This summary aims to give you an overview of the information contained in this Document. As this is a summary, it does not contain all the information that may be important to you. You should read this Document, including our financial statements and the accompanying notes, in its entirety before you decide to **[REDACTED]** *in the* **[REDACTED]**.

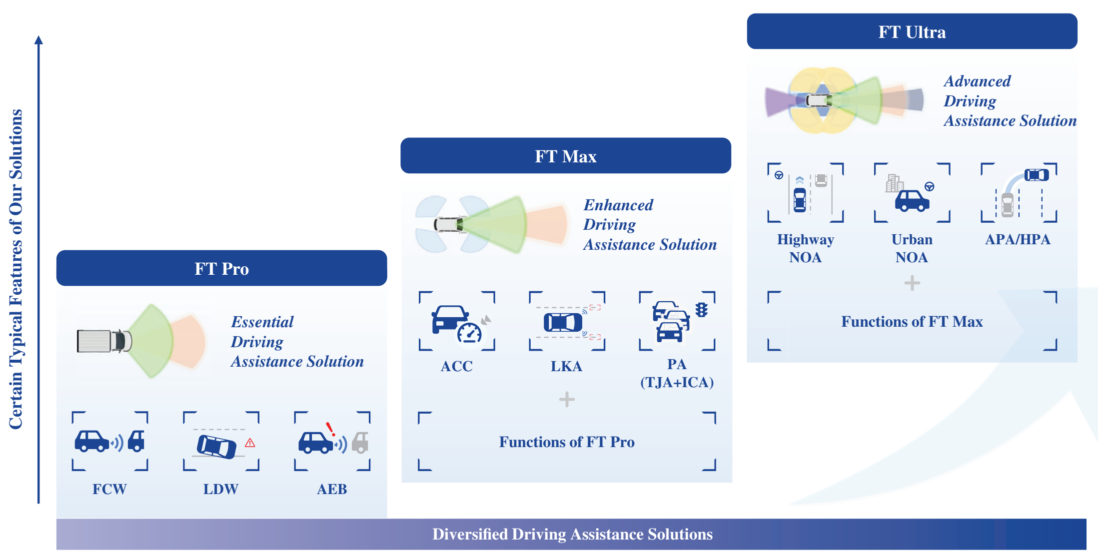
There are risks associated with any **[REDACTED]**. *Some of the particular risks in* **[REDACTED]** *in the* **[REDACTED]** *are set out in the section headed "Risk Factors" in this Document. You should read that section carefully in full before you decide to* **[REDACTED]** *in the* **[REDACTED]**.

OVERVIEW

We are a provider of advanced driving assistance solutions, and as of December 31, 2025, we had established partnerships with 55 OEMs, achieving 432 cumulative design wins and more than 330 mass production projects, spanning a diverse and expanding portfolio of vehicle models. We were the second-largest domestic third-party supplier of Level 0 to Level 2 (including Level 2+) driving assistance solutions in China in 2025, capturing a market share of 8.1%, while the largest supplier accounted for 34.5%.

We offer comprehensive software-hardware integrated driving assistance solutions to OEM customers covering both ADAS and ADS technologies. Our solutions, FT Pro, FT Max, and FT Ultra, are designed to deliver a safe, comfortable, and assisted driving experience for end users. Our solutions are primarily applied in smart vehicles, and offer various levels of driving assistance capabilities across various settings such as highway and urban driving as well as parking. In particular, our FT Pro solutions, supporting Level 0 and Level 1 automation, are primarily deployed in commercial vehicles. FT Max solutions, designed for Level 2 automation, are predominantly used in passenger vehicles. Our most advanced product line, the FT Ultra solutions, enable Level 2+ automation and are likewise primarily implemented in passenger vehicles.

The diagram below illustrates the structure, application scenarios, and key features of our solutions.



As part of our comprehensive driving assistance solution offerings, we also provide R&D services to OEMs, which primarily focus on providing comprehensive project development services to OEM customers. We work closely with OEMs to customize intelligent solutions as a prototype based on their specific requirements and integrate into their vehicles. For newly engaged design-win projects, OEMs typically collaborate with us on upfront R&D services on project-by-project basis to assess the feasibility of the proposed design-win. Accordingly, these R&D services fall into the respective solution types based on the level of intelligence involved in each respective design-win project. In 2023 and 2024 and 2025, we recorded revenue of RMB119.3 million, RMB54.2 million and RMB120.5 million from driving assistance-related R&D services, representing 13.1%, 4.2% and 5.3% of total revenues, respectively. See "Business — Our Customers" for breakdowns by solution type of our revenue from driving assistance-related R&D services.

The following table sets forth breakdowns by solution type of our sales revenue, average selling price and the actual number of delivered solutions during the Track Record Period.

Year	Solutions	Sales revenue[(1)]	Average selling price[(1)]	Delivered solutions[(1)]
		(RMB in thousand)	*(RMB/unit)*	*(Units in thousand)*
2023	FT Pro	173,531	642	270.1
	FT Max	290,398	888	327.0
	FT Ultra	443,703	3,741	118.6
2024	FT Pro	110,744	572	193.5
	FT Max	558,117	671	831.6
	FT Ultra	614,405	5,145	119.4
2025	FT Pro	118,070	675	175.0
	FT Max	728,566	620	1,174.9
	FT Ultra	1,433,569	5,508	260.3

Notes:

(1) Includes driving assistance-related R&D services.

The changes in the average selling prices of our driving assistance solutions–FT Pro, FT Max, and FT Ultra — during the Track Record Period were primarily driven by variations in vehicle installation volumes and the revenue contribution from driving assistance-related R&D services.

- ***FT Pro and FT Max***: The installation volume of our FT Pro solutions decreased from 2023 to 2025, primarily because we strategically shifted focus from FT Pro to FT Max and FT Ultra, which typically have higher margin and advanced technology profiles, and proactively reduced the volume of FT Pro. The average selling price of our FT Pro solutions decreased from 2023 to 2024, due to industry-wide reductions in raw material costs and our efforts to remain cost-competitive to our customers. The average selling price increased from 2024 to 2025, primarily because more commercial vehicles were equipped with our FT Pro solutions in 2025, which typically have higher average selling price than passenger vehicles. For our FT Max solutions, the decline in the average selling price from 2023 to 2025 as installation volumes increase is primarily driven by economies of scale, improved cost efficiency, and market dynamics. For FT Max, greater market penetration has enabled us to realize economies of scale, lowering per-unit costs. As production volumes grow, we benefit from bulk purchasing of key materials such as automotive-grade chips and optical components, as well as more efficient manufacturing processes. This scale also strengthens our bargaining power over suppliers, allowing us to secure more favorable terms. Concurrently, ongoing supply chain upgrades and industry-wide reductions in raw material costs have further driven down input costs. In a highly competitive market, we must remain cost-competitive to retain and grow market share, and we do so by passing on some of these cost efficiencies to customers without compromising our profit margins. We plan to further enrich the function and optimize the costs of FT Max solution to maintain our margin in light of market dynamics.

