knowledge repositories, and accumulated scientist expertise. These models understand experimental intent, reason through complex multi-variable scenarios, autonomously generate experimental formulations, and continuously optimize reaction pathways. The second component is the embodied intelligence execution framework, i.e., *Dyna Arms*, which translates algorithmic decisions into precise physical actions through multimodal perception models, high-concurrency task planning, and adaptive robotic control capable of operating in complex, unstructured laboratory environments. The third component is the high-quality data foundation, i.e., *Dyna Data*, wherein every experimental action, environmental parameter, and analytical result is systematically captured as standardized, structured, and traceable data. This unified architecture enables our systems not only to execute experiments but to continuously learn from each iteration, refining both decision logic and physical execution in a closed-loop manner.

Rather than simply applying general-purpose foundation models, we have developed a self-driving laboratory solution technology stack covering the full execution-decision-data chain. This system includes intelligent scheduling models for dynamic experiment path planning, multimodal perception models for visual recognition and precision operations, and mechanism-integrated models for process attribution and quality prediction. Each model family is continuously refined using real-world operational data from our deployed projects.

Deep Vertical Industry Process Knowledge and Validated Data Accumulation

Our competitive strength extends beyond technology to include deep understanding of vertical industry processes and continuous accumulation of data. This combination creates a durable barrier that technology-focused or automation-focused companies cannot replicate in the short term. Our operating systems currently manage and operate different types of instruments across various customer sites.

This depth is matched by breadth: our solutions span multiple industry verticals including chemicals, new materials, new energy, and life sciences, allowing us to transfer and apply process insights across sectors. Through years of collaboration with top-tier customers in the energy, chemicals and new materials sectors, we have developed deep familiarity with core production processes that are often highly confidential and non-standardized. We translate this abstract, experience-based process knowledge into equipment logic, environmental control parameters, and AI decision rules, effectively serving as a trustee. As of the Latest Practicable Date, we had built a knowledge base covering over 50 key unit operations, enabling us to address common industry challenges more efficiently and with greater precision than competitors lacking this domain expertise.

This process knowledge is continuously enriched by our data flywheel. Each self-driving laboratory we deliver functions as a live data generator, systematically accumulating standardized, structured process flow data and quality results through project implementation. As of December 31, 2025, we had accumulated over 100,000 sets of validated process flow data samples. These data continuously improve our vertical AI models for applications including catalyst development, complex formula analysis, and material property prediction. This creates a reinforcing cycle: more projects generate better data, which leads to stronger models, which in turn enable more competitive solutions that attract additional projects.

Our self-driving laboratories are not demonstration prototypes or proof-of-concept exercises. They are operational assets deployed in production environments, running continuously and delivering measurable business value for leading global customers. Each deployment generates real-world performance data that further validates our technology, builds customer trust, and provides referenceable case studies for new customer acquisition. This track record of successful delivery in mission-critical applications distinguishes us from competitors whose offerings remain at the prototype or pilot stage.

Industry Standard Setting and Policy Engagement

We actively participate in shaping national innovation strategies and have evolved from an industry participant to a co-creator of industry standards and an ecosystem organizer. This enables us to secure strategic advantages as the smart laboratory market enters a phase of rapid growth.

As of the Latest Practicable Date, we had participated in the drafting of 24 national standards, of which eight relate specifically to intelligent laboratory solutions, two industry standards and a number of industry papers and other publications. By incorporating our technical insights into industry specifications, we influence technology pathways, shape competitive barriers, and define industry direction. This position enables us to align closely with policy resources, lead industry technology roadmap discussions, and secure priority participation in national-level demonstration projects, reinforcing our role as an industry leader and ecosystem connector.

Beyond standard-setting, we demonstrate strong system integration capabilities. Through policy engagement primarily in the form of national standards drafting, we gain project opportunities and strategic direction. Our collaborations with top academic institutions provide access to cutting-edge research and help attract and cultivate high-end industry talent. These elements form a policy-academia-talent virtuous cycle that allows us to continuously integrate quality resources and foster the development of the smart laboratory ecosystem.

Proprietary Technology and Integrated R&D System with Academic Collaboration

We pursue a strategy that combines in-house core development with open academic collaboration, ensuring technological self-reliance while benefiting from cutting-edge research. Our self-developed intelligent control platform, together with our supporting robots, is designed specifically for the flexible, non-standard operations required in laboratory environments. We have developed proprietary capabilities in precision force control, multimodal visual guidance, high-concurrency task planning, and self-developed hardware components.

We have built a dual-drive R&D system combining internal frontier research with external source innovation. Our R&D team, led by our founder, Mr. Chi, who holds dual backgrounds in electronic and information and biomedical engineering, comprises members with interdisciplinary expertise spanning hardware, software algorithms, and chemistry and chemical engineering. This composition enables us to systematically solve complex problems from first principles.

We have established strategic partnerships with leading analytical instrument manufacturers. These collaborations involve deep integration and optimization of instrument control interfaces to ensure seamless data and control flow between automation systems and core detection equipment. This addresses a critical compatibility challenge in laboratory algorithm and automation integration and enhances system efficiency and stability.

In addition, we are collaborating with a top-tier university to establish what is intended to be the world's first catalytic materials CRO platform. This initiative will translate academic synthetic chemistry research into reproducible, data-rich automated processes, providing a low-cost channel to acquire high-quality raw chemical reaction data while positioning us at the forefront of translating laboratory discoveries into industrial applications.

As the leading founding enterprises of the Zhongguancun Smart Laboratory Alliance and a co-building unit of the Beijing Key Laboratory for AI-Powered Fully Automated Experimental Systems, we integrate leading universities, research institutes, enterprises, and industry chain partners to advance the smart laboratory industry. This position enables us to align closely with policy resources, lead industry technology roadmap discussions, and participate in national-level demonstration projects, reinforcing our industry leadership. These affiliations, including our participation as a partner of the Fengtai Joint Fund of the Beijing Natural Science Foundation, facilitate extensive connections with leading universities and research institutions. In parallel, we deepen our collaborations through joint applications for major national and provincial-level research programs with these institutions, enabling us to stay at the forefront of scientific innovation and integrate cutting-edge academic research into our solution development.

First-Mover Advantage and Established Blue-Chip Customer Base

Over a decade of industry presence has enabled us to build an extensive network of customers and establish benchmark projects that define industry standards. Since our inception, we have participated in and witnessed the evolution of China's high-end laboratory market through three paradigm shifts: from engineering construction to intelligent laboratories, and now to unmanned laboratories. Our experience enables us to not only respond to customer needs but also anticipate them. Early projects, such as those delivered for a leading state-owned energy group's national research institute, have become industry benchmarks that define world-class R&D environments.

Our customer portfolio includes centrally-administered state-owned enterprises and industry leaders in energy, chemicals and new materials, including 20 Global Fortune 500 companies as ranked in 2025. These customers typically maintain rigorous procurement processes and long evaluation cycles. Once engaged, however, they demonstrate high stickiness and expansion potential.

Experienced Management Team with Industry and Technical Expertise

Our leadership team combines deep industry experience with strategic vision and execution capability, providing the foundation for our growth and market leadership. Our founder, Mr. Chi, and core team members bring extensive experience from Thermo Fisher Scientific, giving us a strong foundation in global scientific service industry practices and customer needs. Our CFO, Mr. Li Kun, brings financial and investment experience from top-tier financial institutions, enabling us to approach business planning with a capital markets perspective. This combination of industry depth, technical expertise and financial acumen allows us to balance technological innovation with commercial viability.

The team has made three strategic decisions that have shaped our development trajectory. In the early years, we positioned as a high-end laboratory design firm, which allowed us to establish brand credibility and build relationships with leading customers. Around 2013, we committed to transitioning to prefabricated and intelligent manufacturing and installation, which enabled us to productize our offerings and move beyond project-based delivery. In 2020, we shifted our strategic focus to the AI self-driving lab model, positioning ourselves to address the emerging "AI for Science" trend. These decisions, made ahead of market shifts, have enabled the company to stay ahead of industry trends and position for long-term success.

OUR GROWTH STRATEGIES

We intend to further grow our business by pursuing the following strategies.

Deepen Market Leadership through Strategic National Initiatives and Enterprise Partnerships

We plan to strengthen our market position by focusing on three key areas: engagement with national strategic initiatives, enterprise customers, and research institutions. To support this effort, we intend to establish a dedicated function to coordinate with government agencies on major initiatives related to "AI for Science," smart manufacturing, and advanced materials. Our objective is to contribute to and participate in national-level pilot projects over the next three years, leveraging our self-driving laboratory platform to support advancements in scientific research efficiency.

Additionally, we will deepen our strategic partnerships with top-tier customers, including leading multinational corporations and enterprises in the energy, chemicals and new materials sectors. We plan to evolve from project delivery to joint innovation and capability co-building by establishing joint laboratories and co-defining next-generation intelligent R&D and testing standards. This approach aligns our development roadmap with their R&D and capital expenditure plans. We will also form dedicated key account teams to provide services spanning planning, consulting, and ongoing data operations, with the goal of steadily increasing average revenue contribution per strategic customer.

Furthermore, we will expand our engagement with universities and research institutes. Leveraging our research collaboration in new materials with a top-tier university, we plan to establish a dedicated new materials CRO platform. We intend to replicate this institutional partnership model with other leading academic institutions. By participating in cutting-edge research projects, we aim to provide integrated solutions encompassing intelligent laboratory design and research automation tools, securing early access to future scientific innovation and commercial opportunities.

Advance Core Technology and Build Industry Partnerships through R&D and Investment

We pursue an R&D and investment strategy that combines in-house innovation with open collaboration, and growth with strategic investments. Our R&D efforts focus on three key areas to maintain and enhance our technological capabilities. The first area is next-generation embodied intelligence technologies. We will continue to develop lighter, more flexible systems capable of operating in complex laboratory environments. Our objective is to reduce the cost per automation station and expand our solutions to a wider range of experimental scenarios.

Additionally, we are training our industry-specific AI models. Leveraging proprietary data accumulated from delivered projects, we aim to develop industry-specific AI models capable of understanding experimental intent, planning complex multi-step procedures, and performing scientific reasoning tasks. Concurrently, we will increase our self-development of core instruments and smart sensors tailored for self-driving laboratory requirements. This enables tighter hardware-software integration, ensures optimal performance and control over critical components, and allows our systems to flexibly execute complex experimental tasks. Building upon these industry-specific AI models, we will integrate various large models to create a unified ecosystem spanning multiple industry verticals, unlocking token-based revenue streams where customers pay for model inference and analytical outputs on a consumption basis. Our proprietary intelligent laboratory system serves as the central intelligence orchestrating these capabilities. We will continue to advance our intelligent laboratory system, enhancing its ability to integrate diverse instruments, optimize experimental workflows in real time, and enable adaptive decision-making across increasingly complex laboratory environments.

Our partnership with a top-tier university will operate as a new materials CRO platform that will be able to translate academic synthetic chemistry research into reproducible, data-rich automated processes. This collaboration serves multiple strategic purposes. It provides a low-cost channel to acquire high-quality raw chemical reaction data, enables us to accumulate reusable process modules, and keeps us connected to cutting-edge scientific discoveries while building a direct path to industrial applications. Furthermore, the high-quality experimental data generated by customers on this platform will continuously enrich our training datasets, accelerating the refinement and autonomous capabilities of our AI models. We will continue to develop standardized interfaces and execution frameworks that allow both internally and externally developed modules to be integrated seamlessly, transforming this platform into an automated infrastructure that continuously accumulates and deploys experimental knowledge.

Diversify Revenue Models with Distinct Product Platforms

Our core strategy is to transform our business model into a platform-centric structure. This approach combines highly standardized, replicable products on one end with high-value services and data-driven offerings on the other, all connected through a robust platform.

We plan to pursue productization and platform development by further developing our core standard hardware modules and software platforms, thereby deepening our offering portfolio. By codifying our accumulated know-how into reusable components, we aim to achieve greater scale and efficiency. We aim to transition our delivery model toward a product-centric approach, leveraging standardized modules for the majority of project scope while maintaining agile customization capabilities for unique customer needs. This shift is designed to improve scalability, reduce delivery timelines, and enhance cost efficiency as we expand our project volume.

We intend to build diversified revenue models through a multi-layered structure with increasing customer stickiness. At the foundation, we will maintain project-based revenue and standardized product sales. These provide stable cash flow and serve as the bedrock of our market position and scale. For the next layer, we plan to develop recurring revenue streams. This includes offering outsourced R&D and testing services to customers with our new materials CRO platform, which we plan to develop in collaboration with a top-tier university, serving as a key enabler of this model by generating both cash flow and valuable high-quality data that further refines our AI models and creating opportunities for flexible revenue-sharing arrangements as the platform matures. We also expect to generate recurring income through AI model invocation, data analytics tools, and predictive maintenance services, creating a sustainable, repeatable revenue base. Beyond this, we aim to explore value-sharing arrangements. For selected customers, we may enter into performance-based agreements where we participate in the cost savings or efficiency gains generated by our systems. This model aligns our interests closely with our customers and creates the strongest form of long-term partnership.

Accelerate Market Expansion and Drive Cross-Industry Diversification

Our market expansion follows a three-stage approach: strengthening our domestic stronghold, systematically entering new industry verticals, and establishing a global presence. In chemicals and new materials, where we have established strong market positions, we are evolving from project-based delivery to strategic partnerships. We plan to establish joint innovation centers with leading customers to co-develop next-generation intelligent laboratory standards, expanding from single-facility projects to group-wide deployments and increasing customer lifetime value.

For new verticals, we are developing specialized solutions targeting new energy, semiconductors, food agriculture and life sciences. In new energy and semiconductors, we are developing contamination-controlled and high-speed material characterization solutions for power battery, photovoltaic material, and semiconductor precursor manufacturing. In food and agriculture, we collaborate with national regulatory authorities and major food groups to deploy automated testing solutions for grain inspection and rapid food safety testing, delivered through standardized mobile testing units and regional laboratory networks. In the life sciences sector, we collaborate with leading universities in China to enable highly precise biopharmaceutical R&D and preparation through highly integrated, AI self-evolving unmanned laboratory modules, ensuring rapid technology deployment, consistent quality assurance, and significant cost reduction. To support these initiatives, we are establishing regional service hubs in key industrial clusters across the Yangtze River Delta, the Pearl River Delta, Beijing, Shanghai and the Greater Bay Area, each with local sales and technical support teams. In addition, we also plan to build international presence through a phased approach tailored to different market characteristics.

Expand Computing Infrastructure and Build Global Service Infrastructure

To support our strategic initiatives, we plan to develop a modernized manufacturing and operational system aligned with our growth objectives. We intend to establish dedicated computing infrastructure to power our self-driving laboratory solutions, including industry-specific AI model clusters and a cross-industry fusion cluster. This infrastructure will support both training and inference workloads, with particular attention to edge-deployed inference capacity for mission-critical safety and quality applications. We will also evaluate and adopt domestic computing alternatives where appropriate to enhance supply chain resilience and mitigate procurement restrictions.

In parallel, we will continue to strengthen our intelligent control platform and core algorithm team. This team focuses on developing and iterating our intelligent operating system, including scheduling algorithms, industry-specific AI models and multimodal embodied intelligence models. This unified platform serves as the core intelligence for all solutions we deliver globally, enabling rapid local configuration and ensuring consistent, high-quality deployment across different markets and customer requirements.

Furthermore, we intend to build a resilient global supply chain. We will establish multi-sourcing backups for critical components by developing strategic partnerships with at least two qualified suppliers for each key category. We also plan to establish regional warehousing and logistics centers in major markets to ensure timely and stable delivery.

Finally, we will establish a remote intelligent operations center. Using digital twin technology, this center will monitor and provide early warnings for all delivered projects worldwide. For key overseas markets, we will build local service teams capable of providing rapid on-site response, maintenance, and upgrade services. This transforms after-sales service from a cost center into a driver of customer satisfaction and repeat purchases.

Build an Agile Matrix Organization and Cultivate Interdisciplinary Talent to Support Strategic Upgrade

We plan to transform our organizational structure from a centralized model to a product line and regional oriented matrix. We will establish dedicated product lines for industry verticals, such as chemicals and life sciences, with responsibility for product planning and development. Concurrently, we will strengthen the sales and service functions of our regional teams to ensure precise alignment between our products and market demand. This matrix structure balances industry-specific expertise with geographic reach, enabling us to respond quickly to customer needs and local market opportunities.

Additionally, we will upgrade our talent strategy by recruiting and developing three core types of professionals. These include product managers with deep industry knowledge who understand not only our technology but also customer workflows and business models. We also plan to hire interdisciplinary R&D engineers with expertise across mechanical, electronic, software and algorithm disciplines to solve complex, cross-functional challenges. Furthermore, we seek overseas business development and operation experts to drive our international expansion. To build a sustainable talent pipeline, we plan to establish joint training programs with leading universities, integrating academic education with practical project experience.

