SUMMARY

***This summary aims to give you an overview of the information contained in this document. As it is a summary, it does not contain all the information that may be important to you. You should read the whole document before you decide to* [REDACTED] *in the* [REDACTED]. *In particular, we are a specialist technology company seeking to list on the Main Board of the Hong Kong Stock Exchange under Chapter 18C of the Listing Rules because we are unable to meet the requirements under Rule 8.05 (1), (2) or (3) of the Listing Rules. There are unique challenges, risks and uncertainties associated with* [REDACTED] *in companies such as ours. In addition, we have incurred operating loss since our inception, and we may incur adjusted net loss (non-IFRS measure) and operating loss for the foreseeable future. We had negative net cash flow from operating activities during the Track Record Period. We did not declare or pay any dividends during the Track Record Period and may not pay any dividends in the foreseeable future. Your* [REDACTED] *decision should be made in light of these considerations. 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

Who We Are

We are a robotics technology company with direct drive technology as our core capability. We primarily engage in the sales of robotic actuator modules, and to a lesser extent, robots, in China. We operate in (i) PRC consumer robotic actuator module industry, a sub-segment representing 26.3% of PRC robotic actuator module industry and (ii) PRC wheel-legged and PRC dual-wheel-legged robot industry in China, sub-segments representing less than 1.0% of the PRC robot industry. The following sets forth our highlights:

- ***Robotic actuator module.*** By revenue in 2025, we ranked (i) eighth with a market share of 2.4% in the PRC consumer robotic actuator module industry, and (ii) first with a market share of 61.1% in PRC consumer robotic direct drive actuator module industry, a sub-segment representing 3.9% of the PRC consumer robotic actuator module industry, according to Frost & Sullivan.

- ***Robot.*** By revenue in 2025, we ranked (i) fourth in the PRC wheel-legged robot industry with a market share of 4.7%, and (ii) second in the PRC dual-wheel-legged robot industry with a market share of 18.6%. Launched in October 2025, D1 robot is the first fully modular dual-wheel-legged robot commercially introduced in the world. We are also among a limited number of companies in the global robot industry to achieve coordinated control in our wheel-legged robots, which refers to the capability of robots to function as a unified entity.

BUSINESS AND REVENUE MODEL

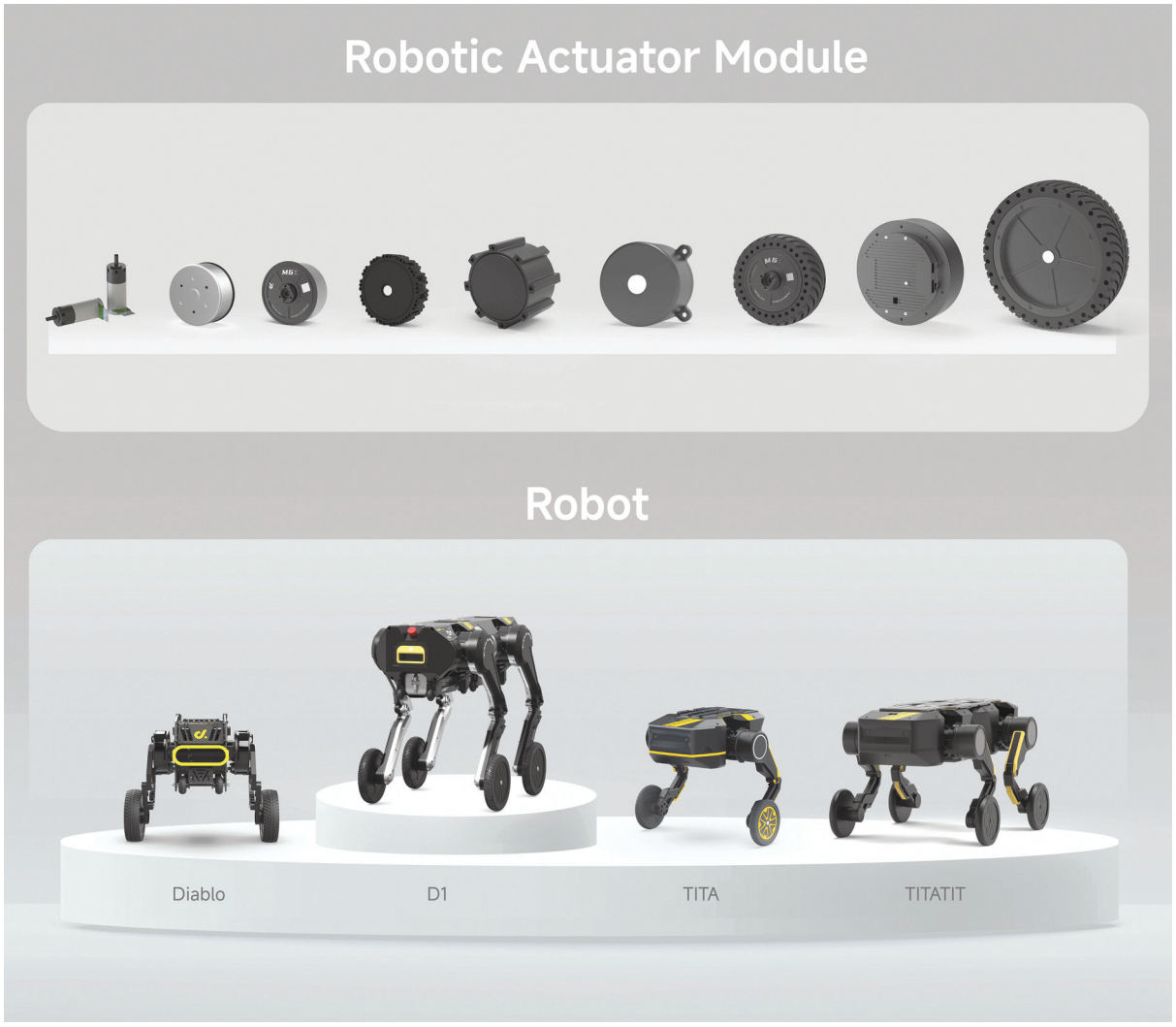
We generate revenue from the sales of our robotic actuator modules and robots. Our business model centers on developing and commercializing advanced robotic actuator modules and robots across consumer, industrial and commercial, and embodied intelligence application scenarios.