- ***FT Ultra***: In contrast, FT Ultra was still in the relatively early stage of commercial adoption during the Track Record Period and was characterized by a higher degree of customization and a lower level of standardization. Nevertheless, the broader industry has been shifting toward more advanced, higher-end, fully integrated driving assistance solutions with greater functional complexity and added value. As a result, both of the installation volume and average selling price of our FT Ultra has increased during the Track Record Period, primarily due to mass-production ramp-up of higher-priced FT Ultra projects.

Leveraging the scalable, reusable and iterative modular functions provided by our *ODIN* architecture, we offer competitive advantages such as reliable performance, high flexibility, efficient solution delivery and cost-effectiveness to our OEM customers. See "Business — Our *ODIN* Architecture" for detailed discussion.

OUR BUSINESS MODEL

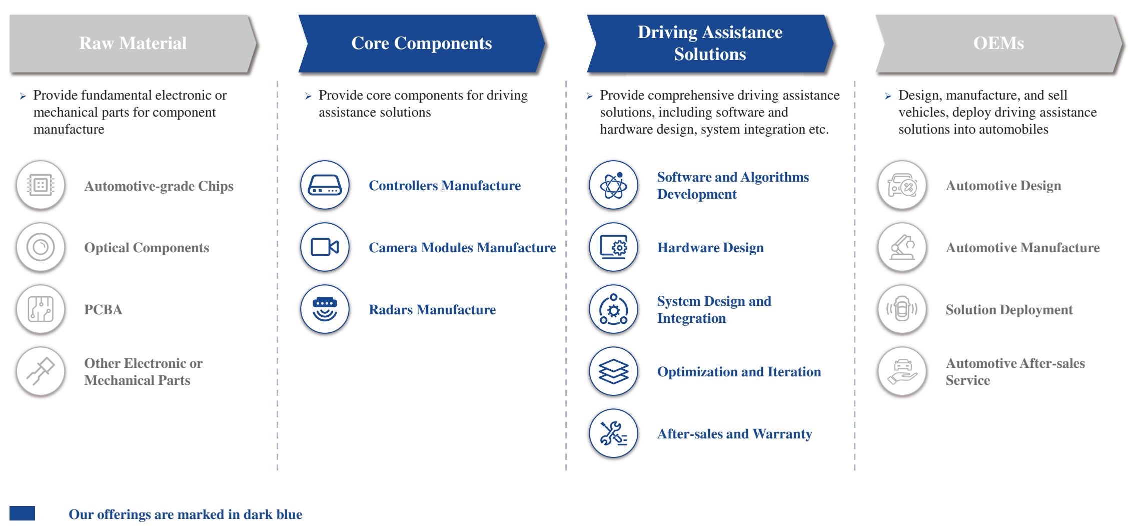
We offer driving assistance solutions mainly to various OEMs, including major traditional OEMs and emerging car manufacturers.

The foundation of our driving assistance solutions is our *ODIN* architecture, which consists of four key technology modules — (i) advanced controllers, (ii) sophisticated sensors, (iii) capable software and algorithms, and (iv) a closed-loop data platform. Together, these four modules empower smooth system integration and exceptional scalability.

Our driving assistance solutions offerings currently comprise FT Pro, FT Max and FT Ultra, featuring a wide range of functions that enhance automotive intelligence and safety. They also demonstrate high compatibility with different vehicle models, "System-on-Chip" (SoC) platforms, and other key automotive components, supporting integration with a wide array of vehicle models, catering to diversified customer needs.

As of December 31, 2025, our solutions had been procured by 55 OEMs with over 330 cumulative projects under mass production. As of the same date, all of the top 10 domestic OEMs in terms of vehicle sales volume in 2025 had procured our solutions for their mass-produced vehicle models. In 2024, we generated revenue of RMB1,283.3 million, representing a 41.4% year-on-year growth. In 2025, we generated revenue of RMB2,280.2 million, representing a 77.7% year-on-year growth.

The following diagram illustrates the respective roles of all the stakeholders along the value chain:



We play a critical role as a solution provider across the entire industry value chain, contributing at multiple stages. Upstream, we source essential electronic and mechanical components necessary for component manufacturing, including automotive-grade chips, optical components, PCBA, and other critical materials. Moving into core components, we specialize in the production of key elements for driving assistance solutions, such as controllers, camera modules, and radars, which serve as foundational building blocks for advanced system functionality.

We essentially deliver comprehensive driving assistance solution offerings that include software and algorithm development, hardware and middle ware design, system design and integration, iterative optimization, and provide after-sales services, including warranties. These solutions are designed to enhance vehicle intelligence, improve safety, and provide a superior in-vehicle experience. Downstream, we collaborate closely with OEMs during the design win stage to tailor and integrate our technologies into their vehicle models as required and specified by the OEMs. We provide end-to-end support throughout the process, encompassing automotive design, manufacturing, solution deployment, and after-sales services. Upon validation of the design win project by the OEMs, we proceed to the mass-production phase. We are able to customize our products as required by the OEMs to integrate with their vehicles, and will take into account the relevant expenses in pricing.

As confirmed by CIC, our industry consultant, our driving assistance solutions are not easily replaceable by competitors due to two key factors. First, the development and production of our solutions require close collaboration with OEMs, involving significant resource investments for integration, adjustment, and validation. Second, our comprehensive R&D capabilities are supported by our proprietary *ODIN* architecture, which allows us to provide flexible, cost-effective, and stable solutions, setting us apart in the market and strengthening our competitive edge in securing new projects.

OUR COMPETITIVE STRENGTHS AND STRATEGIES

We believe the following competitive strengths contributed to our historical success and will drive our future growth: (i) competitiveness in driving assistance solutions with strong commercialization capabilities; (ii) diverse and loyal customer base supporting long-term and stable growth; (iii) integrated technology capabilities enabling efficient delivery; (iv) comprehensive solutions delivering compelling value; (v) established large-scale automated production; (vi) advanced closed-loop data platform empowering continuous update; and (vii) experienced management team and strong shareholder base. For more details on our competitive strengths, see "Business — Our Competitive Strengths."

Our growth strategies include: (i) diversifying solution portfolio and driving commercialization; (ii) promoting technology innovation; (iii) deepening industry collaboration; (iv) advancing international expansion; and (v) executing comprehensive talent strategy. For more details on our strategies, see "Business — Our Growth Strategies."