Pursue Strategic Investments and Acquisitions to Expand Our Industry Footprint

We will selectively pursue investment and acquisition opportunities to strengthen our competitive position and accelerate our expansion into new sectors. In upstream acquisitions, we will focus on companies with technologies in specialized sensors, high-precision motion control modules, and specialty materials laboratory consumables. Our objective is to achieve greater control over our critical supply chain and optimize costs. In horizontal investments, we will target fields such as life sciences and new energy, investing in or acquiring teams with domain-specific AI algorithms, specialized experimental equipment, or access to niche customer channels. By combining their capabilities with our capital, technology, and platform, we aim to rapidly build integrated solution capabilities in emerging sectors and shorten our time-to-market. As of the Latest Practicable Date, we had not identified any specific investment or acquisition target, nor had we entered into any definitive agreement or letter of intent regarding any such transaction.

OUR OFFERINGS

Leveraging our proprietary multimodal embodied intelligence technologies, industry-specific AI model platforms, and integrated capabilities, we provide one-stop services for AI-enabled R&D, quality control and quality optimization across sectors including chemicals, new materials, new energy, and life sciences. Our core offerings encompass (1) intelligent laboratory solutions, and (2) self-driving laboratory solutions. As of the Latest Practicable Date, we had provided laboratory solutions to over 800 companies and institutions.

While our intelligent laboratory solutions laid the foundation for our business model, building on our expertise in laboratory environmental systems and laboratory management systems, we have upgraded into providing self-driving laboratory solutions for automated experimentation with AI. Designed to proactively anticipate and adapt to future scientific changes, our self-driving laboratory solutions position embodied intelligence as the core operational subject of the laboratories to directly perceive, decide and act within real-world experimental environments. These solutions replace manual labor in repetitive, high-precision, hazardous, or environmentally demanding experiments, support trial-and-error-based R&D, and eliminate human recording, operating, and technical errors throughout the experimental process. Structurally, each self-driving laboratory solution integrates embodied intelligence modules as hardware, with an AI-powered operating system built upon our existing laboratory environmental management systems, forming a closed-loop autonomous technological architecture for experimental workflows. As of the Latest Practicable Date, we were one of the few laboratory solution providers capable of delivering full-lifecycle self-driving laboratory solutions, according to the F&S Report.

We offer our intelligent laboratory solutions and self-driving laboratory solutions to serve customer segments across industries. Intelligent laboratory solutions provide an integrated IoT-enabled laboratory environment and instrument automation and coordination, while self-driving laboratory solutions add autonomous experimental decision-making capabilities. These two business lines address complementary stages of laboratory digital transformation. The availability of self-driving solutions expands our overall offering and attracts new customers who require higher autonomy, without reducing demand for our intelligent laboratory solutions.

The following table sets forth our total revenue by business line for the periods indicated, both in absolute amount and as a percentage of our total revenue.

	Year ended December 31,					
	2023		2024		2025	
	RMB	*%*	*RMB*	*%*	*RMB*	*%*
	(RMB in thousands except for percentages)					
Intelligent laboratory solutions (excluding SLS)	614,076	100.0	517,798	93.5	474,222	73.5
—Intelligent laboratory integrated solutions	501,416	81.7	249,056	45.0	334,701	51.9
—Modular laboratories and components	86,419	14.0	232,876	42.0	108,530	16.8
—Design, operation and maintenance	26,241	4.3	35,866	6.5	30,991	4.8
Self-driving laboratory solutions	—	—	36,229	6.5	170,691	26.5
Total	**614,076**	**100.0**	**554,027**	**100.0**	**644,913**	**100.0**

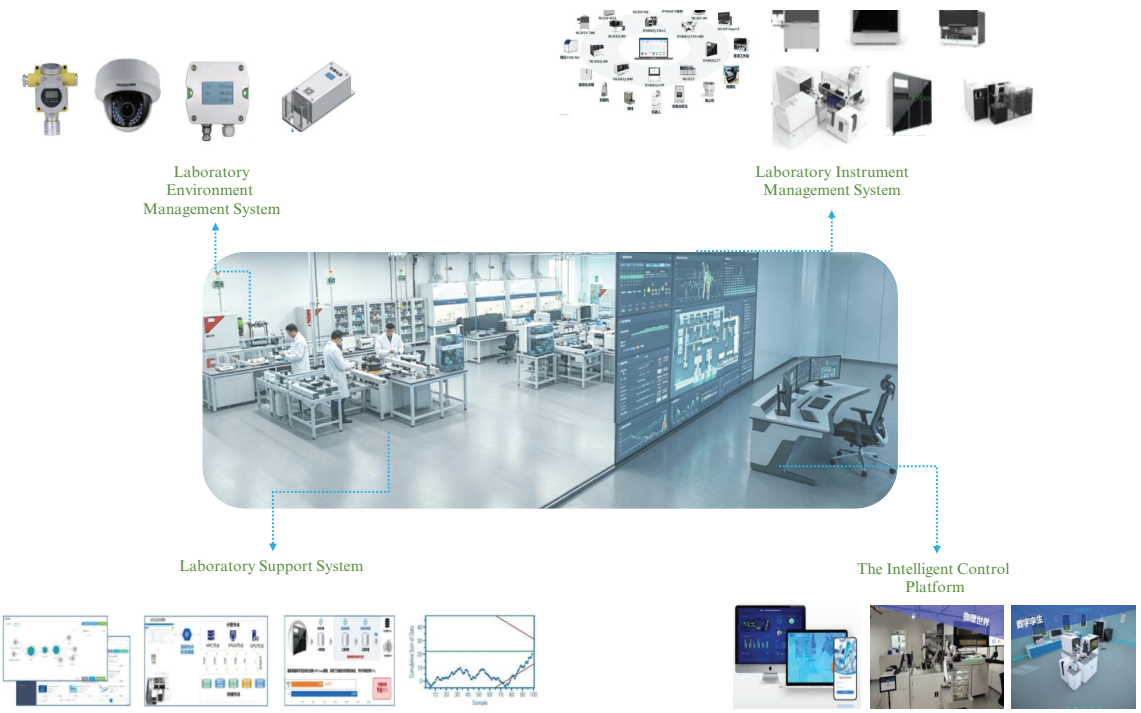
Intelligent Laboratory Solutions

We provide tailored design and implementation services for intelligent laboratories, delivered through the integration of four principal systems: (1) the intelligent laboratory environment management system, (2) the laboratory support system, (3) the laboratory instrument management system, and (4) the intelligent control platform. These four systems form the technological foundation of our intelligent laboratory solutions and may be deployed either in an integrated manner or on a modular basis, depending on customer needs.

For customers seeking a fully integrated intelligent laboratory, we provide tailored design and implementation services that selectively integrate these principal systems into a unified and fully functional solution. We refer to such offering as our intelligent laboratory integrated solutions, for which we typically charge an all-in-one project-based fee payable in installments. In addition, we offer modular laboratories and components, which are modularized solutions derived from these principal systems. Unlike our intelligent laboratory integrated solutions, modular laboratories are delivered on a prefabricated and modular basis, whereby core functional units are assembled and manufactured in our facilities and subsequently transported and installed at the customer's site. Such solutions are typically deployed to meet specific environmental control and automation requirements and are primarily applied in high-standard environments, such as clean rooms, negative-pressure wards and GMP-compliant cell production workshops. Depending on customer needs and project requirements, such modular laboratories may be deployed either as fixed on-site installations or as movable laboratories. Before we start any integration, we often provide design services, and after we complete the integration, we also offer ongoing operation and maintenance services, which together constitute our design, operation and maintenance revenue. Accordingly, our intelligent laboratory

solutions (excluding SLS) are categorized into three revenue streams: (1) intelligent laboratory integrated solutions, (2) modular laboratories and components, and (3) design, consulting and maintenance services.

The following image illustrates the four principal systems, which form the technological foundation of our offerings.



Laboratory Environment Management System

Our intelligent laboratory environment management system utilizes IoT and environmental sensing technologies to precisely control clean air, toxic and hazardous gases, temperature, and humidity within the laboratory, as well as special environmental conditions required for experiments. It features adaptive and self-regulating capabilities to ensure the health and safety of laboratory personnel and the validity of experiments at all times.

- *Hazardous gas self-regulating system*. Our hazardous gas self-regulating system detects leaks of toxic or flammable gases in laboratories, triggers alarms on smart doorplates, and automatically activates exhaust systems.
- *Pressure differential self-regulating system*. Our pressure differential self-regulating system uses pressure sensors based on real-time calculations and continuous data analysis to ensure that containment areas, such as biosafety laboratories, maintain negative pressure required for preventing the escape of harmful substances. The system automatically and promptly adjusts the supply and exhaust airflow differentials to ensure that a stable and constant negative pressure environment is maintained at all times.
- *Laboratory environment and air quality self-regulating system*. Our environment and air quality self-regulating system uses a network of sensors to track and provide real-time data on parameters including temperature, humidity, PM2.5, ammonia, and oxygen levels. The system can promptly adjust the air exchange rate to ensure that indoor air quality consistently meets applicable safety and regulatory requirements.

- *Ventilation self-regulating system*. Our ventilation self-regulating system tracks the operational status of fume hoods, exhaust fans, and fresh air systems, as well as the working status and presence of laboratory personnel to ensure proper airflow and laboratory safety, and automatically achieves a self-balancing and stable operating state.

Laboratory Support System

Our laboratory support system complements our intelligent laboratory environment and instrument management systems by providing centralized monitoring and management of critical operational, safety and resource-related functions, including energy management, materials tracking, gas supply monitoring, video surveillance and access control.

- *Energy consumption monitoring*. Our energy consumption monitoring system analyzes data from HVAC and other systems to generate energy usage reports, identify inefficiencies, and inform energy-saving decisions.
- *Reagent and consumables management*. Our reagent and consumables management system tracks reagents' inventory levels, monitors usage via identity recognition, controls dispensing, and provides video traceability to support safety and audit trails.
- *Gas cylinder and central gas supply monitoring*. This system monitors the pressure of gas cylinders and central gas lines in real-time, providing smart alerts for low-pressure conditions and tracking usage.
- *Video surveillance system*. Our video surveillance system provides video coverage and can be automatically linked to alarm events, such as displaying camera feed near a faulty device.
- *Access control and personnel tracking*. To monitor and regulate personnel access, our access control and personnel tracking system integrates biometric recognition and smart doorplates to control and log entries.

Laboratory Instrument Management System

Our laboratory instrument management system provides comprehensive oversight of critical laboratory instruments. It integrates real-time equipment monitoring, predictive maintenance and experimental data management to ensure stable instrument operation, reduce maintenance risks and support reliable experimental outcomes.

- *Critical equipment monitoring*. Our critical equipment monitoring system monitors the operational status of all core laboratory instruments, tracking metrics such as performance, energy consumption, and experiment reservations in real time.
- *Instrument "fingerprint" generation and monitoring*. Our laboratory instrument fingerprint detection system monitors the electrical current fluctuations during instrument operation to generate a unique operational "fingerprint" for each instrument. By analyzing deviations from established fingerprint patterns, the system enables early detection of abnormal operating conditions and allows personnel to take timely protective measures to prevent equipment damage, enhance operational stability and extend instrument service life.
- *Predictive maintenance monitoring*. Our predictive maintenance monitoring system automatically tracks the operational status, runtime, and performance curves of laboratory instruments, enables periodic self-calibration, automatically generates maintenance schedules, and performs preventative maintenance in advance.
- *Experimental data management*. Our experimental data management enables automatic collection, organization, analysis and storage of experimental data, as well as the generation of final experimental reports.

Intelligent Control Platform

Leveraging the abovementioned systems, we provide a centralized visualization of all identified issues and their resolution status on our intelligent control platform. Information on issues is aggregated and organized to generate resolution curves and a centralized view of operations, helping laboratory personnel monitor operations in real time, manage and make decisions efficiently. The overall intelligent control platform is further structured into three core components, comprising (1) the digital twin management platform, (2) the unified software management and scheduling platform, and (3) the multi-terminal interfaces.

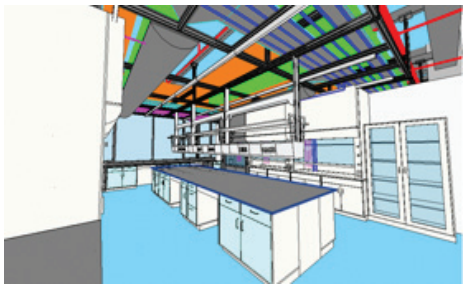
Digital twin management platform

Our digital twin management technology is a digital platform that allows the real-world physical modeling of the laboratory's physical environment, facilities and instruments with building information modeling ("BIM"). The digital simulation is combined with the dynamic monitoring and tracking of the physical environment through sensors deployed across the laboratory, enabling the real-time monitoring and management of the laboratory's overall layout, operational rooms, all instruments, and all environmental systems. This provides laboratory personnel with a visualized, real-time control interface to precisely manage the starting, stopping, and adjusting of all critical components through a seamlessly integrated control interface.

The following diagrams provide a visual comparison between our BIM digital twin simulation and actual as-built environment.

Digital twin simulation diagram 1

As-built environment



Digital twin simulation diagram 2

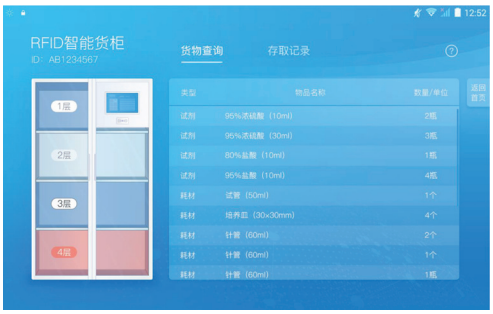
As-built environment

Unified software management and scheduling platform

Our unified software management and scheduling platform serves as the central command hub for the laboratory. Built on a microservice architecture, a design approach that structures the platform as a collection of independent, modular services, which allows individual components to be developed, deployed, and scaled without disrupting the entire system, it receives, monitors, and uniformly schedules execution tasks from the laboratory environment management system,

laboratory support system, and laboratory instrument management system. The platform also works in tandem with sensor-collected data, enabling edge computing through cloud-edge collaboration. The following pictures illustrate our unified software management and scheduling platform.

Unified software management and scheduling platform



Laboratory support system

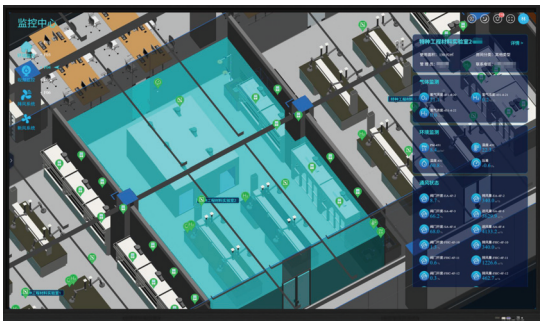
Laboratory instrument management system

Multi-terminal interfaces

Our multi-terminal interactive interfaces provide access to laboratory environment and equipment monitoring and control from a range of devices, including central control dashboards, smart door signs, and equipment terminals. The following pictures illustrate our multi-terminal interfaces.

Central control dashboards

Mobile terminal interface



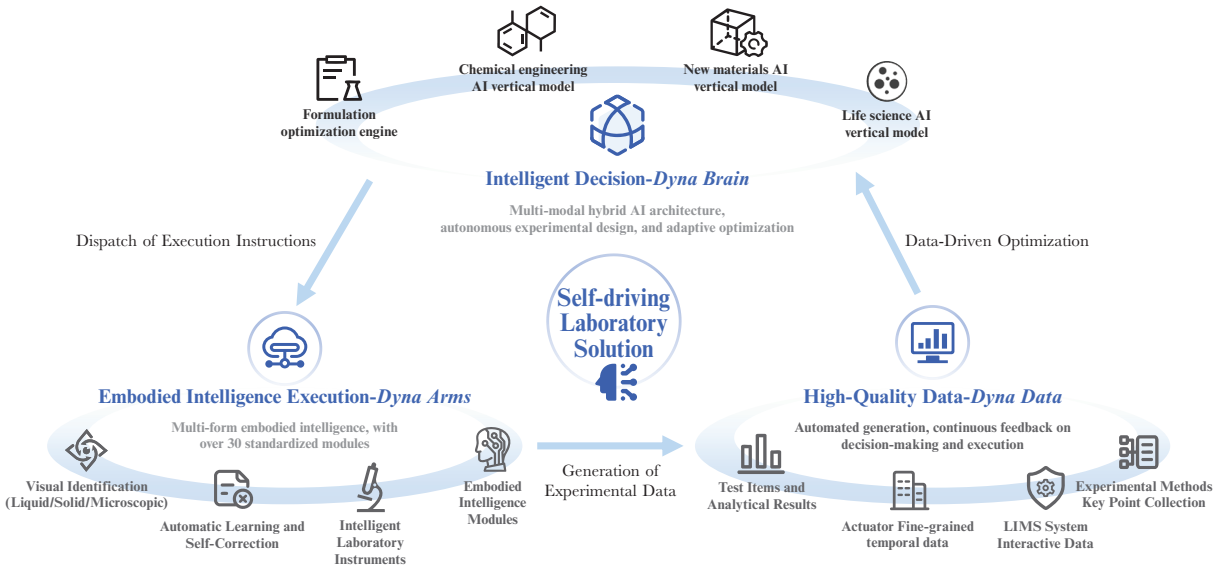
Tablet terminal interface

Self-driving Laboratory Solutions

Building upon our intelligent laboratory platform, we have achieved automated execution of experimental procedures by integrating artificial intelligence and incorporating diverse embodied intelligent robots. Coupled with the ability to self-learn and self-evolve through high-quality data, the system now possesses the capacity for proactive thinking and decision-making. This enables a fundamental shift in operational execution, from human-led operations to AI-driven robotics, elevating scientific research from the first paradigm of experimental science to the fourth paradigm of data-driven discovery.