Our Products

The following table sets forth a summary of our products as of the Latest Practicable Date:

Product Categories		Major Application Scenarios/End-products
Robotic actuator modules	Robotic direct drive actuator modules	Consumer application scenarios: • Household cleaning robot • Robotic lawn mower • AI companion robot • Air purifier robot Industrial application scenarios: • Collaborative robot • AMR Commercial application scenarios: • Servicing robot • Commercial cleaning robot • Portable laundry robot
	Embodied joint modules	• Wheel-legged robot • Humanoid robot • Robotic dog
Robots	Diablo Robot TITA Robot TITATIT Robot D1 Robot	• Inspection • Delivery • Research

The following picture sets forth a summary of our product offerings as of the Latest Practicable Date.



Robotic Actuator Modules

Robotic Direct Drive Actuator Modules. Our robotic direct drive actuator modules are integrated motion units that deliver direct drive torque output without external transmission components. In 2025, the shipment volume of our robotic direct drive actuator modules for consumer robots amounted to approximately 8.5 million units, and as of December 31, 2025, we collaborated with four of the top ten consumer robot providers in the world in terms of revenue in 2025.

Embodied Joint Modules. Our embodied joint modules are integrated electromechanical units designed for multi-degree-of-freedom robotic platforms. Each module comprise a high-torque motor, servo driver system, controlling components such as encoders and sensors, and structural housing. Our product portfolio covers the mainstream size range from 20 mm to 120 mm, with peak torque outputs up to 120 Nm. As of December 31, 2025, we provided embodied joint modules to one of China's top five embodied intelligence robot providers in terms of total value of orders on hand for 2025.

We sell robotic actuator modules to consumer robot providers, commercial and industrial robot providers. Our modules are integrated into various robotic platforms such as household cleaning robots, AI companion robots in consumer application scenario, and collaborative robots and AMR in industrial and commercial application scenarios.