OUR MARKET OPPORTUNITIES

As the largest automobile market in the world, China provides vast opportunities for the commercialization of driving assistance technologies. The market size of China's driving assistance solutions from Level 0 to Level 2+ is projected to reach RMB294.0 billion by 2030, according to CIC. In recent years, the rapid development and cost reduction of driving assistance technologies have led Chinese OEMs to increase their deployment of Level 2 driving assistance solutions, pushing them to become mainstream. The market size of Level 2 driving assistance solutions in China is expected to grow from RMB49.1 billion in 2025 to RMB60.6 billion in 2030. Meanwhile, the emergence of Highway and Urban NOA features has paved the way for advanced levels of driving assistance solutions, such as Level 2+, which are increasingly integrated into mid- to high-end models and are expected to gradually make their way into more affordable vehicles in the future. The market size of Level 2+ driving assistance solutions in China in terms of revenue is expected to expand from RMB84.8 billion in 2025 to RMB228.1 billion in 2030, according to CIC.

Traditional foreign players enjoy a substantial first-mover advantage and maintain a leading market share in China's driving assistance market. However, shifts in the downstream vehicle market, and rapid advancements in driving assistance technology, have opened up unprecedented opportunities for domestic providers. As a provider of driving assistance solutions in China, we are well-positioned to benefit from these opportunities. Globally, supported by the rising influence of Chinese OEMs, domestic solution providers are expanding rapidly. Major overseas markets including Europe, Southeast Asia, the Middle East and South America, will provide significant growth opportunities for leading domestic players like us.

The driving assistance solutions industry in China also faces certain critical challenges, such as intense market competition, potential shortage and price fluctuation of key raw materials. See "Risk Factors — Risks Relating to Our Business and Industry — We operate and compete in highly competitive markets, against both established competitors and new market entrants. We may not be able to compete successfully against our existing or potential competitors." However, in recent years, China has also been proactively developing policies and regulations at both national and local levels to drive the growth of the driving assistance solutions industry. For details see "Industry Overview — Competitive Landscape of China's Driving Assistance Solutions Industry — Recent Supportive Policies and Standardized Regulations in China's Intelligent Driving and Driving Assistance Solutions Industry".

OUR CUSTOMERS AND SUPPLIERS

Our customer base primarily consists of OEMs that integrate our driving assistance solutions into their vehicles. Our revenue derived from our solutions provided within the PRC accounted for 97.2%, 98.6% and 99.1% of our total revenue for 2023, 2024 and 2025. In some instances, OEMs procure our driving assistance solutions via their affiliated entities. For the years ended December 31, 2023, 2024 and 2025, revenues from our top five customers in each year represented 76.4%, 91.2%, and 94.6% of our total revenues for each respective year. Additionally, revenues from our single largest customer during each year accounted for 43.3%, 59.4%, and 78.9% of total revenues, respectively. The increase was primarily driven by an increase in Geely's overall sales volume, particularly in 2025, when sales grew by 26.0% compared to 2024, outpacing the industry average of 9.4%. See "Business — Our Customers."

Our suppliers primarily consist of raw materials and components suppliers, including those for automotive-grade chips, optical components, and other electronic or mechanical parts. For the years ended December 31, 2023 and 2024 and 2025, purchases from our five largest suppliers in each year in aggregate accounted for 49.8%, 61.1%, and 70.1% of our total purchases, respectively, and purchases from our single largest supplier in each year accounted for 13.3%, 39.5%, and 39.4% of our total purchases, respectively. See "Business — Our Suppliers."

SUMMARY OF HISTORICAL FINANCIAL INFORMATION

Summary of Consolidated Statements of Profit or Loss

The following table sets out a summary of our consolidated statements of profit or loss for the years indicated.

	For the year ended December 31,					
	2023		2024		2025	
	RMB	*%*	*RMB*	*%*	*RMB*	*%*
	(in thousands, except percentages)					
Revenue	907,632	100.0	1,283,266	100.0	2,280,205	100.0
Cost of sales	(841,796)	(92.7)	(1,139,865)	(88.8)	(1,914,866)	(84.0)
Gross profit	**65,836**	**7.3**	**143,401**	**11.2**	**365,339**	**16.0**
Selling expenses	(41,130)	(4.5)	(49,587)	(3.9)	(39,616)	(1.7)
Administrative expenses	(91,236)	(10.1)	(100,075)	(7.8)	(110,472)	(4.8)
Research and development expenses	(561,232)	(61.8)	(446,775)	(34.8)	(540,510)	(23.7)
Net impairment gains on financial assets	26,625	2.9	8,435	0.7	3,500	0.2
Other income	15,978	1.8	23,410	1.8	30,889	1.4
Other losses – net	(2,557)	(0.3)	(2,581)	(0.2)	(1,049)	(0.0)
Operating loss	**(587,716)**	**(64.8)**	**(423,772)**	**(33.0)**	**(291,919)**	**(12.8)**
Finance income	569	0.1	2,088	0.2	3,085	0.1
Finance costs	(142,657)	(15.7)	(102,862)	(8.0)	(68,650)	(3.0)
Finance costs – net	**(142,088)**	**(15.7)**	**(100,774)**	**(7.9)**	**(65,565)**	**(2.9)**
Share of net loss of associates accounted for using the equity method	(6,345)	(0.7)	(1,872)	(0.1)	(581)	(0.0)
Loss before income tax	**(736,149)**	**(81.1)**	**(526,418)**	**(41.0)**	**(358,065)**	**(15.7)**
Income tax expense	(1,952)	(0.2)	(1,331)	(0.1)	(93)	(0.0)
Loss for the year	**(738,101)**	**(81.3)**	**(527,749)**	**(41.1)**	**(358,158)**	**(15.7)**
Loss for the year attributable to:						
Owners of the Company	(738,101)	(81.3)	(527,749)	(41.1)	(358,158)	(15.7)

Non-IFRS Measure

To supplement our consolidated financial statements, we also use adjusted net loss (non-IFRS measure) as an additional financial measure, which is not required by, or presented in accordance with IFRS. We believe this non-IFRS measure facilitates comparisons of operating performance from year to year and provides useful information to [**REDACTED**] and others in understanding and evaluating our consolidated results of operations in the same manner as they help our management. However, our presentation of adjusted net loss (non-IFRS measure) may not be comparable to similarly titled measures presented by other companies. The use of this non-IFRS measure as an analytical tool has limitations, and you should not consider it in isolation from, or as a substitute for an analysis of, our results of operations or financial condition as reported under IFRS.

We define adjusted net loss (non-IFRS measure) as loss for the year adjusted by adding back interest expenses on redemption liabilities and share-based payment. The following table reconciles our adjusted net loss (non-IFRS measure) for the periods presented in accordance with IFRS, which is loss for the year.