This transformation from intelligent laboratory solutions to self-driving laboratory solutions delivers significant gains in efficiency, improves experimental accuracy, enhances safety protocols, and ensures stable continuous operation. While optimizing costs and conserving resources, our solution continuously generates AI-ready, high-quality scientific data. This data can be further leveraged for broader scientific discovery, as well as for production optimization and quality prediction.

The self-driving laboratory is composed of three key elements: the *Dyna Brain* for decision-making, the *Dyna Arms* for embodied intelligence execution, and the high quality *Dyna Data*. The following diagram illustrates the upgraded self-driving laboratory solution technology stack.



Self-driving Laboratory System—Dyna Brain

Our self-driving laboratory system is the decision-making brain of the self-driving laboratory solution, and it is composed of specialized industry-specific AI models built upon a multi-modal hybrid AI architecture. By integrating data-driven learning with industry-specific scientific knowledge, and incorporating advanced AI methodologies, *Dyna Brain* allows for autonomous experimental design, real-time analysis, and adaptive optimization—surpassing traditional automation paradigms.

Our *Dyna Brain* applies methods including Bayesian optimization and reinforcement learning, which explores potential formulation and process parameter combinations, rapidly testing and optimizing candidates to screen for optimal solutions. See "—Research and Development—Our Core Technologies—Self-driving Laboratory System-*Dyna Brain*." Leveraging hybrid prediction models that fuse domain knowledge with real-world data, the system continuously learns from each experiment, instantaneously adjusting subsequent experimental conditions based on both general scientific principles and empirical data. This approach enables accurate predictions and optimal solution screening with fewer physical experiments, dramatically shortening R&D cycles.

We have developed tailored industry-specific AI models for different industries to support their specific self-driving laboratory solution requirements.

- *New materials industry-specific AI model*. Grounded in the materials genome engineering concept, this model integrates molecular dynamics simulations with high-throughput experimental data to construct multi-scale mapping relationships between material composition, structure, and properties. By learning characteristic descriptors such as crystal structure, electronic density of states, and mechanical properties, the model enables performance prediction and inverse design of novel materials, significantly accelerating materials R&D cycles.

- *Catalysts industry-specific AI model*. Based on descriptor and structure-activity relationship modeling, combined with reaction network kinetic data, this model establishes quantitative structure-activity relationships between catalyst composition, morphology, support, and catalytic activity/selectivity. It guides catalyst formulation optimization and preparation process control, supporting efficient catalyst screening and development for various industrial reaction scenarios including hydrogenation, oxidation, and coupling.

- *Biopharmaceuticals industry-specific AI model*. Integrating multi-dimensional modeling of protein structure prediction, molecular docking, and absorption, distribution, metabolism, excretion, and toxicity, this model covers the entire pipeline from target discovery and lead compound screening to process scale-up. Using molecular fingerprints, protein sequence embeddings, and cellular activity data as inputs, it learns drug-target interaction mechanisms through graph neural networks, enabling virtual screening of active compounds and drug-likeness prediction. Concurrently, it establishes quality prediction and optimization models for fermentation/culture processes by incorporating bioprocess parameters, such as media composition, pH, and dissolved oxygen.

- *Daily chemicals industry-specific AI model*. Built upon the physicochemical properties of formulation components and sensory evaluation data, this model establishes correlation models between raw materials, such as surfactants and emulsifiers, and product stability, skin feel, and efficacy. Through transfer learning, it leverages cross-category formulation knowledge to support intelligent formulation recommendation and rapid iteration for categories including detergents, skincare, and oral care. It also integrates regulatory databases to enable automatic compliance verification of raw material safety.

- *Food safety industry-specific AI model.* Integrating chromatographic-mass spectrometric fingerprinting, near-infrared spectroscopy, and multi-source traceability data, this model constructs intelligent detection and traceability models for various risk factors including pesticide residues, heavy metals, microbial toxins, and illegal additives. Through transfer learning, it addresses small-sample detection scenarios, while leveraging knowledge graphs for risk assessment at critical nodes in the food supply chain, enabling end-to-end intelligent food safety detection from raw material intake to finished product release.

Embodied Intelligence—Dyna Arms

We adopt an embodied intelligence approach via our *Dyna Arms* modules, leveraging multi-form embodied intelligence technologies to automate and integrate a wide range of laboratory tasks achieve traditionally performed by laboratory personnel. These tasks include visual perception, decision-making, error correction, optimization, instrument operation, experimental organization, data processing, and report generation. See "—Research and Development—Our Core Technologies—Embodied Intelligence and Robotic Control Technology." Through this approach, our solution is designed to substantially reduce manual intervention and enable highly automated laboratory operations. The key capabilities of our embodied intelligence solutions include: (1) visual recognition across liquid, solid, and microscopic samples; (2) neural-linked transmission enabling "eye-to-hand" instantaneous response; (3) automatic error correction through self-learning algorithms; (4) multi-threaded parallel processing enabling a single system to execute multiple tasks simultaneously; (5) intelligent enhancement of existing laboratory instruments, such as automated chromatogram recognition and automated melt flow indexer operation; (6) seamless integration of AI-powered instruments with robotics and multi-modal transformation; and (7) multi-robot coordination and motion planning technology, enabling collaborative operation among multiple *Dyna Arms* modules with real-time obstacle avoidance, dynamic path adjustment and task-level coordination in complex laboratory environments.

Dyna Arms comprise a suite of self-developed, multi-form embodied intelligent modules, encompassing 36 standardized modules and 14 specialized modules. Leveraging our multi-modal perception and fusion technology, these modules work in concert to replicate and ultimately supersede human tactile and operational capabilities, ensuring that every physical action in the laboratory, from sample handling to instrument interaction, is executed with precision, consistency, and adaptability. See "—Research and Development—Our Core Technologies—Multi-modal Perception and Fusion Technology." *Dyna Arms* form the critical bridge between the *Dyna Brain*'s decisions and the physical world, enabling true closed-loop automation.

Below sets forth a selection of our standardized embodied intelligence modules.

- *Instant-sensing self-evolving powder weighing robot*. This module integrates automated powder sample gripping, high-precision weighing and sorting in a single system. It features interchangeable grippers, automatically adjusts weighing modes, and supports post-weighing gripper air-blowing, cleaning and drying to prevent cross-contamination.

- *Liquid weighing module*. This module provides automated, high-precision weighing for viscous liquid samples. It allows for the sampling of liquids of different viscosities, and it enables precision weighing at the 0.01 g level. An integrated automatic cleaning mechanism flushes fluid pathways after each weighing to prevent cross-contamination, enabling seamless operation within fully automated laboratory workflows.

- *Automatic cap open/close module*. This module is designed for use in self-driving laboratory solutions to automatically screw on and off the caps of sample bottles. Its core function is to perform both the opening and closing of lids, offering a versatile solution adaptable to various laboratory scenarios that require automated capping and uncapping.

- *Sample loading module—QR code/barcode*. This sample loading module automates the identification and binding of sample bottles using high-precision barcode or QR code scanning technology. By enabling batch recognition and integrating with PLC smart scheduling, it addresses challenges of low efficiency and high manual intervention. The scanner reads the code labels, making this non-contact method suitable for binding sample information in various scenarios.

- *Liquid preparation module*. This module automatically prepares liquids required for experiments. It overcomes issues of low precision and high manual risk through multi-channel high-precision solenoid valves, dynamic compensation algorithms, and PLC smart scheduling. The module is capable of configuring different liquids in varying quantities and can be used for liquid preparation across diverse application scenarios.

- *Liquid transfer module—pipetting pump*. This module automates sample transfer using a high-precision micro pipettor that ensures exceptional accuracy and precision in aspiration and dispensing. To prevent cross-contamination and carryover, it operates by picking up and discarding disposable pipette tips. The module comprises a linear motion unit, a tip rack, and disposable tips, and is designed for reliable liquid handling in various laboratory settings.

- *Mixing module*. Our mixing module ensures thorough mixing of liquids to ensure sample consistency and uniformity. By homogenizing sample composition and concentration, it minimizes variability, thereby enhancing the accuracy and reliability of subsequent experimental results. This versatile unit is suitable for liquid mixing operations across multiple application scenarios.

- *Detection instrument module*. This module serves as the interface for integrating and controlling various laboratory detection instruments within an automated workflow. It employs a multi-protocol compatible control platform and high-precision data processing, orchestrated by intelligent scheduling, to boost detection efficiency and reduce human error. The system, which automatically controls the instruments and retrieves results, and is adaptable for use in various experimental detection applications.

- *AGV module*. The AGV module automates sample transportation utilizing SLAM navigation technology and intelligent scheduling for modular coordination. It addresses inefficiencies and safety concerns associated with manual transport. Capable of continuous operation, the module consists of an AGV cart, a charging station, a robotic arm, and a vision camera, and is adaptable for sample transport for a range of application scenarios.

- *Automatic cup dispensing module*. This module automates the dispensing of disposable titration cups to improve efficiency and prevent contamination in automated labs. It uses a high-precision feeding system and flexible gripping technology for the automatic supply, positioning, and placement of cups. Features like an anti-jam emergency retraction and a encoder plus photoelectric sensor dual-redundant positioning system mitigate the risk of jams, making it suitable for applications in chemical analysis and biological testing.

In addition to our standardized embodied intelligence modules, we have developed a range of specialized modules to address specific, often complex, laboratory tasks. Below sets forth a selection of our specialized embodied intelligence modules.

- *Sampling needle cleaning module*. This module is dedicated to automatically clean sampling needles to prevent cross-contamination. It supports two cleaning methods, water washing and alcohol washing, providing flexibility to suit different experimental requirements and ensuring the needles are properly sanitized between uses. This module is frequently used in the chemical engineering and new materials application scenario.

- *PH detection module*. Designed for automated pH measurement, this integrated module combines multiple functions into a single station. In addition to performing pH detection, it incorporates stirring capabilities, liquid addition and drainage, and a cleaning function, allowing for comprehensive sample handling and sensor maintenance without manual intervention. This module is frequently used in the chemical engineering and new energy application scenario.

- *Powder dispensing module*. This module is engineered for dispensing powdered or granular samples with high precision, achieving an accuracy of ±0.1mg. It offers two distinct dispensing methods: a linear vibrator combined with a balance for weighing, and a servo screw mechanism also paired with a balance, providing adaptability based on the material properties and required throughput. This module is frequently used in the new energy application scenario.

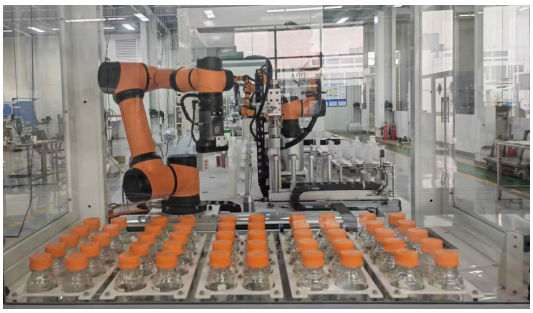
- *Granulation module*. The granulation module is used to precisely drip catalyst material onto a carrier substrate. By combining precision liquid addition with a rotating mechanism, it ensures the catalyst is evenly and uniformly attached to the carrier. Its manually adjustable rotation angle and pluggable structure allow for flexible and easy operation in different granulation applications. This module is frequently used in the new materials application scenario.

- *Turbidity detection module*. This module is a dedicated unit for the direct measurement of liquid sample turbidity. It allows for automated, inline assessment of sample clarity or cloudiness, which is a key parameter in various analytical and quality control processes. This module is frequently used in the chemical engineering application scenario.

- *Vision-based flexible feeder module*. This advanced feeding unit combines flexible vibration technology, machine vision, and robotic control. It is designed to rapidly separate, orient, and position a wide variety of small parts, including delicate or oddly shaped items that are difficult for traditional feeders. In this context, it is specifically used for visually screening catalyst particles, enabling a robot to accurately grasp selected items. This module is frequently used in the new materials application scenario.

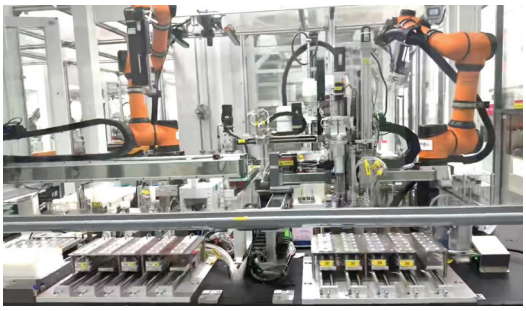
The following pictures illustrate a selection of our standardized and specialized embodied intelligence modules.

Liquid dispensing module



Liquid transfer module

Mixing module



Liquid preparation module

High-quality Data—Dyna Data

At the base of our architecture lies a robust data infrastructure that serves as the high-quality data foundation. Leveraging the self-driving laboratory system, we are able to continuously generate rich, high-fidelity datasets encompassing detailed experimental process logs and outcome data. These datasets not only document every aspect of the experimental workflow but also actively feed back into the *Dyna Brain* and *Dyna Arms* for further closed-loop operation.

Key data generated includes: (1) detailed inspection and analysis results for various samples; (2) granular, time-series data from every executing mechanism; (3) detailed interaction logs with systems such as LIMS; (4) cleaned and validated production data fed back from manufacturing environments; (5) critical data captured at key points corresponding to specific experimental methods; (6) longitudinal evolution data from multi-iteration experiments; (7) consistency validation data across different batches and platforms; and (8) data generated from our laboratory environment management system. Built on an open architecture, this data foundation seamlessly integrates with our laboratory environment and management systems. Crucially, it serves as the single source of truth, providing a standardized, high-quality corpus where IoT-driven workflows guarantee full traceability, enabling retrospective review and robust vertical AI model training.

Our Industry Application

Our application scenarios span laboratories across industries including chemical engineering, new energy and materials science, and life sciences. These application scenarios represent the integrated and standardized deployment of our technology stack described above, tailored to meet the specific operational demands of each industry.

Chemical engineering industry

In the chemical engineering industry, the testing of highly toxic and hazardous chemicals has long faced multiple challenges, including significant environmental risks, heavy manual workload, and stringent efficiency requirements, with samples of high viscosity, strong corrosiveness, volatility, and explosiveness. For high-toxicity products such as acrylonitrile, the detection process demands strict control while also meeting high-volume, multi-parameter, and rapid-response quality inspection needs in production.

To address these challenges, we have designed embodied intelligence modules specifically for chemical samples covering liquid and solid enabling full-process automation from pretreatment to analysis. We designed, among others, the liquid pretreatment module, the solid catalyst and particle property detection module, the online titration and analysis module, and the explosion-proof process design to address automated pretreatment, quality assessment, real-time chemical analysis, and safe operation in hazardous environments.

Case study 1—High-capacity acrylonitrile automated testing project

Our customer, a major player in China's petrochemical sector, required the handling toxic chemical acrylonitrile samples to meet its testing needs. Each batch of samples required multiple tests including titration, pH measurement, density, moisture content, and chromatography, covering both finished products and in-process samples.

Focusing on the testing requirements for two key product lines, acrylonitrile and acetone cyanohydrin, we implemented a self-driving laboratory solution covering physical and chemical analysis, chromatographic analysis, and automated cleaning. This system seamlessly integrates the entire process, from sample sorting, splitting, pretreatment, and transfer, to loading/unloading, analysis, and finally bottle cleaning, drying, and recycling.