Robots

As of the Latest Practicable Date, our robots are all wheel-legged robots, including Diablo, TITA, TITATIT and D1: (i) **Diablo**: launched in 2021, Diablo robot is the first direct drive dual-wheel-legged robot (直驅型雙輪足機器人) commercially introduced in the world, according to Frost & Sullivan; (ii) **TITA and TITATIT**: according to Frost & Sullivan, TITA robot is the first dual-wheel-legged robot with eight degrees of freedom (八自由度雙輪足機器人) commercially introduced in the world; launched in 2024, formed by assembling two TITA units, our TITATIT robot is the first reconfigurable wheel-legged robot commercially introduced in the world; and (iii) **D1**: launched in October 2025, D1 robot is the first fully modular dual-wheel-legged robot (整機模組化雙輪足機器人) commercially introduced in the world, according to Frost & Sullivan. We sell wheel-legged robots to customers across research institutions and enterprises for applications including research and development on robotic technologies, inspection, delivery and other general-purpose deployment scenarios.

Pricing

We generally price our products based on a gross-margin-driven pricing model. For robotic actuator modules, we offer multiple standard configurations, with pricing varying based on technical complexity and performance characteristics. For robots, we primarily provide standardized robots. Our robots are also customizable based on customers' requirements. For pricing of customized orders, we consider (i) the scope and complexity of customization, (ii) the engineering and testing resources required, (iii) the development timeline and intellectual property arrangements, and (iv) number of robots ordered. For further details, see "Business — Sales and Marketing — Pricing." The table below sets out a breakdown of our revenue by product categories for the periods indicated.

	Year Ended December 31,					
	2023		2024		2025	
	RMB'000	%	RMB'000	%	RMB'000	%
Robotic Actuator Modules						
Robotic direct drive actuator modules						
Consumer applications	3,206	18.3	63,985	80.2	247,756	88.0
Industrial and commercial applications	10,996	62.7	8,496	10.6	19,854	7.0
Industrial applications	992	5.7	2,313	2.9	2,856	1.0
Commercial applications	10,004	57.0	6,183	7.7	16,998	6.0
Subtotal	14,202	81.0	72,481	90.8	267,610	95.0
Embodied joint modules						
Commercial applications	15	0.1	2,641	3.3	6,679	2.4
Research applications	—	—	40	0.1	119	0.0
Subtotal	15	0.1	2,681	3.4	6,798	2.4
Subtotal	14,217	81.1	75,162	94.2	274,408	97.4
Robots						
Commercial applications	3,035	17.3	4,044	5.1	6,890	2.5
Research applications	286	1.6	596	0.7	417	0.1
Subtotal	3,321	18.9	4,640	5.8	7,307	2.6
Total	**17,538**	**100.0**	**79,802**	**100.0**	**281,715**	**100.0**

The table below sets out a breakdown of our revenue by type of customers for the periods indicated.

	Year Ended December 31,					
	2023		2024		2025	
	RMB'000	%	RMB'000	%	RMB'000	%
Robot providers	17,149	97.8	78,577	98.5	281,120	99.8
Research institutions	389	2.2	1,225	1.5	595	0.2
Total	**17,538**	**100.0**	**79,802**	**100.0**	**281,715**	**100.0**

The table below sets out a breakdown of our shipment volume and average selling price by product categories for the periods indicated.

	Year ended December 31,					
	2023		2024		2025	
	Shipment Volume	ASP	Shipment Volume	ASP	Shipment Volume	ASP
	(#)	*RMB*	*(#)*	*RMB*	*(#)*	*RMB*
Robotic actuator modules						
Robotic direct drive actuator modules[1]	185,591	77	2,143,030	34	8,497,883	31
Consumer applications	115,237	28	2,104,298	30	8,424,819	29
Industrial applications	15,248	65	9,833	235	19,596	146
Commercial applications	55,106	182	28,899	214	53,468	318
Embodied joint modules[2]	58	259	10,278	261	12,276	521
Subtotal	**185,649**		**2,153,308**		**8,510,159**	
Robots[3][4]	**257**	**12,922**	**125**	**37,120**	**240**	**30,446**
Total	**185,906**		**2,153,433**		**8,510,399**	

Note:

(1) The shipment volume of our robotic direct drive actuator modules increased significantly during the Track Record Period, primarily driven by growing market recognition of direct drive technology in the household cleaning robotics sector from 2024, as indicated by the PRC direct drive actuator module market surging from RMB0.2 billion in 2023, to RMB0.4 billion in 2024, and further to RMB1.9 billion in 2025, resulting in accelerating order volumes from existing and new customers, with our customer base expanding from 215 in 2023 to 288 in 2025, and our customer coverage of top ten consumer robot providers in the world by revenue in 2025 increasing from nil in 2023 to four in 2025. The ASP of robotic direct drive actuator modules decreased during the same period, reflecting economies of scale as production volume expanded from 0.2 million units in 2023 to 8.5 million units in 2025, and lower unit material costs achieved through enhanced supply chain bargaining power, which enabled more competitive pricing while gross profit margins improved from 8.3% in 2023 to 20.0% in 2025.