	For the year ended December 31,		
	2023	2024	2025
		(RMB in thousands)	
Reconciliation of net loss to adjusted net loss (non-IFRS measure)			
Loss for the year/period	(738,101)	(527,749)	(358,158)
Add:			
Interest expenses on redemption liabilities[1]	96,904	49,676	–
Share-based payment[2]	13,791	33,264	28,043
Adjusted net loss (non-IFRS measure)	**(627,406)**	**(444,809)**	**(330,115)**

Notes:

(1) Interest expenses on redemption liabilities are non-cash expenses arising from the redeemable preferred shares issued in connection with our historical equity investments. Interest expenses on redemption liabilities reduced to nil in 2025, primarily because the preferred rights associated with the preferred shares was terminated in 2024, and therefore the balance of the redemption liabilities was recorded as equity.

(2) Share-based payment is a non-cash expense arising from granting share-based awards to selected employees. Share-based payment is not expected to result in future cash payments. Share-based payment is recorded under our selling expenses, general and administrative expenses, and research and development expenses; and the share-based payment in the above table represents the sum of that recorded under each type of such expenses.

Our revenue growth reflects the successful execution of our product mix strategy, which focuses on continuously upgrading and iterating our driving assistance solutions toward more advanced, higher-value solutions in response to evolving market demand. As end users increasingly seek smart vehicles equipped with enhanced safety, automation, and comfort features, we have seen substantial revenue growth in more sophisticated solutions such as FT Max and FT Ultra.

Our revenue increased by 77.7% from RMB1,283.3 million in 2024 to RMB2,280.2 million in 2025. Such increase was attributed primarily to the increased revenue generated from sales of our FT Max solutions by 30.5% from RMB558.1 million in 2024 to RMB728.6 million in 2025 and FT Ultra solutions by 133.3% from RMB614.4 million in 2024 to RMB1,433.6 million in 2025. The increased sales of these two solutions were further attributable to the continued diversification of vehicle models and customer base driven by the increasing end-user market demand for smart vehicle upgrades and technology iterations. As of December 31, 2025, we had achieved over 430 cumulative design wins and more than 330 cumulative projects under mass production, up from over 330 design wins and 260 mass production projects as of December 31, 2024. This progress reflects our expanding collaboration with a broader range of OEM partners and vehicle models. The number of customers adopting our FT Pro, FT Max, and FT Ultra solutions also increased from 32, 15, and 16 as of December 31, 2024 to 36, 19, and 18 as of December 31, 2025, respectively, underscoring our growing market penetration across product tiers and the strong demand for advanced driving technologies. Revenue generated from sales of our FT Pro solutions increased slightly from RMB110.7 million in 2024 to RMB118.1 million in 2025.

Our revenue increased by 41.4% from RMB907.6 million in 2023 to RMB1,283.3 million in 2024. Such increase was attributed primarily to the increased revenue generated from sales of our FT Max solutions from RMB290.4 million in 2023 to RMB558.1 million in 2024 and FT Ultra solutions from RMB443.7 million in 2023 to RMB614.4 million in 2024. The increase in revenue of these two solutions was also driven by a higher conversion rate from design wins to mass production in 2024 — reaching 84.9%, 73.6%, and 59.5% for FT Pro, FT Max, and FT Ultra, respectively — compared to 65.2%, 52.1%, and 56.0% in 2023. This improvement was primarily attributable to the advancement and standardization of our ODIN architecture, which was launched in 2022 and made significant progress throughout 2024, enabling more efficient platform integration and accelerated product commercialization.

The following table sets forth a breakdown of our revenue in absolute amount and as a percentage of total revenues for the years indicated.

	For the year ended December 31,					
	2023		2024		2025	
	RMB	*%*	*RMB*	*%*	*RMB*	*%*
	(in thousands, except percentages)					
FT Pro	173,531	19.1	110,744	8.6	118,070	5.2
FT Max	290,398	32.0	558,117	43.5	728,566	31.9
FT Ultra	443,703	48.9	614,405	47.9	1,433,569	62.9
Total	**907,632**	**100.0**	**1,283,266**	**100.0**	**2,280,205**	**100.0**

The following table sets forth a breakdown of our gross profit and gross profit margin by products and solutions for the years indicated.

	For the year ended December 31,					
	2023		2024		2025	
	Gross Profit	*Gross Profit Margin*	*Gross Profit*	*Gross Profit Margin*	*Gross Profit*	*Gross Profit Margin*
	RMB	*%*	*RMB*	*%*	*RMB*	*%*
	(in thousands, except percentages)					
FT Pro	21,711	12.5	12,709	11.5	17,768	15.0
FT Max	16,221	5.6	79,854	14.3	146,552	20.1
FT Ultra	27,904	6.3	50,838	8.3	201,019	14.0
Total	**65,836**	**7.3**	**143,401**	**11.2**	**365,339**	**16.0**

Our gross profit increased by 154.8% from RMB143.4 million in 2024 to RMB365.3 million in 2025. Our gross profit margin was 11.2% and 16.0% in 2024 and 2025, respectively. The improvement from 2024 to 2025 was mainly due to (i) a higher margin from FT Max solutions, which increased from 14.3% to 20.1% as revenue growth outpaced cost increases; (ii) an increase in FT Ultra solution margin from 8.3% to 14.0% as production stabilized following its transition to mass production; and (iii) a rise in FT Pro margin from 11.5% to 15.0%, as product mix shifted toward a higher-margin mix under this solution.

Our gross profit increased by 117.8% from RMB65.8 million in 2023 to RMB143.4 million in 2024. Our gross profit margin was 7.3% and 11.2% in 2023 and 2024, respectively. The increase in our overall gross profit margin was primarily due to (i) the increase in the gross profit margin for sales of our FT Max solutions, which represented a significant contributor to our revenue in 2024, increased from 5.6% in 2023 to 14.3% in 2024, primarily attributed to controlled growth of costs compared to relatively fast growth of revenue as a result of our improved economies of scale, as well as (ii) the increase in the gross profit margin for sales of our FT Ultra solutions, which increased from 6.3% in 2023 to 8.3% in 2024, primarily due to the increased sales of FT Ultra solutions as the result of entering into mass production phase and the improved economies of scale.

Summary of Consolidated Balance Sheets

The following table sets out a summary of our consolidated balance sheets as of the dates indicated.