Our solution achieved a daily throughput of over 1,500 inspections with a data repeatability error rate below 1%. It also helped our customer eliminate direct personnel contact with toxic and hazardous substance of acrylonitrile by having a contact-free segregation among the personnel, sample, and machines significantly reducing operational costs.

Case study 2—Offshore platform testing project

Our customer, a leading oil and gas company operating offshore platforms, required the routine testing of parameters such as water content and viscosity in crude oil and oil content and suspended solids in production water offshore.

We developed a self-driving offshore laboratory testing system designed for oil and gas applications. The system integrates automated modules for sample preparation, testing and equipment self-cleaning, and incorporates high-precision liquid handling, intelligent dosing, heating and visual recognition functions. It is designed to support integrated and standardized testing workflows for crude oil and production water within a compact configuration suitable for offshore environments.

The system is designed to reduce manual intervention and support continuous laboratory operation on offshore platforms. By standardizing testing procedures and limiting direct handling of reagents, it improved our customer's operational efficiency and controlled operating costs.

New energy industry

In the new energy sector, our self-driving laboratory solution is able to the full R&D workflow from material synthesis, electrode preparation and battery assembly to characterization testing and performance evaluation, supporting the development and testing of hydrogen storage materials, cathode and anode materials and electrolytes. Our solution allows for the integration of high-throughput synthesis and screening modules with multiple testing units, enabling precise

powder batching, automated data acquisition and a closed-loop, full-chain workflow that significantly increases experimental throughput while ensuring data consistency and traceability. For high-risk experimental scenarios involving powder contamination, toxic gases or highly reactive materials, our solution replaces manual operations and achieves complete human-machine isolation, eliminating the need for frequent handling of hazardous substances and fundamentally enhancing occupational health and laboratory safety, thereby enabling customers to improve R&D efficiency, shorten development cycles and complete large-scale testing tasks in a safer and more reliable manner.

Case study 3—Hydrogen catalyst R&D project

Our collaborating partner, a leading institute engaged in the R&D of advanced materials, required an automated solution to replace manual, multi-step catalyst synthesis processes to ensure consistency and accelerate R&D in catalyst development. We provided a self-driving laboratory solution that seamlessly executes the entire catalysts synthesis process, from precision powder weighing and ink formulation to mixing, filtration, coating and drying. The solution allows the R&D team to validate manufacturing processes in real-time during catalyst development. The embodied intelligence technology transforms raw quality data into actionable process adjustments, autonomously optimizing parameters like material ratios, ultrasonic dwell times, and coating speeds. This closed-loop intelligence not only accelerated the development of high-performance catalysts but also de-risked the subsequent scale-up, providing a validated, automation-ready blueprint for seamless transition to mass production.

Case study 4—Graphite particle size testing project

Our customer, a battery material supplier, with its growth in production capacity, sought to enhance efficiency in its quality inspection demands for large scale synthetic graphite anode materials production. Particle size distribution is a critical quality indicator for graphite anode materials, as the size of graphite particles directly affects the performance, safety and consistency of lithium-ion batteries. In order to ensure stable battery performance, graphite particle size must be tightly controlled within specified ranges. The customer's traditional reliance on manual sampling and offline testing faced challenges of high labor costs, the lack of representativeness on sampling, and delays in its testing data.

We developed an automated physical sampling and preprocessing system for the project. We used an automatic vacuum sampler and pneumatic transfer system to extract powder directly from the production line. Our sample loading module and the automatic cup dispensing module automate the injection of dispersion medium and de-agglomeration. We also deployed our sample needle cleaning module to clean and purge lines after each test to prevent cross-contamination. While significantly enhancing data reliability, this solution enabled the customer to reduce the quality inspection team and resulting in reduction in labor costs.

New materials industry

Traditional approaches in the new materials R&D give rise to low R&D efficiency and long development cycles, poor reproducibility and unstable experimental quality due to subjective manual operations, as well as heightened safety risks and compliance pressure arising from frequent human exposure to hazardous chemicals and insufficient traceability. By integrating automated composite robots and service robots, our self-driving laboratory solution enables automated reagent inbound and outbound storage, as well as unmanned delivery and return across laboratories, ensuring accuracy and traceability throughout the entire process. Our self-driving laboratory addresses these challenges by covering the full workflow from synthesis and preparation to testing and characterization, achieving full-process automation across multiple application scenarios, including catalyst and membrane electrode material synthesis, organic and polymer material synthesis, formulation screening and development, and elemental analysis, thereby significantly improving R&D efficiency while ensuring consistent and reliable experimental quality.

Case study 5—Coprecipitation catalysts preparation project

Our customer, a company engaged in catalyst R&D, engaged in advanced catalyst formulation and performance optimization. As research intensity increased and catalyst screening requirements expanded, the customer sought to modernize its catalyst preparation process to support higher throughput, better reproducibility and safer laboratory operations. Further, frequent manual handling of nickel- and cobalt-based heavy metal powders, as well as strong acids and alkalis, exposed the customer's laboratory personnel to elevated safety risks and increased compliance pressure.

To address these issues, we designed and built an automated high-throughput catalyst preparation platform based on impregnation and co-precipitation processes. Our solution integrates, among others, liquid preparation module, high-precision solid dosing module, and the pH detection module with closed-loop feedback control. This architecture enables an end-to-end automated workflow covering material preparation, dosing, liquid addition, stirring, mixing and reaction, ageing, and automatic granulation. The solution help our customer improve preparation accuracy and repeatability, increase experimental throughput, and materially reduce exposure to hazardous materials.

Case study 6—Surfactant formulation optimization project

Our customer operates in the new materials R&D sector, focusing on surfactant formulation development and performance optimization. Under traditional laboratory practices, formulation screening relied heavily on manual operations, resulting in low efficiency, operator-dependent errors and limited data traceability. As formulation complexity increased, the customer sought to improve R&D efficiency while reducing reagent consumption and labor costs.

To address these challenges, we developed an automated surfactant compounding and interfacial tension prediction system with our self-driving laboratory solution. The solution integrates AI algorithms, robotic automation and high-precision chemical testing, and establishes a closed-loop automated workflow covering experimental planning, automated liquid compounding, testing and results feedback.The system comprises an automated compounding platform, an AI-based interfacial tension prediction model and a centralized data management system. In testing, the solution achieved interfacial tension measurement accuracy at the $10^{(-3)}$ mN/m level, increased experimental efficiency by approximately 3.6 times compared to manual operations. The solution is widely applicable to fine chemicals and new materials R&D, particularly for formulation screening of complex fluid systems.

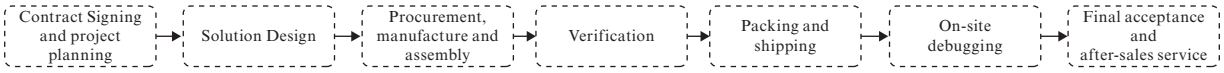
Life sciences industry

In the life sciences sector, research and development as well as quality control processes impose stringent requirements on experimental accuracy, cleanroom conditions, and data reliability. Our self-driving laboratory solutions are designed to support this sector by delivering high-precision and high-efficiency experimental workflows. These capabilities include high-throughput sample pretreatment module that enable automated handling of complex-matrix samples; precision liquid handling platforms integrated with advanced analytical modules for accurate component quantification; sample preparation module that supports standardized processing prior to multi-dimensional analysis; and visual monitoring of drug cultivation and automated testing systems that enhance process standardization and data integrity across the laboratory workflow. Collectively, these solutions help customers significantly improve R&D efficiency, reduce human error, and ensure the reproducibility of experimental results.

Laboratory Solutions Workflow

The project implementation workflow of our laboratory solution encompasses several key phases comprising project planning and initiation, design, procurement and assembly, packaging and shipping phase, and final acceptance.

The following diagram illustrates the general workflow of our laboratory solutions.



- *Project planning*. We launch a formal project after signing the contract. A project manager ("PM") and an implementation manager ("IM") are appointed, and a project team is formed. The PM develops the overall project plan, and creates initial documents like the resource status summary, hardware cost budget, and procurement plan. We work closely with the customer to define the relevant system functions, performance indicators and technical parameters, and identify key evaluation criteria. Based on these definitions, the project team explores and assesses feasible technical and implementation solutions, forming a clear and structured execution roadmap for subsequent deployment and delivery.

- *Solution design*. The project team develops and refines the technical solution in accordance with the customer's requirements after conducting internal reviews. Engineers create detailed drawings and specifications, which undergo formal review and approval before being released for manufacturing. Digitally simulated animation is created before the design enters the execution stage. The PM also provides a key parts inspection checklist to the quality control team.

- *Procurement, manufacture, and assembly*. The production team procures and manufactures modular and custom parts. The IM tracks progress and reports issues. The IM coordinates the physical assembly of the system in the production base. Issues arising during the assembly phase are tracked and reported weekly.

- *Verification*. The IM leads system end-to-end system verification and debugging according to a predefined plan. The PM organizes a pre-acceptance with the customer prior to packing and shipping. A pre-acceptance summary is created and signed, listing any agreed-upon rectifications.

- *Packing and shipping*. The validated system is prepared for shipment to the customer's site. The IM is responsible for packing and shipping logistics.

- *On-site debugging and final acceptance*. The system is installed and formally handed over at the customer's facility. The IM manages on-site installation and debugging, reporting progress weekly. The PM organizes the final acceptance with the client. A final acceptance summary is drafted and must be reviewed by the executive director before the customer signs off.

- *After-sales maintenance services*. After the customer's final acceptance and during the warranty period, the after-sales service team provide support and maintenance for any after-sales issues.

Key Operating Data

The table below sets forth key metrics of our solutions.

	Year ended December 31,		
	2023	2024	2025
Number of customers during the year	111	112	121
Number of new customers[1]	50	59	76
Average customer value[2] *(RMB in millions)*	5.5	4.9	5.3
Number of contracts that recognized revenue during the year	270	394	263
Order backlog as of the end of year *(RMB in millions)*	433.2	388.0	502.5

(1) Number of new customer equals to the number of customers in the current period who did not contribute revenue in the previous year.

(2) Average customer value for a given period is calculated by dividing revenue in that period by the number of customers for the same period.

BACKLOG AND LOSS-MAKING CONTRACTS

Backlog

Backlog represents our estimate of contract value that remains to be completed as of a certain date. New contract value represents the amount that we expect to receive under the terms of the contract, assuming the contract is performed in accordance with its terms. To the extent the work under these contracts advances, amounts are progressively removed from backlog. Backlog is not an audited measure defined by IFRS and our methodology in determining backlog may not be comparable to the methodology used by other companies.

Backlog might not be indicative of our future operating results and difficulties in contract performance could lead to inaccuracies with respect to the ultimate income from uncompleted contracts. The termination or modification of any one or more sizeable contracts or the addition of other contracts could have a substantial and immediate effect on the amount of our backlog and the revenue and profits we may earn from such contracts, and could have a material adverse effect on our profitability and financial condition. As a result, our backlog information presented in this document should not be relied on as an indicator of our future earnings.

The following table sets forth, without considering the VAT, our backlog, new contract value, number of contracts and recognized revenue for each of the periods indicated. In a given period, our backlog at the beginning of the period plus our new contract value less our recognized revenue for the period equals our backlog at the end of the period.

	Year ended December 31,		
	2023	2024	2025
Backlog at the beginning of the year (exclusive of VAT) *(RMB in millions)*	598.5	433.2	388.0
New contract value *(RMB in millions)*	448.8	508.8	759.4
Number of new contracts	269	252	212
Recognized revenue for the year *(RMB in millions)*	614.1	554.0	644.9
Backlog at the end of the year *(RMB in millions)*	433.2	388.0	502.5

Loss-making Projects

Our Directors consider a loss-making project arose when the revenue generated from the project was insufficient to cover the costs related to the work performed for the project at the time of its completion.

During the Track Record Period, we had three loss-making projects, with aggregated gross loss of RMB4.9 million. The aggregated revenue of such loss-making projects was RMB47.5 million, representing 2.6% of our total revenue during the Track Record Period. Our Directors consider that the losses recognized as a result of these loss-making projects were acceptable losses that may arise out of our ordinary course of business and such losses were insignificant to our operations, financial performance and profitability as a whole.

RESEARCH AND DEVELOPMENT

We believe that R&D is pivotal to our value creation, which has driven our rapid growth since our inception and will continue to lead our future development. We have made, and will continue to make, substantial investments in our R&D initiatives to continually upgrade our products and advance our technological competitive edge. In 2023, 2024 and 2025, we recorded research and development costs of RMB45.4 million, RMB44.6 million and RMB59.4 million, respectively, accounting for 7.4%, 8.1% and 9.2% of our revenue for the same period, respectively.

Our Core Technologies

At the backbone of our intelligent laboratory solutions and self-driving laboratory solutions lies our core technologies, which include, among others, the multi-modal perception and fusion technology, embodied intelligence and robotic control technology, and the scientific discovery decision engine technology of the *Dyna Brain*.

Multi-modal Perception and Fusion Technology

Our multi-modal perception and fusion technology forms the foundational "sensory system" of our self-driving laboratory, which addresses the fragmentation and inconsistency of data generated by different instruments, operating conditions and laboratory environments. We have independently developed UDI Stack, a unified device interface protocol, to enable the disparate devices to connect through a single, standardized interface and support maintain industrial communication protocols. Through this protocol, instruments from different manufacturers that operate under different communication standards and protocols can be recognized and connected on a plug-and-play basis.

As a result, our system can currently support more than 20 instrument brands and over 100 instrument models, significantly reducing integration time and cost for customers while providing a scalable foundation for future laboratory expansion.

Our multi-modal perception and fusion technology also enables the synchronous collection of different categories of laboratory data through unified drivers and interfaces. This system simultaneously captures (1) instrument data, such as raw spectra, images and measurement outputs, (2) equipment operating condition data, including temperature, pressure, voltage and vacuum levels, and (3) environmental data, such as laboratory temperature and humidity, vibration, electromagnetic interference, particulate matter and microbial indicators. These data are collected through laboratory equipment, including multi-modal data collectors, edge computing nodes and protocol conversion gateways, and are standardized at source to ensure consistency and usability. By deploying edge computing nodes, we are able to perform time-critical processing locally while transmitting more complex analytical tasks to the cloud, thereby balancing response speed with analytical depth.

Embodied Intelligence and Robotic Control Technology

Our embodied intelligence and robotic control technology deeply integrates AI decision-making with our *Dyna Arms* modules, enabling robots not only to execute predefined instructions, but also to understand experimental tasks, autonomously plan actions and flexibly adapt to changing laboratory conditions.

At the foundation of this technology stack is our multi-robot collaborative scheduling system, which is designed specifically for the complex and space-constrained laboratory environment. Our scheduling algorithms dynamically coordinate among our *Dyna Arms* modules, task allocation, path planning and resource usage, resolving conflicts such as congestion and equipment contention in real time. This enables seamless transfer of samples and reagents between workstations and significantly improves overall laboratory efficiency.

Building on this coordination layer, we have developed a laboratory operation skills library, which translates human laboratory expertise into standardized, AI-executable robotic skills. Rather than relying on bespoke programming for each task, we encapsulate common laboratory operations—ranging from simple sample handling to complex precision procedures—into reusable skill modules. These skills cover areas such as high-precision weighing, micro-volume liquid handling, automated instrument operation and predictive instrument maintenance. Each skill is defined with clear performance parameters, enabling consistent execution and continuous optimization. Over time, this skills library is designed to expand into a comprehensive catalogue of standard laboratory capabilities, forming a key differentiator from general-purpose industrial robots that lack laboratory-specific intelligence.

A critical enabling layer of our technology stack is machine-vision-guided intelligent operation. We integrate high-resolution cameras and advanced computer vision algorithms directly into the robotic operating platform, allowing robots to accurately recognize laboratory consumables such as microplates, test tubes and reagent bottles. This visual intelligence enables precise positioning, dynamic tracking and automatic posture correction during operations, which is essential for maintaining accuracy in high-throughput and high-precision laboratory tasks. In addition, the vision system supports real-time detection of experimental anomalies, such as abnormal liquid levels, color changes or sediment formation, allowing the system to respond promptly to potential issues and maintain experimental integrity.

Dyna Brain Scientific Discovery Decision Engine Technology

Serving as the decision hub of our self-driving laboratory, our *Dyna Brain* combines scientific data, domain knowledge structures, and advanced decision algorithm to make end-to-end decisions across experiment planning, intelligent scheduling, and knowledge management.

At its core, *Dyna Brain* is built upon a scientific discovery and decision algorithm engine that supports the autonomous design, execution, and optimization of experiments. This engine systematically transforms experimental objectives into executable strategies by combining Bayesian optimization, active learning, reinforcement-based decision strategies, causal inference, and model-driven prediction. Through iterative feedback from experimental data, the system dynamically refines hypotheses, adjusts experimental parameters, and prioritizes the most informative experiments.