(2) The shipment volume of our embodied joint modules increased during the Track Record Period, driven by the ramp-up of the embodied joint module industry, with its market size growing from RMB0.2 billion in 2023 to RMB1.2 billion in 2025 at a CAGR of 68.2% and our exploration of new application scenarios in line with new robot product introduction by leading embodied intelligence robot providers. The ASP of embodied joint modules remained broadly stable from 2023 to 2024 and increased in 2025, reflecting the same new product introduction trend by embodied intelligence robot providers, which required higher-specification joint modules such as HMC series and dexterous hand modules.

(3) The shipment volume of our robots decreased from 2023 to 2024, primarily due to the launch of our TITATIT robot, which increased product complexity and required a longer production ramp-up period, and recovered in 2025 following production stabilization and the launch of our D1 robot in October 2025. The differing impact of the two product launches in 2024 and 2025 is primarily attributable to the following: (i) the TITATIT launch in 2024 introduced greater product complexity as our first reconfigurable dual-unit robot, requiring substantial adjustments to assembly processes and supply chain while supporting multiple robot models simultaneously; and (ii) D1 was built on the same modular platform as our existing robot lines, enabling a shorter ramp-up by leveraging established processes and accumulated production experience. Accordingly, the D1 launch contributed to, rather than disrupted, our shipment volume recovery in 2025.

(4) The ASP of robots increase from 2023 to 2024 reflected a product mix shift towards higher-value models as we expanded from Diablo to additionally offering TITA and TITATIT robots with higher ASPs, against a reduced shipment volume base, while the ASP of robots decrease from 2024 to 2025 reflected a broader product mix as volumes recovered across multiple robot models including the introduction of our D1 robot in October 2025, partially offset by D1's expanded accessories and configuration options.

The table below sets out a breakdown of our shipment volume and average selling price by product category and by type of customers for the periods indicated.

	Year ended December 31,					
	2023		2024		2025	
	Shipment Volume	ASP	Shipment Volume	ASP	Shipment Volume	ASP
	(#)	*RMB*	*(#)*	*RMB*	*(#)*	*RMB*
Robotic actuator modules						
- Robot providers	185,603	76	2,150,853	35	8,510,106	32
- Research institutions	46	2,244	2,455	256	53	2,052
Subtotal	**185,649**		**2,153,308**		**8,510,159**	
Robots						
- Robot providers	231	13,137	97	41,691	234	29,444
- Research institutions	26	10,999	28	21,270	6	50,059
Subtotal	**257**	**12,922**	**125**	**37,120**	**240**	**30,446**
Total	**185,906**		**2,153,433**		**8,510,399**	

Our Technologies

We develop our core technologies around three integrated technology pillars that underpin our product architecture. For further details, see "Business – Our Core Technologies."

Robotic Actuator Module Technology. This technology centers on direct drive actuator technology. Our core technological strengths span (i) direct drive motor design, (ii) thermal management, and (iii) drive-control integration.

Wheel-Legged Robot Technology. This technology enables robotic systems to adapt to frequent transitions between indoor and outdoor environments. Key capabilities include a four-layer modular hardware architecture with standardized interfaces enabling reconfiguration, and a long endurance design featuring energy-efficient locomotion.

Modular Reconfiguration Technology. This technology supports (i) dynamic reconfiguration by connecting two or more robotic units and (ii) coordinated operation and task allocation across multiple robotic units. This enables our robots to operate across robotic configurations.

Application Scenarios of Our Products

We serve subsegments of the PRC robotic actuator module industry and PRC robot industry, specifically (i) PRC consumer robotic actuator module industry and (ii) PRC wheel-legged robot industry. From our inception to December 31, 2025, our robotics technology have empowered over 5.0 million robots across consumer, industrial and commercial application scenarios, as well as embodied intelligence robots.

Consumer application scenarios. According to Frost & Sullivan, we are the first and only company globally with shipment volume of robotic direct drive actuator modules for consumer robots exceeding 5.0 million units. We have achieved a market share of 61.1% in PRC consumer robotic direct drive actuator module industry by revenue in 2025, according to Frost & Sullivan.