	As of December 31,		
	2023	2024	2025
		(RMB in thousands)	
Total non-current assets	475,904	382,801	393,471
Total current assets	1,036,023	2,013,777	2,336,984
Total assets	**1,511,927**	**2,396,578**	**2,730,455**
Total non-current liabilities	2,040,467	638,329	1,210,508
Total current liabilities	1,240,862	1,677,856	1,767,580
Total liabilities	**3,281,329**	**2,316,185**	**2,978,088**
Net current assets/(liabilities)	**(204,839)**	**335,921**	**569,404**
Net (liabilities)/assets	**(1,769,402)**	**80,393**	**(247,633)**

We had net liabilities of RMB1,769.4 million as of December 31, 2023, primarily attributable to (i) total deficit of RMB1,052.5 million at the beginning of 2023, (ii) total comprehensive loss of RMB737.1 million and (iii) recognition of redemption liabilities of RMB306.0 million in 2023, partially offset by capital contributions from shareholders of RMB312.4 million and share-based payments of RMB13.8 million in 2023. We recorded net assets of RMB80.4 million as of December 31, 2024, primarily due to the derecognition of redemption liabilities of RMB1,799.2 million following the termination of the relevant preferred rights in 2024, capital contributions from shareholders of RMB598.0 million, issuance of shares of RMB300.0 million and share-based payments of RMB33.3 million, partially offset by total comprehensive loss of RMB527.7 million. As of December 31, 2025, we recorded net liabilities of RMB247.6 million, primarily due to total comprehensive loss of RMB356.1 million, partially offset by share-based payments of RMB28.0 million. For details, see "Consolidated Statements of Changes in Equity" in the Accountants' Report set out in Appendix I to this document.

Our net current assets increased from RMB335.9 million as of December 31, 2024 to RMB569.4 million as at December 31, 2025, primarily due to (i) an increase in inventories of RMB272.2 million and (ii) an increase in restricted cash of RMB46.1 million, partially offset by (i) an increase of trade and notes payables of RMB80.6 million and (ii) a decrease in financial assets at fair value through other comprehensive income of RMB26.0 million.

We recorded net current assets of RMB335.9 million as of December 31, 2024, as compared to net current liabilities of RMB204.8 million as of December 31, 2023, primarily due to the increases in (i) cash and cash equivalents of RMB594.0 million, (ii) trade and notes receivables of RMB237.8 million, and (iii) inventories of RMB154.7 million, partially offset by the increase in trade and notes payables of RMB496.0 million. For more details on our key items of balance sheets, see "Financial Information — Discussion of Certain Key Items from Our Consolidated Statements of Financial Position."

Summary of the Consolidated Statements of Cash Flows

The following table sets forth details of our cash flows for the years indicated.

	For the year ended December 31,		
	2023	2024	2025
		(RMB in thousands)	
Operating cash flows before movements in working capital	(424,896)	(275,848)	(115,478)
Changes in working capital	(71,758)	122,397	(300,269)
Interest received	491	2,088	3,085
Income taxes paid	(1,952)	(1,331)	(93)
Net cash used in operating activities	(498,115)	(152,694)	(412,755)

	For the year ended December 31,		
	2023	2024	2025
		(RMB in thousands)	
Net cash used in investing activities	(28,726)	(22,919)	(112,354)
Net cash generated from financing activities	248,426	769,624	503,957
Net (decrease)/increase in cash and cash equivalents	**(278,415)**	**594,011**	**(21,152)**
Cash and cash equivalents at the beginning of the year	338,564	60,149	654,160
Cash and cash equivalents at the end of the year	**60,149**	**654,160**	**633,008**

Net cash used in operating activities was RMB412.8 million in 2025. This amount represented our loss before income tax of RMB358.1 million, adjusted for non-cash and non-operating items, primarily (i) amortization of intangible assets of RMB102.3 million, (ii) finance costs — net of RMB65.6 million, (iii) depreciation of property, plant and equipment of RMB31.5 million, and (iv) share-based payment expenses of RMB28.0 million. The amount was further adjusted by changes in certain working capital accounts, primarily: (i) increase in inventories of RMB288.0 million, (ii) increase in trade and notes receivables of RMB46.3 million, and (iii) increase in restricted cash of RMB46.1 million, partially offset by increase in trade and notes payables of RMB80.6 million.

Net cash used in operating activities in 2024 was RMB152.7 million. This amount represented our loss before tax of RMB526.4 million, adjusted for non-cash and non-operating items, primarily (i) finance costs of RMB100.8 million, (ii) depreciation of property, plant and equipment and right-of-use assets of RMB37.2 million, (iii) amortization of intangible assets of RMB86.7 million, (iv) provisions for impairment of inventories of RMB2.0 million and (v) share-based payment expenses of RMB33.3 million. The amount was further adjusted by changes in certain working capital accounts, primarily: (i) an increase of RMB496.0 million in trade and bills payables, primarily due to our increased purchases from suppliers in line with our business expansion; (ii) an increase of RMB156.7 million in inventories, primarily because we stocked more finished goods and raw materials and parts to meet the demand of our rapidly growing business; and (iii) an increase of RMB251.2 million in trade receivables in line with our revenue growth.

Net cash used in operating activities in 2023 was RMB498.1 million, which consists primarily of loss before income tax of RMB736.1 million, adjusted for certain non-cash and non-operating items. Adjustments for such non-cash and non-operating items primarily include finance costs — net of RMB142.1 million. The amount was further adjusted by changes in working capital, primarily including (i) increase in trade and notes receivables of RMB275.6 million, (ii) increase in trade and notes payables of RMB254.0 million, (iii) decrease in prepayments and other receivables of RMB26.8 million, and (iv) increase in inventories of RMB77.8 million.

For more details on our cash flow, see "Financial Information — Liquidity and Capital Resources — Cash Flow Analysis."

SEASONALITY

In general, demand for our driving assistance solutions intensifies during the latter half of the calendar year, surpassing the first half, which aligns with the broader automobile industry patterns, according to CIC. According to the China Association of Automobile Manufacturers and CIC, vehicle mass production and sales volumes in China were consistently over 20% higher in the second half of the year compared to the first half between 2020 and 2025. According to CIC, several factors were attributable to this trend: (i) vehicle dealers often organize large-scale promotional events toward the end of the year to meet annual sales targets and earn incentives from OEMs; (ii) consumer demand tends to rise during this period, as many customers receive year-end bonuses and other financial benefits; and (iii) key exhibitions and promotional activities occurs in the second half of the year, which typically boost demand through to the Chinese New Year. Consequently, we anticipate recording higher revenues from our driving assistance solutions in the second half of the year compared to the first half, which is consistent with industry norm, according to CIC. See "Financial Information — Major Factors Affecting Our Results of Operations — Seasonality." However, given our limited operational history, these observed seasonal trends may not reliably predict or reflect future operational outcomes. See "Risk Factors — Risks Relating to Our Business and Industry — Our operations are subject to seasonal fluctuations."

OUR RELATIONSHIP WITH GEELY HOLDING GROUP

We have been a non-exclusive supplier of driving assistance products and solutions to Geely Holding Group since 2019. Our driving assistance products and solutions span across a variety of Geely Holding Group's vehicle brand and models, including Geely, Zeekr, Lotus, Lynk & Co, Geometry, Smart, Geely commercial vehicles, and RADAR. Geely Holding Group was one of our top five customers during each year of the Track Record Period, contributing 43.3%, 59.4% and 78.9% of our total revenue for the years ended December 31, 2023, 2024 and 2025, respectively. The increase was primarily driven by an increase in Geely's overall sales volume, particularly in 2025, when sales grew by 26.0% compared to 2024, outpacing the industry average of 9.4%.