Dyna Brain will further incorporate cross-domain scientific knowledge structures derived from scientific literature, historical experimental records, and proprietary laboratory data. These structured knowledge assets enable intelligent hypothesis generation, experimental risk assessment, and strategy recommendation across chemistry, materials science, and life sciences. By linking experimental variables, outcomes, and underlying mechanisms, the system supports informed decision-making beyond simple trial-and-error approaches.

Our R&D Achievements

We are dedicated to establishing the benchmark standard system for China's laboratory industry. In the domain of controlled laboratory environments, we have participated in the formulation of ten national standards and two industry standards that have been implemented or are implemented, including *Technical Requirements for Airborne Chemical Contamination Control in Cleanrooms and Associated Controlled Environments (潔淨室及相關受控環境空氣化學污染控制技術要求) (GB/T 36306–2024)*, *Technical Requirements and Applications for Cleanrooms and Associated Controlled Environments testing (潔淨室及相關受控環境檢測技術要求與應用) (GB/T 36066–2025)*, and *Technical Requirements for Electrostatic Control in Cleanrooms and Associated Controlled Environments Testing (潔淨室及相關受控環境靜電控制技術要求) (GB/T 33555–2025)*. Concurrently, we actively promote the advancement of high-quality national consortium standards, having contributed to the development of 12 consortium standards covering biosafety laboratories, prefabricated laboratories, food safety rapid testing laboratories, and smart low-carbon park design.

In the realm of self-driving laboratory, we have participated in the formulation of multiple industry and national standards in the field of intelligent laboratories. We participated in the formulation of the group standard *Specification for Intelligent Evaluation of Self-driving Laboratories (黑燈實驗室智能化評價規範) (T/CITS 693–2026)*, issued by the China Inspection and Testing Society, which has been formally published and implemented in 2026. This group standard provides evaluation guidelines for the intelligent construction and operation of self-driving laboratories and serves as an industry reference. We have also participated in the formulation of eight national standards, including *Intelligent Laboratory: Terminology and Definitions (智能實驗室術語與定義)*, *Intelligent Models and Systems: Technical Requirements for Lightweight Models (智能模型與系統輕量化模型技術要求)* and *Intelligent Models and Systems: Interface Integration and Interoperability Requirements (智能模型與系統介面集成互操作要求)*. These standards address core aspects of intelligent laboratory development, including the standardization of fundamental concepts, data governance frameworks and technical requirements for laboratory planning, design and construction. Our participation in the drafting of these national standards reflects our technical experience in intelligent laboratory solutions and contributes to the establishment of unified technical references for the development and implementation of intelligent laboratories in the industry.

We have undertaken and participated in national-level government-funded R&D projects, including a sub-project under the National Key R&D Program of China on intelligent rapid detection technologies for pathogenic microorganisms, and a National Science and Technology Major Project on key technologies and equipment for integrated atmospheric monitoring in smart laboratories, demonstrating our capabilities in intelligent laboratory systems and system integration.

Furthermore, Mr. Chi has been appointed as a member of the Subcommittee on Intelligent Laboratory Equipment (SAC/TC526/SC1) under the National Technical Committee on Laboratory Instruments and Equipment, where he will actively contribute to the development and promotion of national intelligent laboratory standards. Currently, we are pursuing approval for additional national and industry standards in the intelligent laboratory field. These initiatives mark our strategic transition from participating in existing standards development to constructing the foundational architecture and industry benchmarks for the future intelligent laboratory ecosystem.

We are also a member of the Beijing Key Laboratory of Fully Automated AI Experimental Systems and the leading founding enterprise of the Zhongguancun Smart Laboratory Alliance. This enables us to closely align with policy resources, lead discussions on industrial technology roadmaps, and gain priority access to major national and provincial/ministerial-level demonstration projects. This has firmly established our position as an industry leader and connector, while also helping us to deeply integrate top universities, research institutes, leading enterprises, and industry chain partners to jointly drive the development of the smart laboratory industry.

Our R&D Team

The engagement of R&D talents with professional expertise and industry experience is crucial to the long-term success of our business. To that end, we have assembled a strong and well-qualified R&D team with backgrounds in chemical engineering and polymer materials. As of December 31, 2025, our R&D team comprised 203 members, representing approximately 36% of our total employees as of the same date.

Our R&D team comprises professional engineers responsible for foundational, common and general-purpose technology research, overall R&D planning, alignment of the technology roadmap with our Company's development strategy, and the coordination and implementation of special projects and national- and provincial-level scientific research initiatives. In parallel, we have also established project-based engineering teams for specific application scenarios to carry out applied engineering research.

Our R&D Process

We establish a structured, multi-stage R&D process and adopt a milestone-based management approach, to evaluate whether the product meets functional and performance benchmarks at each stage. We place particular emphasis on product reliability, stability, usability, compliance with technical standards, and cost efficiency. Our R&D process typically involves the following stages.

- *Project planning and proposal review*. Before the start of an R&D project, we typically conduct an early market search and a necessity assessment.
- *Technical review and development*. The formulated R&D plan is submitted to our internal technical review committee for evaluation, which focuses on the technical feasibility, innovation potential, resource alignment, and alignment with our strategic objectives. The approved R&D plan then proceeds to be implemented.
- *Project development*. The process is actively managed through stage-gate reviews. During execution, there is continuous oversight and evaluation of R&D outputs and interim milestones against the plan. Development is execution-focused, driven by the goal of having an immediate end-user application.
- *Trial and final review*. The final stage involves a comprehensive assessment to determine if the project has met its initial intended goals. The process includes a formal corrective mechanism. If significant deviation is identified, projects are promptly corrected through variable adjustments or terminated. Upon successful completion of trial production and final review, we will determine whether to proceed with mass production. The customized R&D projects typically will be delivered to our customers for acceptance testing upon completion of independent evaluation.

We have not in-licensed any material intellectual property rights or outsourced any R&D processes to third parties. During the Track Record Period and up to the Latest Practicable Date, we had not been subject to any material legal claims or proceedings that may have a negative impact on the R&D of our product and service offerings.

Our Strategic R&D Collaborations

We place strong emphasis on collaborations with top universities and national research institutes to accelerate innovation and had established long-term collaboration with renowned universities and research institutes on joint research and talent development, which has introduced us to new technologies and resources.

We generally maintain clear delineation of intellectual property rights prior to the collaboration to ensure that we retain exclusive ownership of the application and commercialization rights of the resulting products and technologies. These partnerships are conducted at multiple levels, ranging from project-based collaborations to the establishment of long-term joint laboratories where mutual research interests align closely.

The salient terms of our typical R&D contracts with collaborating government entities and institutions during the Track Record Period are set out below.

- *Scope*. We contribute our expertise in laboratory automation, equipment engineering, and system integration. Collaborating partner typically provides fund for research on a particular scientific area and research objective as specified in the agreement, or technical support.

- *Payment*. Our collaborating partner typically provides funding to the research project, and we receive a portion of these funds to cover our direct research and development costs. The government may provide a certain percentage of funding for science and technology, with the remaining R&D costs shared by the participating parties.

- *Intellectual property rights*. We retain rights to any intellectual property we owned prior to the collaboration. We own any intellectual property independently developed using our own resources, provided that we remark the intellectual property outcome was supported by our collaborating partner in any resulting publications or patent filings. We own jointly with our partners for jointly developed intellectual properties. In some cases, we may have the priority right to commercialize our technological outcomes. For jointly owned intellectual property, neither party may license, sell, or transfer the rights to a third party for commercial purposes without mutual written consent. Any revenue generated from commercialization shall be shared based on contribution or as separately agreed.

- *Confidentiality*. We agree to protect all unpublished research data, technical specifications, and business information shared by our partners during the project. Such information shall be used only for the purpose of this collaboration and shall not be disclosed to third parties without written consent.

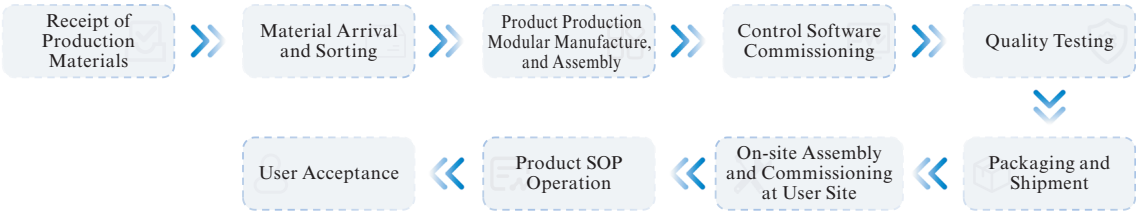
- *Termination*. The agreement will terminate automatically upon the completion of the collaborating project. The agreement may also be terminated if we or the other party fails to meet technical milestones, or if there is violation of intellectual property ownership or confidentiality of the agreement.

PRODUCTION

Production Process

We generally commence project execution and product assembly upon receiving a confirmed customer order. We follow structured and standardized production processes across the two business lines. While the specifics vary slightly depending on the customized requirements of each laboratory solution, the core implementation flow integrates precision hardware assembly, quality testing, software deployment, and rigorous validation testing.

Each project typically begins with design and component preparation based on the specific experimental processes we aim to automate. This is followed by a modular manufacture and assembly phase, where key components such as robotic arms, sensors, control units, and analytical instruments are integrated. We incorporate multiple quality and functionality checkpoints throughout the process. These validations range from hardware calibration and software logic testing to full-process simulation runs, ensuring that every system meets the stringent reliability standards required for unattended operation. For deployment in high-stakes environments such as chemical and energy production, we implement additional pre-delivery procedures, including stability tests under continuous operation and scenario-specific stress testing. The following flowchart illustrates the key stages in our production process.



Production Facilities

During the Track Record Period, we had three sites of production facilities in Hebei Province Shandong Province, and Jilin Province. The following table sets forth the details of our production facilities.

Production Facility	Year of Commencement of Operation	Primary Products/Activities	Total GFA (m^2)
Hebei Production Base	2020	Production, integration and debugging of components and drive assemblies for self-driving laboratory solutions	9,792
Shandong Production Base[(1)]	2022	Components and modular assemblies for intelligent laboratories	15,786
Jilin Production Base	2025	Components and modular assemblies for intelligent laboratories	12,606

(1) As of the Latest Practicable Date, we had ceased to operate the Shandong Production Base.

The following table sets forth the production capacity, production volume and utilization rate of our production bases during the Track Record Period for the periods indicated.

	Year ended December 31,		
	2023	2024	2025
	Utilization rate[(1)]	Utilization rate[(1)]	Utilization rate[(1)]
Hebei Production Base.	84.4%	86.2%	82.2%
Shandong Production Base	81.8%	85.6%	86.8%
Jilin Production Base	—	—	88.6%

(1) Utilization rate was estimated by our management based on the actual and optimal working hours of our production workers during the respective year.

During the Track Record Period, we had not experienced any material or prolonged stoppage of production due to equipment failure, and we had not experienced any material accidents during our manufacturing process.

QUALITY CONTROL

Product quality and system reliability are fundamental to our business, as any defect or failure could disrupt our customers. We are committed to delivering high-quality, stable intelligent laboratory solutions that comply with international standards and stringent industry requirements.

Our quality control is embedded at every stage throughout the project's lifecycle. Our production process mandates the generation of detailed quality and test reports at key milestones such as assembly and pre-acceptance on-site debugging phases. We maintain a proactive issue feedback mechanism to address any discrepancies immediately. Our quality oversight focuses on several critical performance indicators, including defect rate and first pass yield, reliability, stability, process capability index, and customer satisfaction.

In manufacturing and procurement, we enforce strict supplier management with biannual multi-dimensional performance reviews that determine future procurement share, and we maintain a zero-tolerance anti-corruption culture to uphold integrity.

As of December 31, 2025, we had a dedicated quality control team of five members. Our quality control team is responsible for formulating and implementing our quality control policies, and overseeing the planning, implementation and supervision of our internal quality initiatives. We have established a comprehensive quality management system, which governs our entire project lifecycle from design and supplier qualification to manufacturing, integration, validation, and after-sales support. Our quality management system has been certified to ISO 9001, reflecting our standardized procedures, internal controls and continuous improvement mechanisms. In addition, our environmental management system and occupational health and safety management system have been certified to ISO 14001 and ISO 45001, respectively, demonstrating our commitment to responsible operations, environmental protection and workplace safety. Together, these management systems provide a structured framework to help us consistently deliver products and services that meet customer requirements while managing operational, environmental and safety-related risks.

During the Track Record Period and up to the Latest Practicable Date, we had not received any material complaints about product quality and our products had not been subject to any material claim, litigation or investigation. In addition, during the Track Record Period and up to the Latest Practicable Date, there were no product recalls or fatal accidents related to our products that may cause material adverse impact to our operation.

SALES AND MARKETING

Sales Arrangements

We adopt a direct sales model, as most of our solutions are made to order and cater to the different needs of our customers. Customer engagement is primarily achieved through a competitive bidding process. To enhance efficiency and optimize project execution, we have implemented a project-based approach to ensure a structured and streamlined workflow. Under this model, dedicated cross-functional project teams are formed, integrating sales, technical, and delivery personnel who work closely to manage the project lifecycle and ensure customer satisfaction. By combining a customer-centric direct sales approach with a structured project management framework, we ensure our solutions meet precise requirements and are delivered with high quality.

Pricing

Our product pricing strategy is primarily influenced by our cost structure and prevailing market competition. During the Track Record Period, we established a pricing framework that reflects our production and operational costs, while remaining sensitive to market dynamics across different sectors and business customer. We closely monitor competitive landscapes and adjust our pricing to maintain commercial attractiveness, ensure reasonable margins, and support sustainable business growth.

Marketing and Branding

We believe that our deep industry expertise, first-mover advantage in "Self-driving Laboratory" solutions, and extensive track record of successful project deliveries have established a robust foundation for our marketing and branding. Our sales and marketing strategy is designed to enhance brand visibility and drive business growth through a project-led and technology-driven approach. We prioritize direct engagement with key decision-makers at large enterprises and research institutions, primarily through formal bidding processes. Our long-established leadership in traditional and intelligent laboratory design and integration serves as a critical channel for market insight and entry, allowing us to identify and cultivate opportunities for our advanced automation solutions. We are enhancing market recognition of our "Dynaflow" and "Self-driving Laboratory" brands by creating flagship reference projects, which serve as powerful demonstrations of our capabilities to potential clients.

We actively participate in industry exhibitions and summits to showcase our latest technological achievements. While we maintain a digital presence through our official website, our marketing strategy is predominantly anchored in technical reputation and project success. We allocate considerable resources to demonstrating value in high-potential application domains like chemical processing, energy, and new materials. Our extensive partnerships with leading customers across these industries exemplify our exceptional business capacity, further consolidating our strong brand reputation as a provider of mission-critical, customized automation solutions.

After-sales Services

We are committed to ensuring the long-term reliability and performance of our delivered systems. Our service model is built on proactive support and rapid response. As of December 31, 2025, we have a dedicated customer service team comprising of 44 members to ensure timely responses to our customers' communications, reinforcing our stringent quality control standards and strengthening customer confidence in our solutions. Our team is equipped with vast technical knowledge and experience to provide accurate and timely assistance.

We have established a structured issue feedback and resolution mechanism. During operation, any performance discrepancies or defects are documented in quality reports and addressed through a defined feedback process.

During the Track Record Period and up to the Latest Practicable Date, we had not encountered any incidents related to product recall, product exchange or product liability claims that would have a material adverse impact on our business, financial condition and results of operations.

OUR CUSTOMERS

Our customers primarily consist of enterprises across a variety of industry verticals, such as petrochemical and energy companies, biopharmaceutical companies and medical institutions, food companies, universities, research institutions, and industrial enterprises. In 2023, 2024 and 2025, revenue generated from our top five customers in each period during the Track Record Period accounted for 58.0%, 67.8% and 51.6% of our total revenue for such period, respectively, and revenue generated from our largest customer in each period during the Track Record Period accounted for 17.8%, 33.2% and 16.0% of our total revenue for such period, respectively. We typically settle payments with our top five customers by bank transfer and bank bills. The following table sets forth certain information of our top five customers during the Track Record Period.