Industrial and commercial application scenarios. We have extended the application of our direct drive technology to industrial and commercial scenarios such as autonomous mobile robots ("**AMRs**") and collaborative robots.

Embodied intelligence robots. We provide embodied joint modules to leading embodied intelligence robot providers and provide wheel-legged robots suited for scenarios involving frequent transitions between indoor and outdoor environments.

Sales Network

The following table sets forth a breakdown of our revenue by geographic region of the delivery location for the periods indicated. See "Business — Sales and Marketing — Our Sales Network."

	Year ended December 31,					
	2023		2024		2025	
	RMB'000	%	RMB'000	%	RMB'000	%
Domestic	16,334	93.1	79,776	99.97	279,917	99.4
Overseas[(1)]	1,204	6.9	26	0.03	1,798	0.6
Total	**17,538**	**100.0**	**79,802**	**100.0**	**281,715**	**100.0**

Note:

(1) In 2023, our overseas revenue mainly comprise revenue from United States of RMB0.5 million, revenue from Singapore of RMB0.2 million, and revenue from Japan of RMB0.2 million. In 2024 and 2025, our overseas revenue comprise revenue from Hong Kong.

Sales Channels

The following table sets forth a breakdown of revenue from product sales by sales channel for the periods indicated. See "Business — Sales and Marketing — Our Sales Channel."

	Year Ended December 31,					
	2023		2024		2025	
	RMB'000	%	RMB'000	%	RMB'000	%
Robotic Actuator Modules						
Offline direct sales	14,161	80.8	74,844	93.8	273,900	97.2
Online direct sales	56	0.3	318	0.4	508	0.2
Subtotal	14,217	81.1	75,162	94.2	274,408	97.4
Robots						
Offline direct sales	1,622	9.2	3,363	4.2	6,390	2.3
Distributorship	525	3.0	1,277	1.6	917	0.3
Online direct sales	1,174	6.7	—	—	—	—
Subtotal	3,321	18.9	4,640	5.8	7,307	2.6
Total	**17,538**	**100.0**	**79,802**	**100.0**	**281,715**	**100.0**

Production

We operate a production base in Dongguan, China, with a gross floor area of approximately 8,476 sq.m. We utilize a combination of in-house manufacturing and limited outsourcing of supplementary production processes. The following table sets forth our designed production capacity, production volume and production utilization rate by product category for the periods indicated. For further details, see "Business — Production."

	Year ended December 31,		
	2023	2024	2025
Robotic actuator module			
Designed production capacity (thousand unit)	790	4,082	15,730
Production volume (thousand unit)	300	2,249	8,510
Utilization rate (%)	38.0	55.1	54.1
Robot			
Designed production capacity (unit)	335	419	501
Production volume (unit)	267	210	240
Utilization rate (%)	79.7	50.1	47.9
Total utilization rate (%)	**38.0**	**55.1**	**54.1**

OUR STRENGTHS

Our core strength resides in our differentiated robotics technology anchored in direct drive technology and in-house R&D across both robotic actuator modules and robots, including a (i) robotics technology company with direct drive technology as core capability; (ii) strong robotics technology R&D capabilities; (iii) synergy between robotic actuator modules and robot product lines; (iv) promising commercialization prospects; (v) extensive production experience and agile supply chain supporting delivery efficiency and (vi) management team with innovation, pragmatic attitude and extensive industry experience. See "Business — Our Strengths" for details.

OUR STRATEGIES

We are committed to making robots more efficient, dexterous and intelligent. We plan to implement the following strategies: (i) further strengthening R&D capabilities; (ii) continuously strengthening production capabilities; (iii) building a collaborative and prosperous industry ecosystem, and (iv) global expansion and expansion of our customer base. See "Business — Our Strategies" for details. For specific plans, timelines, quantitative targets and our expected changes in revenue mix and cost structure, see "Business — Business Sustainability and Path to Profitability" for details. Our planned allocation of the estimated net **[REDACTED]** from the **[REDACTED]** supports these priorities. See "Future Plans and Use of **[REDACTED]**."

SPECIALIST TECHNOLOGY INDUSTRIES

The table below sets forth how our Specialist Technology Products fall within the category of the Specialist Technology Companies as defined in Chapter 18C of the Listing Rules.