Such revenue contribution reflects Geely Holding Group's strong position in the smart vehicle market and our growing number of projects, rather than undue reliance. Notably, our penetration into Geely Holding Group's smart vehicles remained moderate, with an overall solution coverage of 39.4% in 2025, with 8.4% for Level 0-Level 1, 55.6% for Level 2, and 44.3% for Level 2+.

We have implemented targeted strategies to manage and reduce customer concentration risk, including deepening cooperation with other top-tier customers; expanding customer coverage across a wider range of domestic OEM brands; and prudently accelerating our overseas expansion. During the Track Record Period, we continued to expand our customer base. Specifically, we secured 11, 5, and 6 new OEM customers in 2023, 2024 and 2025, respectively. We did not onboard new overseas OEM customers during the Track Record Period. Revenues from customers other than Geely Holding Group ("Non-Geely Customers") remained relatively stable with a modest increase over the Track Record Period. Specifically, revenues from Non-Geely Customers amounted to RMB514.5 million, RMB520.8 million and RMB482.1 million in 2023, 2024 and 2025, respectively. The decrease in 2025 was primarily due to a decrease in delivered solutions to Non-Geely Customers. We expect the revenue contribution from Non-Geely customers to increase in a long term, driven by an increase in the number of design win projects and mass-production projects. During the Track Record Period and up to the Latest Practicable Date, we maintained a stable business relationship with Geely Holding Group, with no material disruptions or disputes.

Our Directors believe that the likelihood of Geely Holding Group terminating or materially altering its business relationship with us, particularly in relation to the use of our driving assistance solutions in its existing vehicle models, is low. This assessment is based on the following considerations: (i) *Proven performance:* Our solutions have undergone extensive safety testing and real-world validation across multiple vehicle models, earning Geely Holding Group's continued confidence; (ii) *Limited substitutes:* We are among fewer than ten suppliers offering mass-produced driving assistance solutions from Level 0 to Level 2+, making near-term replacement difficult due to engineering complexity, cost, and production risks; (iii) *Industry practice:* According to CIC, OEMs, including Geely Holding Group, typically retain the same driving assistance solution throughout a vehicle model's lifecycle unless there are material performance issues. Switching suppliers mid-cycle is uncommon due to high revalidation costs and integration burdens. In addition, customer concentration is industry norm, according to the same source; and (iv) *Strategic alignment:* While Geely Holding Group continues to explore in-house capabilities and collaborate with other suppliers for future models, such shifts are part of longer-term product strategies. Our established partnership and technical integration position us well for continued collaboration, including new design-win opportunities.

However, we cannot guarantee that Geely Holding Group will continue to partner with us or will not reduce its business with us. Given our substantial revenue concentration on Geely Holding Group, if Geely Holding Group decides to terminate or decrease the level of its cooperation with us in the future, it may result in a material and adverse effect on our business, financial condition and results of operations. For details, see "Risk Factors — Risks Relating to Our Business and Industry — We derived a significant portion of our revenue from a limited number of customers, including Geely Holding Group, and the loss of, or a significant reduction in, business from any major customer could materially and adversely affect our business, financial condition and results of operations." For detailed discussion on our relationship with Geely Holding Group, please see "Business — Our Relationship with Geely Holding Group."

BUSINESS SUSTAINABILITY

We achieved strong revenue growth during the Track Record Period, from RMB907.6 million in 2023 to RMB2,280.2 million in 2025. However, our revenue growth had yet been able to fully cover the various costs and expenses incurred during the Track Record Period.

In 2023, 2024 and 2025, we had net losses of RMB738.1 million, RMB527.7 million and RMB358.2 million, respectively. The decrease in our net losses was primarily due to (i) the improved gross profit margin benefiting from reduced procurement costs and economies of scale coupled with increased sales volume, (ii) the improved operational efficiency resulted in a reduction of operating expenses, and (iii) reduced interest expenses on redemption liabilities associated with preferred shares, which was terminated in the first half of 2024. For detailed discussion on our operating cash outflow, please see "Business — Business Sustainability."

Our loss-making position is primarily as a result of the combination of the following: (i) in the early stages of expansion and scaling up operations; (ii) procurement costs of raw materials and consumables; (iii) investments in R&D; and (iv) investments in attracting and retaining talent.

Nevertheless, we intend to maintain sustainability and achieve profitability by: (i) driving Revenue Growth; (ii) improving Gross Profit Margin; (iii) enhancing Operating Leverage; and (iv) solidifying Working Capital Sufficiency. Further detailed discussion, see "Business — Business Sustainability."

KEY FINANCIAL RATIOS

	For the year ended/As of December 31,		
	2023	2024	2025
Revenue growth	177.0%	41.4%	77.7%
Adjusted net loss margin (non-IFRS measure)	(69.1)%	(34.7)%	(14.5)%
Current ratio[(1)]	0.83	1.20	1.32
Quick ratio[(2)]	0.50	0.86	0.84

Notes:

(1) Calculated using current assets divided by current liabilities as of the end of the year.

(2) Calculated using current assets less inventories and divided by current liabilities as of the end of the year.

[**REDACTED**]

[**REDACTED**]

USE OF [REDACTED]

We estimate that we will receive net [**REDACTED**] from the [**REDACTED**] of approximately HK$[**REDACTED**], after deducting [**REDACTED**], fees and estimated expenses payable by us in connection with the [**REDACTED**], assuming no [**REDACTED**] is exercised, at the [**REDACTED**] of HK$[**REDACTED**] per Share, being the mid-point of the indicative [**REDACTED**] stated in this Document. We currently intend to apply these net [**REDACTED**] for the following purposes: (i) Approximately [**REDACTED**]% of the net [**REDACTED**] or approximately HK$[**REDACTED**], for enhancing research and development of our driving assistance solutions and products; (ii) Approximately [**REDACTED**]% of the net [**REDACTED**] or approximately HK$[**REDACTED**] will be allocated over the next three years for capital expenditure in relation to expanding and upgrading our production and manufacturing capabilities; (iii) Approximately [**REDACTED**]% of the net [**REDACTED**] or approximately HK$[**REDACTED**] will be allocated over the next three years for expanding our sales and service network; and (iv) Approximately [**REDACTED**]% of the net [**REDACTED**] or approximately HK$[**REDACTED**], for working capital and general corporate purposes.

For more details on our use of [**REDACTED**], see "Future Plans and Use of [**REDACTED**] — Use of [**REDACTED**]."