Customer[(1)]	Transaction amount *(RMB in thousands)*	Percentage of total revenue *(%)*	Year of commencement of business relationship	Payment terms	Major products purchased
For the year ended December 31, 2023					
Customer A	109,495	17.8	2017	Payments made based on delivery and installation progress, with 5% retained as a quality retention fund upon project completion	Intelligent laboratory integrated solutions; modular laboratories and components; design, operation and maintenance
Customer B	75,677	12.3	2020	Advance payment of 10% required; payments made based on project progress, with cumulative progress payments up to 80% of the contract price, and the remaining payable upon final discharge	Intelligent laboratory integrated solutions
Customer C	72,231	11.8	2013	Advance payment of 30% required; payments made based on production and delivery progress, with 3% retained as a quality retention fund	Intelligent laboratory integrated solutions; modular laboratories and components; design, operation and maintenance
Customer D	55,374	9.1	2022	Advance payment of 10% required; payments made based on project progress, with 3% retained as a quality retention fund	Intelligent laboratory integrated solutions; design, operation and maintenance
Customer E	43,264	7.0	2016	Advance payment of 30% required, with the remaining payable upon final acceptance, and 5% retained as a warranty deposit	Intelligent laboratory integrated solutions; modular laboratories and components; design, operation and maintenance
Total	**355,987**	**58.0**			

Customer[(1)]	Transaction amount *(RMB in thousands)*	Percentage of total revenue *(%)*	Year of commencement of business relationship	Payment terms	Major products purchased
For the year ended December 31, 2024					
Customer F	184,002	33.2	2023	Payment by instalments based on agreed milestones	Modular laboratories and components
Customer A	98,971	17.9	2017	Advance payment of 30% required against guarantee; payments made based on delivery progress, with 5% retained as a quality retention fund upon expiry of the warranty period	Intelligent laboratory integrated solutions; modular laboratories and components; design, operation and maintenance
Customer C	36,696	6.6	2013	Advance payment of 30% required; payments made based on project progress, with 3% retained as a quality retention fund	Intelligent laboratory integrated solutions; modular laboratories and components; design, operation and maintenance
Customer G	28,606	5.1	2023	Payments made based on project progress, with cumulative monthly payments up to 85% of the contract price, and 3% retained as a quality retention fund	Intelligent laboratory integrated solutions; modular laboratories and components
Customer H	27,523	5.0	2023	Advance payment of 20% required; payments made based on project progress, with cumulative monthly payments up to 85% of the contract price, and 3% retained as a quality retention fund	Intelligent laboratory integrated solutions
Total	**375,798**	**67.8**			

Customer[(1)]	Transaction amount *(RMB in thousands)*	Percentage of total revenue *(%)*	Year of commencement of business relationship	Payment terms	Major products purchased
For the year ended December 31, 2025					
Customer G	102,967	16.0	2023	Payments made based on project progress, with cumulative monthly payments up to 80% of the approved completed work, and 3% retained as a quality retention fund	Intelligent laboratory integrated solutions; modular laboratories and components
Customer D	98,390	15.2	2022	Advance payment of 10% required; payments made based on project progress, with 3% retained as a quality retention fund	Intelligent laboratory integrated solutions, self-driving laboratory solutions
Customer I	53,610	8.3	2013	Payments made based on project progress, with a portion retained as a quality retention fund	Intelligent laboratory integrated solutions; modular laboratories and components; design, operation and maintenance
Customer F	40,991	6.4	2023	Advance payment of 30% required, deducted monthly; payments made based on project progress, with 3% retained as a warranty deposit	Intelligent laboratory integrated solutions
Customer C	36,756	5.7	2013	Full payment within 60 working days after delivery and acceptance of the specified documents	Intelligent laboratory integrated solutions; modular laboratories and components; design, operation and maintenance
Total	**332,686**	**51.6**			

(1) Customer A is a publicly listed company engaged in chemical and new materials manufacturing. Customer A is located in Yantai, Shandong Province, China with a registered capital of RMB3.1 billion.

Customer B is a state-owned private company engaged in engineering construction, real estate development, and design services. Customer B is located in Beijing, China with a registered capital of RMB75.0 billion.

Customer C is a state-owned private company engaged in petroleum refining, petrochemicals, and energy exploration. Customer C is located in Beijing, China with a registered capital of RMB326.5 billion.

Customer D is a publicly listed company engaged in building construction, infrastructure development, and real estate. Customer D is located in Beijing, China with a registered capital of RMB30.0 billion.

Customer E is a publicly listed company engaged in the distribution of dairy products, including liquid milk, milk powder, yogurt, and frozen drink. Customer E is located in Hohhot, Inner Mongolia, China with a registered capital of RMB6.3 billion.

Customer F is a private company engaged in construction engineering and municipal infrastructure works. Customer F is located in Jilin Province, China with a registered capital of RMB57.1 million. We entered into agreements with Customer F and/or several other parties to facilitate the financing for the underlying project.

Customer G is a publicly listed company engaged in petrochemicals, chemical new materials and polyester manufacturing, with a registered capital of approximately RMB66.1 billion.

Customer H is a public non-profit tertiary general hospital engaged in healthcare services, clinical treatment, teaching and medical research, with a registered capital of RMB0.05 million.

Customer I is a state-owned enterprise engaged in oil and gas exploration, production, refining, and marketing. Customer I is located in Beijing, China with a registered capital of RMB486.9 billion.

We typically enter into framework agreements with major customers, who place orders based on actual demand under the framework agreements. Although the contract terms vary among different customers, they usually include the following key terms.

- *Quality control*. The quality of the products shall be in compliance with the specific standards designated by our customers, or in compliance with applicable national, local or industry standards.
- *Price*. The prices of the product are generally specified in each purchase order in the case where the main sales agreement is a framework agreement.
- *Payment terms*. Payments are generally made by milestones. We generally grant our major customers a credit period ranging from seven to 180 days.
- *Delivery and packing*. We follow the delivery and packing requirements set out in each purchase order. We may accommodate the customer's request to advance or delay delivery, provided that any reasonable costs incurred are borne by the customer.
- *Risk transfer*. We solely bear the risk of loss or damage to all works, materials, and equipment until the engineering service is completed. The risk is transferred to the customers upon acceptance.
- *Product returns and warranty*. We usually set out warranty periods depending on the products and the sales agreement. During the warranty period, our customers may request that we replace or repair defective parts and components free of charge.
- *Intellectual property*. We retain ownership to all intellectual property developed by us in the performance of the agreement.

All of our top five customers in each period during the Track Record Period were Independent Third Parties. As of the Latest Practicable Date, none of our Directors, their close associates or any Shareholders which, to the best knowledge of our Directors, owned more than 5% of our issued share capital as of the Latest Practicable Date, had any interest in any of our top five customers in each period during the Track Record Period.

RAW MATERIALS AND SUPPLIERS

Raw Materials and Procurement

Given the project-based and often customized nature of our laboratory solutions, we primarily follow a made-to-order procurement model. Our raw materials primarily include mechanical parts, robotic parts, and electrical and electronic components. Materials and equipment are purchased based on confirmed project requirements. We maintain minimal inventory, operating on a "project-determined procurement" principle where standard items are purchased in consolidated batches when possible, and specialized items are sourced per project need. This model allows us to control inventory, optimize costs, and respond efficiently to specific customer requirements.

In addition to raw materials, we also procure various types of services, including design services and testing services. Procurement of these services allows us to focus our internal resources on R&D, solution design and optimization, and on-site project supervision and management, thereby enhancing cost efficiency and ensuring project quality. Most of our raw materials, components, parts and services are sourced from Chinese Mainland.

To ensure consistency and transparency, we have implemented structured procurement control procedures. As of December 31, 2025, our procurement department has 17 members. Our dedicated procurement department is responsible for supplier onboarding, daily management, and executing a strict multi-level approval process for all purchases.

Our Suppliers

In 2023, 2024 and 2025, purchase from our top five suppliers in each period during the Track Record Period accounted for 23.8%, 29.3% and 16.1% of our total purchases for such period, respectively, and purchase from our largest supplier in each period during the Track Record Period accounted for 7.5%, 11.4% and 3.9% of our total purchases for such period, respectively. We typically settle payments with our top five suppliers by bank transfer and bank bills. The following table sets forth certain information of our top five suppliers during the Track Record Period.

Supplier[1]	Transaction amount *(RMB in thousands)*	Percentage of total purchases *(%)*	Year of commencement of business relationship	Payment terms	Major products purchased or services procured
For the year ended December 31, 2023					
Supplier A	43,780	7.5	2021	Payments made based on project progress, with monthly payments up to 70% of the approved completed work, and 5% retained as a warranty deposit	Labor subcontracting services
Supplier B	26,581	4.5	2021	Advance payment of 30% required; remaining balance payable before shipment	Cables
Supplier C	26,059	4.4	2018	Advance payment of 30% required; remaining settled based on actual delivered quantities	Components and installation services
Supplier D	24,111	4.1	2022	Advance payment of 20% required; payments made based on project progress, with 3% retained as a quality retention fund	Labor subcontracting services
Supplier E	19,093	3.3	2017	Advance payment of 30% required; remaining payable based on delivery progress	Laboratory equipment
Total	**139,624**	**23.8**			

Supplier[(1)]	Transaction amount *(RMB in thousands)*	Percentage of total purchases *(%)*	Year of commencement of business relationship	Payment terms	Major products purchased or services procured
For the year ended December 31, 2024					
Supplier A	28,569	11.4	2021	Payments made based on project progress, with monthly payments up to 70% of the approved completed work, and 5% retained as a warranty deposit	Labor subcontracting services
Supplier F	14,358	5.8	2017	Payment within 6 months of delivery	Laboratory equipment
Supplier C	12,572	5.0	2018	95% of contract amount payable upon delivery and acceptance; 5% retained as a warranty deposit	Components and installation services
Supplier G	9,062	3.6	2018	Full payment upon delivery and acceptance	Laboratory equipment
Supplier E	8,730	3.5	2017	95% of contract amount payable upon delivery and acceptance; 5% retained as a warranty deposit	Laboratory equipment
Total	**73,291**	**29.3**			
For the year ended December 31, 2025					
Supplier H	18,112	3.9	2018	Payments made based on project progress, with monthly payments up to 70% of the approved completed work, and 5% retained as a warranty deposit	Labor subcontracting services
Supplier F	15,829	3.3	2017	Monthly settlement with 60 days credit	Cables
Supplier I	14,262	3.0	2025	Full payment before shipment	Cables
Supplier C	13,859	3.0	2018	Payments made based on project progress, with monthly payments up to 70% of the approved completed work, and 3% retained as a quality retention fund	Components and installation services
Supplier G	13,527	2.9	2018	Full payment upon delivery and acceptance	Laboratory equipment
Total	**75,589**	**16.1**			

(1) Supplier A is a private company engaged in labor outsourcing services. Supplier A is located in Hebei Province, China with a registered capital of RMB16.0 million.

Supplier B is a private company engaged in intelligent system service. Supplier B is located in Nanjing, Jiangsu Province, China with a registered capital of RMB20.0 million.

Supplier C is a private company engaged in intelligent equipment manufacturing and installation services. Supplier C is located in Yantai, Shandong Province, China with a registered capital of RMB19.6 million.

Supplier D is a private company engaged in architectural engineering design and construction. Supplier D is located in Linyi, Shandong Province, China with a registered capital of RMB3.0 million.

Supplier E is a private company engaged in metal products manufacturing. Supplier E is located in Changzhou, Jiangsu Province, China with a registered capital of RMB10.0 million.

Supplier F is a private company engaged in construction materials quotation system for industrial products. Supplier F is located in Beijing, China with a registered capital of RMB50.0 million.

Supplier G is a private company engaged in industrial supplies and equipment trading. Supplier G is located in Yantai, Shandong Province, China with a registered capital of RMB10.0 million.

Supplier H is a private company engaged in engineering technology services and labor outsourcing. Supplier H is located in Baoding, Hebei Province, China with a registered capital of RMB5.0 million.

Supplier I is a private company engaged in cable manufacturing. Supplier I is located in Shenyang, Liaoning Province, China with a registered capital of RMB168.0 million.

Our suppliers primarily consist of third-party providers of materials and equipment, substantially all of which were procured in China. We typically enter into framework supply agreements with suppliers, the salient terms of which are set out below.

- *Product specification*. We specify the product name, manufacturer or brand, specification, price, quantity, delivery timeline and other detailed items in each purchase order we send to our suppliers.
- *Payment and credit term*. We typically adopt a progress-based payments structure with our supplier, with payments made against monthly progress, and final settlement upon satisfactory completion of the works, subject to a retention for defects liability.
- *Logistics*. We are responsible for making timely payments to our suppliers, who are responsible for delivering qualifying products to our designated warehouses.
- *Quality guarantee*. Products are typically accepted in accordance with our specifications, as well as national, local and industry standards. Should any quality issues arise during the warranty period, the supplier shall be responsible for replacement.
- *Termination*. The agreement can be terminated without cause upon written consent from both parties. Either party can also terminate the agreement upon material breach by the other party.

All of our top five suppliers in each period during the Track Record Period were Independent Third Parties. As of the Latest Practicable Date, none of our Directors, their close associates or any Shareholders which, to the best knowledge of our Directors, owned more than 5% of our issued share capital as of the Latest Practicable Date, had any interest in any of our top five suppliers in each period during the Track Record Period.

Supplier Selection and Management

The selection criteria prioritize quality assurance, favorable payment terms, and service responsiveness. While our core mechanical components such as sensors and robotic arms have multiple qualified suppliers, we do not depend on a single source for any critical item. For specialized technical needs, our project and engineering teams provide necessary specifications and technical support during the sourcing process. We believe this integrated, quality-focused framework enables us to maintain high standards, ensure timely project execution, and uphold the overall performance of our integrated solutions.

Supply Chain Management

Our supplier chain management is guided by our commitment to establishing a well-defined supplier management procedure and implementing a rigorous supplier risk management process. The procurement department and finance department are primarily responsible for managing purchasing activities. The procurement department must obtain and compare quotes from at least three suppliers before finalizing a purchase order and contract. We conduct a comprehensive four-step process when introducing new suppliers, which includes comprehensive investigation, qualification

review, sample testing, and collective evaluation by relevant departments. Monitored through monthly records, quarterly reviews, and annual formal assessments, our suppliers are evaluated based on quality, delivery, price, service, and compliance.

Subcontracting

During the Track Record Period, we entered into certain labor subcontracting arrangements with independent third-party labor subcontractor agencies to meet the need of our business operations. Historically during the Track Record Period, pursuant to our agreements with such labor subcontractor agencies, we typically pay service fees to labor subcontractor agencies based on the actual volume of work completed and work results delivered by the subcontracted personnel, and are settled in stages according to the progress of completion by the subcontracted staff. We are responsible for inspecting and supervising the on-site work quality and verifying the completion status of the tasks performed by the subcontracted personnel.

Below sets forth salient terms of our subcontracting agreements.

- *Duration*. The agreements generally specify a defined construction period commencing on an agreed start date and concluding upon completion of the subcontracted works.
- *Responsibilities of subcontractors*. Subcontractors are generally responsible for performing the contracted works in full, including the provision of qualified labor, on-site management, and necessary technical and safety personnel.
- *Fee arrangements*. We generally adopt a fixed-price basis, which cover all costs associated with performance of the subcontracted works. Payments are typically made upon completion of certain milestones.
- *Termination and Renewal*. The subcontract arrangements do not usually provide for automatic renewal. We may terminate the agreement in circumstances such as material breach, failure to meet quality or progress requirements.
- *Quality requirements*. Subcontractors are required to carry out the works in accordance with contractual specifications and construction standards in compliance with applicable industry norms.

OVERLAPPING CUSTOMERS AND SUPPLIERS

During the Track Record Period, one of our major suppliers was also our customer. Specifically, in 2025, Supplier D purchased certain laboratory pipeline system components from us. Revenue from Supplier D accounted for approximately 0.001% of our total revenue in 2025.

Negotiations of the terms of our sales to and purchases from such overlapping customer/supplier were conducted on an individual basis, and the sales and purchases were neither inter-connected nor inter-conditional with each other. All of our sales to and purchases from such overlapping customers/suppliers were conducted in the ordinary course of business under normal commercial terms and in arm's length transactions. Our Directors confirmed that, save as disclosed herein, none of our major customers was also a supplier, and vice versa, during the Track Record Period.

SEASONALITY

Our business is subject to seasonal patterns in business activity due to the procurement cycles of our customers. We typically observe a concentration of business development and customer engagement activities in the first half of a year, reflecting the budgeting processes of our customers, a majority of whom finalize their budget approvals and initiate procurement during this period. Consequently, our efforts in the first half of a year are predominantly focused on business development, customer engagement, and the timing of contract execution and project delivery may be influenced by these cycles, which could result in seasonal fluctuations in our financial

performance. However, the actual timing of revenue recognition can vary significantly from period to period depending on the progress and completion of individual large-scale projects. As such, our interim operating and financial results may not accurately reflect our full-year performance.

INVENTORY AND LOGISTICS MANAGEMENT

Our inventories mainly include raw materials, including mechanical parts, robotic parts, and electrical and electronic components, work in progress, finished goods and goods in transit. As we primarily adopt a made-to-order production model and, accordingly, a procurement model, we generally are able to minimize our inventory buildup and improve capital turnover. In 2023, 2024 and 2025, our inventory turnover days in was 138.4 days, 119.7 days and 36.5 days, respectively. See "Financial Information—Discussion of Major Balance Sheet Items—Inventories."