Specialist Technology Products	Specialist Technology Industry Acceptable Sectors
Robotic Actuator Modules	
Robotic Direct Drive Actuator Modules	Robotics and automation (robot technology)
Embodied Joint Modules	Robotics and automation (robot technology)
Robots	Robotics and automation (robot technology)

The table below sets forth the key intellectual property rights in relation to our core technological strengths as applied in our Specialist Technology Products.

Specialist Technology Product	Core Technological Strengths	Patent No.	Application Scenario/ End products
Robotic actuator module	Direct drive motor design	ZL202110565925.0 ZL202121123611.7 ZL202422185030.6 ZL202323200153.4	Consumer robot Industrial and commercial robot
	Thermal management	ZL202322832400.6 ZL202110565925.0 ZL202422515775.4 ZL2023232496433 ZL202123273057.3	Consumer robot Industrial and commercial robot
	Drive-control Integration	ZL2021211243233 ZL2023118496937	Consumer robot Industrial and commercial robot
Robot	Stable reconfiguration structure	ZL202411092299.8 ZL202421926858.6 ZL202411092295.X	D1 Robot
	Highly modular design	ZL202421157618.4 ZL202530068235.3 ZL202110325733.2	Diablo Robot TITA Robot D1 Robot
	Long endurance	ZL2022205357176 ZL2022102478277	Diablo Robot TITA Robot D1 Robot

Our products and underlying technologies are exclusively applied to the engineering/development of robots and automated systems. Our industry consultant, Frost & Sullivan, confirms and our Directors are of the view that, based on the information above, each of our products falls within an acceptable sector of a Specialist Technology Industry, specifically robotics and automation under advanced hardware and software, as defined under Chapter 18C of the Listing Rules. Based on the due diligence conducted by the Sole Sponsor and the views expressed by Frost & Sullivan and our Directors, the Sole Sponsor is of the view that each of our products falls within an acceptable sector of a Specialist Technology Industry, specifically robotics and automation under advanced hardware and software, as defined under Chapter 18C of the Listing Rules.

COMMERCIALIZATION AND BUSINESS SUSTAINABILITY

Commercialization of Our Specialist Technology Products

We are a Specialist Technology Company. All of our products are designated Specialist Technology Products falling within the robotics and automation sector. We have adopted a transaction-based model for the sales of these products. Revenue is generally recognized at a point in time when control of the products is transferred to our customers, which typically occurs upon delivery and acceptance. The table below sets forth the commercialization timeline of our major Specialist Technology Products, reflecting the progression from internal development to market deployment.

Specialist Technology Products	Launch[1]	Start of revenue recognition
Robotic direct drive actuator module		
M0601 Series	July 2020	October 2021
M0602 Series	May 2020	October 2021
M0603 Series	April 2022	June 2022
M1502 Series	June 2020	October 2021
M1503 Series	July 2021	June 2022

Specialist Technology Products	Launch[1]	Start of revenue recognition
Embodied Joint Module		
P1010 Series	August 2024	October 2024
P0610 Series	March 2025	August 2025
Robot		
Diablo Robot	September 2021	May 2022
TITA Robot	June 2023	August 2024
TITATIT Robot	April 2024	October 2024
D1 Robot	October 2025	November 2025

Note:

(1) Launch date of the first product of the relevant series.

We have achieved rapid commercial growth during the Track Record Period. Our revenue increased from RMB17.5 million in 2023 to RMB79.8 million in 2024, and further to RMB281.7 million in 2025, with a CAGR of 300.8% from 2023 to 2025. This growth was primarily driven by the large-scale shipment of our robotic direct drive actuator modules to leading consumer robot providers and the expanding adoption of our robots in industrial and commercial application scenarios.

Path to Profitability

Although we recorded net losses during the Track Record Period, our profitability profile has significantly improved. Our adjusted net loss margin (non-IFRS measure) narrowed substantially from 349.1% in 2023 to 77.2% in 2024 and further narrowed to 15.4% in 2025. We expect to continue to incur net losses in the near term as we continue to invest in R&D and commercialization. We believe our path to sustainable profitability is supported by the following:

Stable Revenue Growth. We plan to expand our product portfolio across household cleaning robots, embodied intelligence robots and selected robot products. According to Frost & Sullivan, the global consumer robotic actuator module market and the global wheel-legged robot market are expected to grow at CAGRs of 15.5% and 106.5%, respectively, from 2026 to 2030.