DIVIDEND

No dividend was paid or declared by our Company or other entities comprising our Group during the Track Record Period. As of the Latest Practicable Date, we did not have a formal dividend policy or a fixed dividend distribution ratio. After the [**REDACTED**], we may declare and pay dividends mainly by cash or by stock that we consider appropriate. Our ability to make dividends in the future also depends on whether we can receive dividends from our subsidiaries. As confirmed by our PRC Legal Advisor, any future net profit that we make will have to be applied to make up for our historically accumulated losses in accordance with the PRC laws, after which we will be obliged to allocate 10% of our profit to our statutory common reserve fund until such fund has reached more than 50% of our registered capital. We will therefore only be able to declare dividends after (i) all our historically accumulated losses have been made up for, and (ii) we have allocated sufficient profit to our statutory common reserve fund as described above. See "Financial Information — Dividends" for further information.

SUMMARY OF MAJOR RISK FACTORS

Our business and the [**REDACTED**] involve certain risks as set out in "Risk Factors" in this Document. You should read that section in its entirety carefully before you decide to [**REDACTED**] in the [**REDACTED**]. Some of the major risks we face include the following: (i) We operate and compete in highly competitive markets, against both established competitors and new market entrants. We may not be able to compete successfully against our existing or potential competitors; (ii) we derived a significant portion of our revenue from a limited number of customers, including Geely Holding Group, and the loss of, or a significant reduction in, business from any major customer could materially and adversely affect our business, financial condition and results of operations; (iii) there is uncertainty in achieving sufficient growth through our business strategies; (iv) we have incurred operating losses and net losses during the Track Record Period and may not be able to achieve or subsequently maintain profitability in the future; (v) we have a limited operating history, which makes it difficult to forecast our future results of operations, and our historical growth may not be indicative of our future performance; (vi) we recorded net operating cash outflows historically and there can be no assurance that we will have net cash inflow from operating activities in the future; (vii) we had incurred net liabilities and net current liabilities in the past and may continue to do so in the future; (viii) we cannot guarantee success in our efforts to secure design wins for our solutions; (ix) if the market acceptance of our solutions and related technologies fails to sustain or grow, it could have an adverse impact on our business, financial condition and results of operations; and (x) we cannot ensure that there will be sufficient future market adoption of driving assistance solutions to drive our growth, nor can we ensure that industry developments as well as market acceptance of driving assistance solutions will develop in our favor. If the markets toward smart vehicles and driving assistance solutions falter, or if these trends do not grow as rapidly or as positively as expected, our business, results of operations and financial condition may be adversely affected.

[REDACTED] FOR [REDACTED] ON THE STOCK EXCHANGE

We have applied to the Listing Committee for the granting of [**REDACTED**] of, and permission to [**REDACTED**], our H Shares to be converted from the Unlisted Shares, and our H Shares to be issued pursuant to the [**REDACTED**] (including any H Shares which may be issued pursuant to the [**REDACTED**]). [**REDACTED**] the H Shares on the Hong Kong Stock Exchange are expected to commence on [**REDACTED**]. No part of our H Shares is [**REDACTED**] on or [**REDACTED**] on any other stock exchange, and no such [**REDACTED**] or permission to [**REDACTED**] is being or proposed to be sought in the near future.

Our [**REDACTED**] is made on the basis that, among other things, we satisfy the market capitalization/revenue test under Rule 8.05(3) of the Listing Rules with reference to: (i) our revenue for the year ended December 31, 2025, being approximately RMB2,280.2 million (equivalent to approximately HK$2,502.4 million), which is over HK$500 million as required by Rule 8.05(3) of the Listing Rules; and (ii) our expected market capitalization at the time of [**REDACTED**] which, based on the low-end of the indicative [**REDACTED**], exceeds HK$4 billion as required by Rule 8.05(3) of the Listing Rules.

[REDACTED] EXPENSES

Our [**REDACTED**] expenses mainly include (i) [**REDACTED**] expenses, such as [**REDACTED**] fees and [**REDACTED**], and (ii) non-[**REDACTED**] expenses, comprising professional fees paid to our legal advisors and Reporting Accountant for their services rendered in relation to the [**REDACTED**] and the [**REDACTED**], and other fees and expenses. Assuming full payment of the discretionary incentive fee, the estimated total [**REDACTED**] expenses (based on the mid-point of the [**REDACTED**] and assuming that the [**REDACTED**] is not exercised) for the [**REDACTED**] are approximately RMB[**REDACTED**], accounting for approximately of [**REDACTED**]% of our gross [**REDACTED**]. Among such estimated total [**REDACTED**] expenses, we expect to pay [**REDACTED**] expenses of RMB[**REDACTED**], professional fees for our legal advisors and Reporting Accountant of RMB[**REDACTED**] and other fees and expenses of RMB[**REDACTED**]. An estimated amount of RMB[**REDACTED**] for our [**REDACTED**] expenses, accounting for approximately [**REDACTED**]% of our gross [**REDACTED**], is expected to be expensed through the statement of profit or loss and an estimated amount of RMB[**REDACTED**] is expected to be recognized directly as a deduction from equity upon the [**REDACTED**]. We did not recognize any [**REDACTED**] expenses in 2023. We recognized [**REDACTED**] expenses of RMB15.0 million in 2024 and RMB12.4 million in 2025. The [**REDACTED**] expenses above are the latest practicable estimate for reference only, and the actual amount may differ from this estimate.

OUR SHAREHOLDING STRUCTURE

Our Single Largest Shareholders Group

Our Single Largest Shareholders Group comprises Dr. Zhang, Ms. Du, Harmolin LLC, Leap Zenith LLC, Ningbo Junma, Hangzhou Litong, Hangzhou Lulixin, Hangzhou Fulixin, Jiaxing Jilixin, Jiaxing Yilixin, Fanhai Hongxin and Lintong Minhe.

As at the date of this Document, under the Existing WVR Structure, our Single Largest Shareholders Group, through their aggregated interests in 21.99% of the total number of issued Shares, are collectively entitled to control the exercise of 42.60% of the voting rights at our general meetings.

Immediately after the completion of the [**REDACTED**] (assuming that the [**REDACTED**] is not exercised), and the unwinding of the Existing WVR Structure upon [**REDACTED**], our Single Largest Shareholders Group will be entitled to control the exercise of [**REDACTED**]% voting rights of the Company and will remain as the group of Shareholders with the largest voting power at our general meetings.

For further details of the Single Largest Shareholders Group, see "Relationship with Our Single Largest Shareholders Group."

Our Pre-[REDACTED] Investments

We underwent rounds of Pre-[**REDACTED**] Investments through the subscription of our increased registered capital by our Pre-[**REDACTED**] Investors and equity transfers among our existing Shareholders and the Pre-[**REDACTED**] Investors. For further details of the identity and background of the Pre-[**REDACTED**] Investors and the principal terms of the Pre-[**REDACTED**] Investments, see "History, Development and Corporate Structure — Pre-[**REDACTED**] Investments."