We typically engage third party logistics providers to deliver our products. Below sets forth the salient terms of our agreement with logistics providers.

- *Term*. Our agreement with logistics providers is typically for a term of two years, automatically covering any shipments tendered during the period.
- *Service scope*. Our logistics providers typically provide for nationwide road transport for any goods.
- *Payment terms*. Payment is typically made quarterly and based on confirmed order status.
- *Transfer of risk*. Our logistics provider is responsible for any loss or damage to the goods during transit, and the risk is transferred upon our confirmed receipt of the goods.

As of the Latest Practicable Date, we had not experienced any significant delay or inappropriate handling of goods that materially and adversely affected our business operations.

COMPETITION

The market in which we operate is competitive and evolving. We face competition from other intelligent laboratory solution providers in China's intelligent laboratory market. According to the Report, top five intelligent laboratory solution providers in China's accounted for 26.5% of the total market size in terms of revenue in 2025. We compete primarily on the basis of integration of industry-specific AI models, end-to-end and system integration ability, and real-world high-quality data.

We believe that we are well-positioned to effectively compete on the basis of the factors listed above. However, the market in which we operate is highly competitive. For more information about our competitive strengths, please refer to "—Our Competitive Strengths" in this section. For more information about the risks we face related to competition, see "Risk Factors—Risks Relating to Our Business and Industry—We may fail to maintain or improve our market position or respond successfully to changes in the competitive landscape."

LICENSES, PERMITS AND APPROVALS

Our PRC Legal Advisor has advised us that during the Track Record Period and up to the Latest Practicable Date, we had obtained all licenses, permits and approvals necessary to conduct our operations in all material respects from the relevant government authorities in China, and such licenses, permits and approvals remained in full effect.

The following table sets out a list of material licenses, permits and approvals currently held by us.

License/Permit/Approval	Holder	Granting authority	Expiry date
Work Safety License (Building Construction) (安全生產許可證（建築施工）)	the Company	Beijing Municipal Commission of Housing and Urban-Rural Development (北京市住房和城鄉建設委員會)	September 2, 2028
Construction Enterprise Qualification Certificate — Professional Contracting of Building Decoration and Renovation Engineering (Class I)(建築業企業資質證書 — 建築裝修裝飾工程專業承包壹級)	the Company	Beijing Municipal Commission of Housing and Urban-Rural Development(北京市住房和城鄉建設委員會)	November 11, 2029
Construction Enterprise Qualification Certificate — Professional Contracting of Fire Protection Facilities Engineering (Class II)(建築業企業資質證書 — 消防設施工程專業承包貳級)	the Company	Beijing Municipal Commission of Housing and Urban-Rural Development(北京市住房和城鄉建設委員會)	November 11, 2029
Construction Enterprise Qualification Certificate — Professional Contracting of Environmental Protection Engineering (Class II)(建築業企業資質證書 — 環保工程專業承包貳級)	the Company	Beijing Municipal Commission of Housing and Urban-Rural Development(北京市住房和城鄉建設委員會)	November 11, 2029
Construction Enterprise Qualification Certificate — Professional Contracting of Electronic and Intelligent Engineering (Class II)(建築業企業資質證書 — 電子與智能化工程專業承包貳級)	the Company	Beijing Municipal Commission of Housing and Urban-Rural Development(北京市住房和城鄉建設委員會)	November 11, 2029
Construction Enterprise Qualification Certificate — Professional Contracting of Mechanical and Electrical Installation Engineering (Class I)(建築業企業資質證書 — 建築機電安裝工程專業承包壹級)	the Company	Beijing Municipal Commission of Housing and Urban-Rural Development(北京市住房和城鄉建設委員會)	November 11, 2029
Construction Enterprise Qualification Certificate — General Contracting of Building Engineering Construction (Class II)(建築業企業資質證書 — 建築工程施工總承包貳級)	the Company	Beijing Municipal Commission of Housing and Urban-Rural Development(北京市住房和城鄉建設委員會)	November 11, 2029
Construction Enterprise Qualification Certificate — General Contracting of Mechanical and Electrical Engineering Construction (Class II)(建築業企業資質證書 — 機電工程施工總承包貳級)	the Company	Beijing Municipal Commission of Housing and Urban-Rural Development(北京市住房和城鄉建設委員會)	November 11, 2029
Engineering Design Qualification Certificate — Building Decoration Engineering Design (Class A)(工程設計資質證書 — 建築裝飾工程設計專項甲級)	the Company	Ministry of Housing and Urban-Rural Development of the People's Republic of China(中華人民共和國住房和城鄉建設部)	August 19, 2026
Special Equipment Production License — Installation, Repair, Alteration of Pressure-bearing Special Equipment(特種設備生產許可證 — 承壓類特種設備安裝、修理、改造)	the Company	Beijing Municipal Administration for Market Regulation(北京市市場監督管理局)	July 1, 2027
Special Equipment Production License — Pressure Piping Design(特種設備生產許可證 — 壓力管道設計)	the Company	Beijing Municipal Administration for Market Regulation(北京市市場監督管理局)	July 20, 2030

INTELLECTUAL PROPERTY

Intellectual property rights are fundamental to our business, and we devote significant time and resources to their development and protection. We rely on a combination of contractual restrictions, confidentiality procedures, and intellectual property registration to establish and protect our proprietary technologies. We have set up a compliance department to curate and implement our intellectual property strategies, coordinate related internal trainings and monitor and protect against risks relating to our intellectual properties.

As of December 31, 2025, we had registered 139 trademarks, 302 patents, including 148 patents for invention, and 40 software copyrights in China, together with 166 pending patent applications. For details, see "Statutory and General Information—2. Further Information about Our Business—B. Intellectual Property Rights" in Appendix IV to this document.

Examples of patents held by us which we consider to be material to our business include the following.

Patent name	Place of registration	Patent number	Major function
Laboratory Big Data Management System (一種實驗室大數據管理系統)	PRC	ZL201910858644.7	Store and classify basic laboratory data for subsequent retrieval, enabling effective management of laboratory big data.
Laboratory Data Acquisition and Management System (一種實驗室數據採集及管理系統)	PRC	ZL201910858268.1	Include a data acquisition system, a management system, and a cloud server, allowing users to remotely control a robot for data collection and enabling multi-user concurrent queries via the cloud.
Laboratory Data Processing Method and Processing System (一種實驗室數據處理方法及處理系統)	PRC	ZL201910858643.2	Acquire and preprocess target experimental data, then verify it against pre-stored standards, determining data consistency to ensure experimental accuracy.
Data Source-Based Item Health Query Method (一種基於數據源的物品健康查詢方法)	PRC	ZL202110282224.6	Monitor real-time food status based on data sources, reducing traceability computational load and enabling prompt and accurate identification of source data.
Laboratory Management System and Method (一種實驗室管理系統和方法)	PRC	ZL202110308366.5	Record and store experimental data and operational procedures in real time, providing a comprehensive log of the laboratory process.
Cell Counter-Based Precision Instrument Management System (一種基於細胞計數儀的精密儀器管理系統)	PRC	ZL202110568491.X	Acquire cell counter usage data via a module and transmit it to an office cloud, enabling centralized storage and access to instrument usage records.

Patent name	Place of registration	Patent number	Major function
Inverted Fluorescence Microscope Precision Instrument Management System (一種用於倒置螢光顯微鏡的精密儀器管理系統)	PRC	ZL202110568040.6	Improve the utilization efficiency of an inverted fluorescence microscope, while also ensuring its protection and longevity.
Aerosol Leak Detection System (一種氣溶膠泄漏檢測系統)	PRC	ZL202110314934.2	Effectively supervise biological samples and issue timely warnings, ensuring rapid response in the event of a biological aerosol leak.
Laboratory Liquid Transfer Device (一種實驗室用移液裝置)	PRC	ZL202211028814.7	Drive the liquid transfer body horizontally via a worktable-mounted device, enabling precise aspiration and dispensing of solutions between containers.
Laboratory Multidimensional Manipulator (一種實驗室用多維機械手)	PRC	ZL202110522442.2	Utilize a manipulator to grasp experimental items, with an integrated bucket synchronously mixing materials during the process, thereby improving efficiency and reducing manual intervention.
Library Location Management System (庫位管理系統)	PRC	ZL202110181741.4	Establish a database of storage locations and recommend optimal placements for incoming items, thereby improving space utilization and reducing inventory costs.
Shared Instrument Management Method and System (共享儀器的管理方法及系統)	PRC	ZL202110166263.X	Generate a reservation order based on user selection and provide corresponding specialized training, confirming user authorization through learning results to enable an online reservation system for shared instruments.
Item Traceability and Alert Method (一種物品溯源和警示方法)	PRC	ZL202110275892.6	Obtain logistics information from both supply and distribution ends via blockchain, and generate dynamic safety alerts based on this data, allowing users to access and act upon real-time safety information.
Item-Based Virus Safety Alert Method and System (一種基於物品的病毒安全警示方法和系統)	PRC	ZL202110260715.0	Assign a data unit with stage-specific nodes for each item batch, linking all nodes to allow comprehensive data retrieval from any single point, and issue alerts to management while recording any detected viral safety risks within the corresponding node.

Patent name	Place of registration	Patent number	Major function
Indoor Gas Leak Monitoring Method and System (室內氣體泄漏監控方法及系統)	PRC	ZL202110146833.9	Deploy laser reflection plates in each gas detection area to transmit and receive laser signals, replacing traditional sensors to prevent false alarms and missed detections, thereby enhancing system stability and safeguarding personnel.

During the Track Record Period and up to the Latest Practicable Date, we had not identified breaches of our intellectual property rights which, viewed alone or in the aggregate, had a material impact on our business, results of operations or financial condition, nor had we had any material dispute or legal proceeding concerning intellectual property rights with third parties.

EMPLOYEES

Our success depends on our ability to attract, retain and motivate qualified personnel with background and experience in the relevant industries. As of December 31, 2025, we had 567 full-time employees. The following table sets forth a breakdown of our full-time employees by function as of December 31, 2025.

	As of December 31, 2025	
Function	Number of employees	% of total
Sales and marketing	37	6.5
Administration	100	17.6
Production, delivery and maintenance	227	40.0
R&D	203	35.8
Total	**567**	**100.0**

We recruit our employees through different channels, including online recruitment, job fairs, referrals and recruitment agencies. As part of our human resource strategy, we offer employees competitive salaries, performance-based bonuses and other incentives. We also strive to enhance our talent base and human resource management through organizing systematic training programs and improving our employee performance evaluation system.

As required under PRC labor laws, we enter into individual employment contracts with our employees covering matters such as wages, bonuses, employee benefits, workplace safety and grounds for termination. We generally enter into standard confidentiality with our employees, and in addition, we enter into non-compete agreements with our key employees. In compliance with PRC regulations, we participate in and make contributions to social insurance, including pension, medical, maternity, work-related injury and unemployment, and housing provident fund. We believe that we maintain a good working relationship with our employees, and we had 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.

We are required by PRC social insurance and housing provident fund laws and regulations to make contributions for mandatory social insurance and housing provident funds for our employees. During the Track Record Period, we did not make full social insurance and housing provident funds contributions for certain of our employees as required by relevant laws and regulations. We estimate that the shortfall of social insurance contributions in 2023, 2024 and 2025 was nil, RMB0.1 million and RMB0.4 million, respectively. As a result, we may be required to make additional contributions of social insurance fund and late payments and fines under PRC laws and regulations. As advised by our PRC Legal Advisor, pursuant to Ren She Ting Han [2018] No. 246 issued by the Ministry of Human Resources and Social Security (人力資源社會保障部辦公廳關於貫徹落實國務院常務會議精神切實做好穩定社保費徵收工作的緊急通知(人社廳函[2018]246號)), Shui Zong Fa [2018] No. 174 issued by the State Administration of Taxation (國家税務總局關於實施進一步支持和服務民營經濟發展若干措施的通知(税總發[2018]174號)), and Guo Ban Fa [2019] No. 13 issued by the General Office of the State Council (關於<印發降低社會保險費率綜合方案>的通知(國辦發[2019]13號)), the competent authorities shall strictly implement the then-effective social insurance premium collection policies and shall not organize any centralized collection of historical overdue social insurance contributions from enterprises. Accordingly, unless affected employees lodge complaints or claims with the competent government authorities requesting that the relevant companies settle any outstanding social insurance premiums, the risk that such companies would be subject to proactive centralized collection actions by the competent social insurance authorities that would result in a material adverse effect on such companies is considered to be remote. As of the Latest Practicable Date, no administrative action or penalty had been imposed by the relevant competent regulatory authorities on us with respect to our housing provident fund contributions. We believe that the incident would not have a material adverse effect on our business. See "Risk Factors—Risks Relating to Our Business and Industry—We face certain legal and regulatory risks relating to labor-related laws and regulations, which may adversely affect our business, results of operations and financial condition."

PROPERTIES

As of the Latest Practicable Date, we operated our businesses through one owned property and four leased properties in Hebei, Beijing and Jilin. Our owned property occupies a total land area of approximately 35,333 square meters. Our leased properties have a total gross floor area of approximately 15,524 square meters. All of our leased properties have been used for non-property activities as defined under Rule 5.01(2) of the Listing Rules and are primarily used as office premises and manufacturing facilities for our business operations. All lessors are independent third parties, and we plan to renew our leases or negotiate new terms when the existing leases expire. We did not experience material difficulties in negotiating renewal of our leases with our lessors during the Track Record Period and up to the Latest Practicable Date.

As of the Latest Practicable Date, none of the properties leased or owned by us had a carrying amount of 15% or more of our consolidated total assets. Therefore, according to Chapter 5 of the Listing Rules and section 6(2) of the Companies (Exemption of Companies and Prospectuses from Compliance with Provisions) Notice (Cap. 32L of the Laws of Hong Kong), this Document is exempted from compliance with the requirements of section 342(1)(b) of the Companies (Winding Up and Miscellaneous Provisions) Ordinance in relation to paragraph 34(2) of the Third Schedule to the Companies (Winding Up and Miscellaneous Provisions) Ordinance which requires a valuation report with respect to all our Group's interests in land or buildings.

Pursuant to the applicable PRC laws and regulations, property lease agreements must be registered with the local branch of the Ministry of Housing and Urban-Rural Development of the PRC (中華人民共和國住房和城鄉建設部). The registration of such leases will require the cooperation of our lessors. As of the Latest Practicable Date, we had not obtained lease registration for three of our leased properties in China, primarily due to the difficulty of procuring our lessors' cooperation to register such leases. We will take all practicable and reasonable steps to ensure that such leases are registered. As advised by our PRC Legal Advisor, the lack of the abovementioned registration of the lease agreements will not affect the validity of such lease

agreements, according to applicable PRC laws and regulations. According to the relevant PRC laws and regulations, we may be ordered by the relevant government authorities to register the relevant lease agreements within a prescribed period, failing which we may be subject to a fine ranging from RMB1,000 to RMB10,000 for each non-registered lease. The maximum potential penalty is RMB30,000. We have not received any order or notice from the relevant government authorities requiring us to complete the registration, nor have we been subject to any fines in this regard during the Track Record Period and up to the Latest Practicable Date. We undertake to cooperate fully to facilitate the registration of lease agreements once we receive any requirements from relevant government authorities.

As advised by our PRC Legal Advisor, during the Track Record Period, we had complied with the PRC property laws and regulations in all material respects. For potential risks relating to our usage of certain properties. See "Risk Factors—Risks Relating to Our Business and Industry—Failure to protect our leasehold interests could adversely affect our business operations."

INSURANCE

We consider our insurance coverage to be adequate as we have in place all the mandatory insurance policies required by PRC laws and regulations and in accordance with the commercial practice in our industry. Our employee-related insurance includes the social insurance and housing provident fund as required by PRC laws and regulations.

We also maintain insurance policies as required by the project, including among others, construction all-risk insurance, performance bond insurance, property insurance, and legal expenses insurance in accordance with industry practices. During the Track Record Period and up to the Latest Practicable Date, we had not made or been the subject of any material insurance claims. For details, see "Risk Factors—Risks Relating to Our Business and Industry—The insurance coverage we have may not adequately protect us against all operating risks."

AWARDS AND RECOGNITION

We have established strong brand and reputation with our technological capabilities and trustworthy products and services. The following table sets forth certain significant awards and recognition we have received.

Awarding year	Award/Recognition	Issuing Organization
2025	Hebei Province Science and Technology Award—Technological Invention Award (河北省科學技術獎—技術發明獎)	The People's Government of Hebei Province (河北省人民政府)
2025	New Construction Excellence in Low Carbon Construction (新建建築低碳建設卓越獎)	International Institute for Sustainable Laboratories (I2SL) (國際可持續發展實驗室協會)
2024	Qilin Science and Technology Award—Award for Scientific and Technological Innovation (麒麟科學技術獎—科技創新獎)	Beijing Association for Science and Technology Talents (北京市科技人才研究會)

Awarding year	Award/Recognition	Issuing Organization
2024	Hundred New Technologies and Products—Microgravity Simulation Device (百項新科技新產品—模擬微重力裝置)	Zhongguancun Forum-Zhongguancun International Technology Transaction Conference (中關村論壇—中關村國際技術交易大會)
2024	Chinese Preventive Medicine Association Science and Technology Award—First Prize of Science and Technology Award (中華預防醫學會科學技術獎—科技獎一等獎)	Chinese Preventive Medicine Association (中華預防醫學會)

THIRD-PARTY PAYMENT ARRANGEMENTS

Background

During the Track Record Period, certain our customers (individually or collectively, the "Relevant Customers") settled payments with us through accounts that do not belong to the contractual parties under the corresponding sales and purchase agreements (the "Third-Party Payment Arrangements"). The Relevant Customers during the Track Record Period primarily consisted of customers in the form of universities.

In 2023, 2024 and 2025, the number of the Relevant Customers was nil, one and one, respectively. Among them, all of the third-party payors of such Relevant Customers during the Track Record Period were affiliates of the respective Relevant Customers. The aggregate amount they settled under the Third-Party Payment Arrangements in 2023, 2024 and 2025 was nil, RMB99.6 thousand, and RMB429.5 thousand, respectively, which accounted for nil, 0.02%, and 0.07% of our total revenue, respectively, in the same periods. No individual Relevant Customer has made material contribution to our revenue during the Track Record Period.

To the best of knowledge of our Directors, the Relevant Customers chose to settle through the Third-Party Payment Arrangements primarily due to payment convenience and faster transaction cycle.

Termination and Implication of Third-Party Payment Arrangements

We ceased the Third-Party Payment Arrangements in April 2026. As of the Latest Practicable Date, none of our customers utilized the Third-Party Payment Arrangements to settle payments with us.

We consider that the termination of the Third-party Payment Arrangements did not have, nor will have, any material adverse effect on the liquidity, business operation and financial performance of the Group, primarily because the aggregate amount they settled under the Third-Party Payment Arrangements was immaterial.

As confirmed by our Company, (1) the Third-party Payment Arrangement was initiated by the Relevant Customers and was not an arrangement by us to circumvent applicable tax laws and regulations or other applicable laws and regulations in China, and all the customer payments previously received under the Third-party Payment Arrangement were duly booked according to the accounting procedures and policies. And all payments under the Third-party Payment Arrangement are based on actual transactions; (2) our Third-party Payment Entities had not been identified for violating any applicable tax laws as a result of the Third-party Payment Arrangement during the Track Record Period; (3) our Third-party Payment Entities had not been subject to any disputes or administrative penalties by the relevant government authorities with respect to the Third-party

Payment Arrangement as of the Latest Practicable Date. Based on the facts mentioned above, the confirmation letters obtained from the relevant third-party payors, and the consultation with Beijing Branch of the People's Bank of China and the interview with the relevant commercial bank, our PRC Legal Advisor is of the view that the likelihood that our Third-party Payment Arrangement would be deemed as constituting the crime of money laundering and be subject to the relevant criminal liability pursuant to the relevant PRC laws and regulations is remote; the Third-party Payment Arrangement is not in breach of applicable mandatory requirements of PRC laws and regulations. As further advised by our PRC Legal Advisor, the Third-party Payment Arrangement is valid under the applicable laws or regulations in China as according to the Civil Code of the PRC, a civil legal act can be established based on the unanimous expression of intent by two or more parties, or based on the expression of intent by one party, and a civil legal act takes effect upon its establishment, and our Company has obtained confirmation letters from the relevant third-party payors.

Based on the foregoing, our Directors confirm that, to the best of their knowledge and based on the know-your-customer procedures and internal control measures implemented, during the Track Record Period, the relevant payments were based on bona fide underlying transactions and valid contractual relationships, and there were no instances of commercial bribery, money laundering, tax evasion, or existing or potential disputes with our Group related to the Third-Party Payment Arrangements.

Enhanced Internal Control Measures of Third-Party Payment Arrangements

To safeguard our interest against risks associated with Third-Party Payment Arrangements, since April 2026, we have significantly enhanced and implemented various internal control measures in order to rectify the Third-Party Payment Arrangements. Our efforts to rectify the Third-Party Payment Arrangements include, among other things:

- We initiated the implementation of rectification measures and informed our employees regarding the enhanced internal control measures.
- We strictly prohibit customers from using third-party accounts for payments. All funds must be paid directly from the customer's own official bank account to our Company's designated account, except in special circumstances with justifications. Accepting an unauthorized third-party payment will result in disciplinary action, ranging from internal warnings and financial penalties to termination. The responsible employee and their manager will be held liable for any financial or legal losses incurred by us.
- Our finance department is required to verify the application and documents required for an exception.

Based on the follow-up review of the implementation of these measures, our Directors are of the view that these measures are effective and adequate in preventing unauthorized Third-Party Payment Arrangements and the associated risks.

DATA SECURITY AND PRIVACY

In the course of our business, we collect, store and process business data and transaction data. As we only make transactions with enterprises, We only collect the names and phone numbers of the contact persons of the cooperating enterprises. We believe that the confidentiality, integrity and availability of data are vital to our business operations. To mitigate data security risks, we have implemented a comprehensive approach that includes stringent data encryption, secure data storage protocols and strict transmission policies to ensure the confidentiality and integrity of sensitive information.

We have established clear and detailed protocols that govern the use, storage and sharing of corporate data, ensuring that only employees with the appropriate authorization can access sensitive information on a need-to-know basis. We also conducted regular data security training for

employees to strengthen their data security awareness. Our employees are required to sign confidentiality agreements as part of their employment, which strictly prohibit the unauthorized disclosure of any company-related confidential information. This policy ensures that our employees understand the critical nature of safeguarding company data and are held accountable for maintaining confidentiality. To safeguard against data loss, we have implemented a robust backup system that stores data in multiple locations. For our core business data, we have established primary and backup redundancy systems. We implement multi-tiered security backups to ensure data integrity and uninterrupted business continuity. Multiple backup copies of data are stored across different locations, ensuring that data can be quickly restored in the event of any technical issues, natural disasters, or unforeseen circumstances.

In addition, we continue to pay close attention to the legislative and regulatory developments in cybersecurity to keep pace with regulatory development. In particular, we have established a comprehensive information security management framework that covers organizational systems, institutional norms, and technical safeguards. During the Track Record Period and up to the Latest Practicable Date, we did not experience any material data leakage or data loss, nor did we experience any material unauthorized use of customers' or distributors' personal information. We have complied, in all material respects, with the relevant PRC laws and regulations in respect of data security and privacy during the Track Record Period and up to the Latest Practicable Date.

ENVIRONMENTAL, SOCIAL AND CORPORATE GOVERNANCE

We integrate environmental, social, and governance ("ESG") principles into our strategic planning and daily operations to create value not only for our customers and us but also for our employees, our communities and the society.

ESG Governance Structure

We are committed to integrating ESG principles throughout our entire business process and plan to establish a three-tier, top-down ESG management structure. The Board of Directors serves as our highest decision-making and oversight body for ESG matters; the Sustainability Committee is responsible for providing decision-making support and oversight; and the ESG Executive Working Group coordinates cross-departmental efforts and assigns responsibilities to ensure the effective implementation of ESG initiatives. The Board of Directors bears ultimate responsibility for ESG strategy, disclosure, and risk management. It is responsible for approving the ESG vision, objectives, relevant policies, and annual reports; integrating ESG risks, including climate change and supply chain risks, into the overall risk management system; ensuring the allocation of necessary resources; linking ESG performance to executive compensation; and overseeing internal controls for ESG data and compliance with disclosure requirements to ensure that disclosures are truthful, accurate, and in line with regulatory and relevant international standards.

Anti-Corruption

We adhere to high standards of business ethics and have established anti-money laundering policies, as well as anti-bribery, anti-fraud, and whistleblowing management systems, which explicitly prohibit any form of corruption, bribery, fraud, or money laundering. To establish a closed-loop supervision system that integrates internal and external oversight, we provide business ethics training for our directors, senior executives, and all employees, communicating the various anti-corruption policies the company has established to continuously enhance integrity awareness and risk management capabilities. During the Track Record Period, we did not encounter any judicial cases related to corruption.

Environmental Metrics and Management

We adhere to the principles of sustainable development and have integrated environmental management into our research and development, sales and daily operations. Leveraging our ISO 14001 environmental management system certification, we have established a standardised management framework to promote energy conservation, improve resource efficiency and fulfil our environmental responsibilities.

Waste Management and Resource Consumption

We are principally engaged in research and development, sales and engineering construction activities. We have established a waste classification and management mechanism and strictly implement the segregation, enclosed transfer and compliant disposal of waste, including general waste, construction waste, hazardous waste and domestic waste. Through standardised storage facilities and record-keeping management, we effectively mitigate risks of spillage, leakage and improper mixing, ensuring that waste disposal complies with applicable environmental requirements.

We have also implemented electricity and water management policies, including scheduled shutdown of equipment in common areas and the installation of energy- and water-saving signage. In addition, we promote paperless operations and green office practices to continuously improve resource utilisation efficiency.

Our resource consumption during the Track Record Period is set out below.

	Unit	2023	2024	2025
Electricity	MWh	375.0	434.0	512.7
Water	tonnes	8,700.8	10,464.6	11,551.7

Carbon Management

We have established a carbon emissions management approach covering our operations and implement measures including optimising electricity usage and promoting paperless operations to reduce emissions. Our greenhouse gas emissions primarily comprise Scope 1 emissions from vehicle fuel consumption and Scope 2 emissions from purchased electricity.

Our greenhouse gas emissions during the Track Record Period are set out below.

	Unit	2023	2024	2025
Scope 1	tCO_2e	50.8	51.4	49.1
Scope 2	tCO_2e	213.9	247.5	297.5
Scope 3	tCO_2e	3.5	4.3	4.7

Climate-related Risks and Opportunities Identification

We value climate risk management and have established the Policy on Identification and Mitigation of Climate-related Material Issues, under which our Board is responsible for overseeing the identification, assessment and management of climate-related risks. As at the Latest Practicable Date, no climate-related issues have had a material impact on our operations. To mitigate potential impacts arising from climate-related risks, we will continue to monitor developments in climate policies, environmental changes and industry trends, and will adopt appropriate measures in light of our operational circumstances. We aim to enhance our operational resilience and risk management capabilities, while capturing opportunities arising from the transition to a low-carbon economy to support our long-term and stable development.

Social Metrics and Management

We deeply integrate social responsibility into our strategy and operations, viewing it as the cornerstone of sustainable development. We have obtained ISO 45001 Occupational Health and Safety Management System and ISO 9001 Quality Management System certifications, and are committed to achieving the harmonious development of our company and society.

Employee Hiring and Development

We provide equal employment opportunities and have implemented anti-discrimination policies and measures that prohibit discrimination based on gender, physical ability, sexual orientation, age, ethnicity, or race. To foster employee motivation, we have established a performance evaluation and incentive management system. This system evaluates, manages, and incentivizes employee performance based on job responsibilities to enhance overall work efficiency. During the Track Record Period, we strictly complied with relevant laws and regulations to ensure that no instances of forced labor or the employment of minors occurred.

Occupational Health and Safety

We prioritize employee safety and have established the Quality, Environment, and Occupational Health and Safety Management System Manual. This manual clearly defines the responsibilities of safety oversight organizations and personnel at all levels, ensures safety officers are appointed in accordance with regulations, enforces strict inspection and acceptance procedures for personal protective equipment, and specifies management requirements regarding qualifications, training, and physical fitness for personnel engaged in high-risk operations; In procurement, equipment acquisition, and service outsourcing, we promptly communicate occupational health and safety risks and clarify the responsibilities of both parties through contracts. At the same time, we implement effective, end-to-end control over on-site equipment, hazardous chemicals, hazardous waste, personal protective equipment, labor protection for female employees, and the prevention and control of occupational diseases.

Supply Chain Management

We adhere to the principle of "responsible procurement" and work hand in hand with our suppliers to build a green, fair, transparent, and sustainable supply chain system. We have established a comprehensive policy for managing environmental and social risks in the supply chain and prioritize suppliers with outstanding sustainability performance in our partnerships. The procurement department conducts basic due diligence on suppliers during the onboarding phase and, through annual assessments, monitors and guides suppliers to strictly comply with the company's relevant requirements.

Data Privacy and Intellectual Property Protection

To mitigate internal and external security risks and safeguard information assets, we have established a clear and standardized information security framework and code of conduct for all employees, contractors, and third-party users. We have formulated specific policies such as the Science and Technology Information Security Policy and the Cybersecurity Management Guidelines to ensure the confidentiality, integrity, and availability of information. At the same time, to prevent the loss of intellectual property resulting from improper conduct and to fully leverage the core value of intellectual property in market competition, we have established robust intellectual property protection systems and software legalization management regulations in accordance with laws, regulations, and our operational realities.

Community and Philanthropy

We actively fulfill our social responsibilities, demonstrating our corporate commitment through practical actions and giving back to society through concrete initiatives. In 2025, to support the development of public welfare initiatives at a public museum and promote the advancement of automotive culture and technology, we donated 20 air disinfection units to the museum. That same year, in recognition of our proactive efforts in sustainability and public welfare, we were honored with the 2025 I2SL Sustainable Laboratory Award—Lab Buildings and Projects Award, demonstrating our commitment to corporate responsibility in advancing social sustainability.

LEGAL PROCEEDINGS AND COMPLIANCE

Legal Proceedings

We are subject to investigations, commercial disagreements and legal proceedings arising in the ordinary course of our business from time to time. As of the Latest Practicable Date, we were not involved in any material litigation, arbitration or administrative proceeding pending or, to our knowledge, threatened against us or any of our Directors that could have a material and adverse effect on our business, results of operations and financial condition.

Compliance

We are subject to a number of regulatory requirements and guidelines issued by the regulatory authorities in China. As advised by our PRC Legal Advisor, during the Track Record Period and up to the Latest Practicable Date, we did not commit any material non-compliance of the laws and regulations, or experience any systemic noncompliance incident which, taken as a whole, is likely to have a material adverse effect on our business, results of operations and financial condition. Therefore, our Directors believe that during the Track Record Period and up to the Latest Practicable Date, we had complied with the relevant PRC laws and regulations in all material respects.

INTERNAL CONTROL AND RISK MANAGEMENT

Our Board is responsible for the overall effectiveness of our risk management and establishing our internal control system and reviewing its effectiveness. We have established and maintain risk management and internal control systems consisting of policies and procedures that are appropriate for our business operations, and we are dedicated to continuously improving and implementing these systems to ensure our policies and implementation are effective and sufficient.

In preparation for the [REDACTED], we have engaged an independent third-party consultant (the "Internal Control Consultant") to perform a review over selected areas of our internal controls over financial reporting (the "Internal Control Review"). The selected areas of our internal controls over financial reporting that were reviewed by the Internal Control Consultant included entity-level controls and business process level controls, including (1) sales, accounts receivable and collection, (2) procurement, accounts payable and payment, (3) inventory managements, (4) production and costing, (5) research and development, (6) human resource and payroll, (7) fixed assets and construction management, (8) cash and treasury management, (9) insurance management, (10) financial reporting and disclosure controls, (11) taxes management, (12) intangible assets and intellectual properties, (13) IT general controls, and other procedures for our operations.

The Internal Control Consultant conducted follow-up reviews on our enhanced internal control measures, and did not have any further recommendations in their review. Going forward, we will continue to regularly review and improve these internal control policies, measures and procedures.

To monitor the ongoing implementation of our risk management policies and corporate governance measures, we have adopted, among other things, the following risk management measures:

- established an Audit Committee to review and supervise our financial reporting process and internal control system. For the qualifications and experience of the committee members, see "Directors and Senior Management—Board Committees—Audit Committee";
- adopted policies to ensure compliance with the Listing Rules, including but not limited to aspects related to risk management, connected transactions and information disclosure;
- organized training sessions for our Directors and senior management in respect of the relevant requirements of the Listing Rules and duties of directors of companies listed in Hong Kong;
- established a set of emergency procedures in the event of major quality-related issues;
- provided enhanced training programs on quality assurance and production safety; and
- distributed employee handbooks to enhance employees' awareness of complying with laws and regulations.

Our Directors are of the view that our enhanced internal control measures are adequate and effective to ensure compliance with relevant laws and regulations going forward.