RECENT DEVELOPMENT

As to the Latest Practicable Date, the number of accumulated design win projects for FT Pro, FT Max and FT Ultra is 55, 33, and 21, respectively, and the number of mass production projects for FT Pro, FT Max and FT Ultra is 185, 119 and 45, respectively, which resulted in a rate of conversion from design-win to mass production in 77.5%, 78.3% and 68.2%, respectively.

For the same period, we have secured 2, 2 and 1 new customers for FT Pro, FT Max and FT Ultra, respectively, which resulted in 36, 19 and 18 closing customers for FT Pro, FT Max and FT Ultra, respectively.

For the same period, the number of design win projects and mass production projects from Geely Holding Group was 116 and 99, respectively, and the number of design win projects and mass production projects from other customers was 310 and 218, respectively.

Our Directors are of the opinion that, taking into account the financial resources available to our Group, including the estimated net [**REDACTED**] from the [**REDACTED**] and the expected cash generated from operating activities, we have sufficient working capital for our present requirements and for the next 12 months from the date of this Document.

IMPACT OF THE TARIFFS

Effective from October 30, 2024, the European Commission imposed higher tariffs on electric vehicles manufactured in China, ranging from 27% to 45.3% (except for Tesla, which has been assigned a countervailing duty of 7.8%) across the European Union, depending on the OEM. However, according to our Legal Advisor as to international regulatory matters, our products will not be subject to these countervailing duties under the current E.U. tariff regime, because no such duties have been imposed on ADAS or ADS products imported from the PRC as of the Latest Practicable Date.

Separately, on February 24, 2026, a 10% global baseline tariff under Section 122 of the Trade Act of 1974 became effective for a 150-day period; meanwhile, the counter-tariff on all goods from the U.S. imposed by Chinese government is currently 10% (the previously imposed additional 24% counter-tariff has been suspended until November 10, 2026).

From the perspective of U.S. and E.U. tariffs, we did not record any export sales to either the U.S. or the E.U., and all of our sales were made to customers located in countries and regions outside these jurisdictions, in each case, during the Track Record Period and up to the Latest Practicable Date. With respect to PRC tariffs, less than 0.5% of our total procurement value for R&D-related goods was sourced from the U.S., and the applicable PRC counter-tariff rate on such U.S. imports is only 10%. Moreover, more than 99.5% of our total procurement value for raw materials and related inputs was sourced from countries or regions outside the U.S. For automotive-grade chips specifically, only approximately 1.0% of our total procurement value of the automotive-grade chips are procured from the U.S. Based on these factors, our Directors believe that the above-mentioned tariffs are not expected to have any material adverse impact, whether directly or indirectly, on our operations, financial performance, or expansion plans in the near to mid term. Based on the Company's analysis below, nothing has come to the attention of the Joint Sponsors that would cause them to cast reasonable doubt on the views of the Directors above.

For the detailed analysis, please refer to "Business – Our Suppliers – Supply of Raw Materials and Components."

That said, we acknowledge that tariffs have historically contributed to increased trade and political tensions, particularly between the U.S. and China, as well as with other trading partners. Such tensions may negatively affect trade volume, cross-border investment, technological exchange, and other international economic activities. In turn, this could have a material adverse impact on global economic conditions and the stability of financial and capital markets. Heightened geopolitical uncertainty and the risk of further escalation may also discourage investment in securities issued by China-based companies, including ours, and weigh on the broader macroeconomic environment. See "Risk Factors — Changes in international trade policies, geopolitics and trade protection measures, export control and economic or trade restrictions may materially and adversely affect our business, financial condition and results of operations."

COMPLIANCE WITH REGULATIONS OF U.S. EXPORT CONTROL

In recent years, the United States has increased export controls restrictions on China through the Export Administration Regulations (the "**EAR**"), administered by the Bureau of Industry and Security of the U.S. Department of Commerce ("**BIS**"), which includes a list of foreign persons on which certain trade restrictions are imposed, including businesses, research institutions, government and private organizations, individuals and other types of legal persons (the "**Entity List**").

As advised by our Legal Advisor as to international regulatory matters, as all our products (i) are manufactured in the PRC without the presence in the U.S.; (ii) no U.S.-origin controlled items are incorporated or bundled into our end products, and (iii) none of the end-users or destinations of our end products will trigger the applicability of any Foreign Direct Product Rules under the EAR, we are of the view that the export control risk of the our business is remote since none of the products sold by us are subject to the EAR, and thus our current and past activities do not violate the EAR. Therefore, we believe that currently the above-mentioned export controls have no material adverse impact, directly or indirectly, on our operations, financial performance, or expansion plans. Based on the opinion from the Company's Legal Advisor as to international regulatory matters and the analysis above, nothing has come to the attention of the Joint Sponsors that would cause them to cast reasonable doubt on the views of the Company. For the detailed analysis, please refer to "Business – Our Suppliers – Supply of Raw Materials and Components."

COMPLIANCE WITH REGULATIONS ON THE OUTBOUND INVESTMENT RULES

On October 28, 2024, the U.S. Department of the Treasury released a final rule to implement the Executive Order 14105 ("**E.O.**"), which became effective on January 2, 2025 (the "**OIR Final Rule**"). See "Regulatory Overview — U.S. Laws and Regulations — Regulations on Outbound Investments." The OIR Final Rule is aimed at exerting greater U.S. government oversight over U.S. direct and indirect investments involving China, Hong Kong and Macau, and may introduce new hurdles and uncertainties for cross-border collaborations, investments, and funding opportunities of China-based issuers including us.

As advised by our Legal Advisor as to international regulatory matters, the OIR Final Rule shall be inapplicable to the Company and the [**REDACTED**] on the ground that (i) neither the Company nor its subsidiaries is engaging in or intends to engage in any Covered Activities as defined in OIR Final Rule, (ii) the Group has no plan to develop any business or invest in or acquire any entity that engages in any of the Covered Activities; and (iii) Dr. Zhang does not hold any position in any entity that engages in any Covered Activities. Based on the opinion from the Company's Legal Advisor as to international regulatory matters and the analysis above, nothing has come to the attention of the Joint Sponsors that would cause them to cast reasonable doubt on the assessment above. For the detailed analysis, please refer to "Business – Legal Proceedings and Compliance – Compliance with Regulations on the Outbound Investment Rules."

NO MATERIAL ADVERSE CHANGE

Our Directors have confirmed that, up to the date of this Document, there had been no material adverse change in our financial, operational or trading position, indebtedness, contingent liabilities or prospects since December 31, 2025, which is the end date of the years reported on in the Accountant's Report included in Appendix I to this Document, and there had been no event since December 31, 2025 that would materially affect the information shown in the Accountant's Report set out in Appendix I to this Document.