Advancing Core Technologies. We will continue investing in our three core technology pillars. Some selected upgraded products and next-generation motor technologies are expected to reach technical validation or mass production in 2026.

Enhancing Customer Engagement. We plan to enhance collaboration with existing customers and broaden our customer base through earlier participation in customers' product development cycles, broader supply scope where appropriate and overseas business development.

Optimizing Operating Efficiency. We plan to add four automated production lines in 2026 and target an automation rate of over 50%. We also target a 15% to 20% reduction in unit material costs through supply chain optimization and expect modular design and technology reuse to improve development efficiency. For further details, see "Business — Business Sustainability and Path to Profitability" and "Future Plans and Use of **[REDACTED]**."

RESEARCH AND DEVELOPMENT

As of December 31, 2025, our R&D team comprised 165 experienced employees, 96.6% of whom held bachelor's degrees or higher. Our R&D team possesses industry experience across robotic actuator module and motion control, embedded drive-control hardware, thermal and power system design, robot structural engineering, and system-level robotic platform development. We have

established three core technology pillars: (i) the robotic actuator module technology, (ii) the wheel-legged robot technology, and (iii) the modular reconfiguration technology. During the Track Record Period, our research and development expenses were RMB39.0 million, RMB42.9 million and RMB55.4 million in 2023, 2024 and 2025, respectively. For further details, see "Business — Research and Development."

INTELLECTUAL PROPERTY RIGHTS

As of the Latest Practicable Date, we had 321 patents (including 41 invention patents and 210 utility model patents), seven registered copyrights and 26 registered trademarks in China. As of the Latest Practicable Date, we have 163 patents in application, 17 trademarks in application in China and seven trademarks in application overseas. For further details, see "Appendix VI — Statutory and General Information — B. Further Information about our Business — 2. Our Intellectual Property Rights." We self-develop and own the core intellectual property underlying our technology, including direct drive motor design, thermal management, drive-control integration, highly modular design, long endurance design, and modular reconfiguration architectures. We intend to continue advancing proprietary control frameworks and hardware-software integration strategies. We safeguard our intellectual property through trademarks, trade secrets and other intellectual property laws, as well as confidentiality agreements signed with our employees. During the Track Record Period and up to the Latest Practicable Date, we did not experience any threatened or pending disputes relating to infringement of intellectual property rights which would have a material adverse effect on our business.

CUSTOMERS AND SUPPLIERS

Our customers primarily consist of consumer robot providers, industrial and commercial robot providers, and embodied intelligence robot providers. We have a high concentration of customers. Revenue from our five largest customers in each year during the Track Record Period amounted to RMB11.7 million, RMB66.5 million and RMB241.4 million, representing 67.0%, 83.4% and 85.7% of our total revenue in the same periods, respectively. In each year during the Track Record Period, revenue from our largest customer accounted for 22.3%, 62.1% and 42.8% of our total revenue, respectively. All of our five largest customers in each year during the Track Record Period were Independent Third Parties. We procure raw materials primarily including enameled copper wire, iron core, magnets and other materials from suppliers of raw materials. Purchases from our five largest suppliers in each year during the Track Record Period amounted to RMB9.8 million, RMB26.5 million and RMB79.1 million, representing 35.8%, 36.4% and 40.1% of our total purchases in the same periods, respectively. In each year during the Track Record Period, purchases from our largest supplier accounted for 14.0%, 9.6% and 10.6% of our total purchases, respectively. We maintain stable relationships with qualified suppliers to ensure supply continuity and manage cost fluctuations. For further details, see "Business — Our Customers" and "Business — Our Supply Chain — Our Suppliers — Our Major Suppliers."

COMPETITION

We operate in (i) the PRC consumer robotic actuator module industry, a sub-segment representing 26.3% of the PRC robotic actuator module industry; and (ii) the PRC wheel-legged and dual-wheel-legged robot industries, small sub-segments of the overall PRC robotic industry, respectively. These industries are characterized by significant barriers, including technological capabilities and ecosystem synergy, and are technology intensive, competitive and concentrated. In

2025, by revenue, the top 10 providers accounted for a market share of 58.9% in the PRC robotic actuator module industry and a market share of 47.1% in the PRC consumer robotic actuator module industry, respectively. By revenue, our Group ranked (i) eighth with a market share of 2.4% in the PRC consumer robotic actuator module industry and (ii) first with a market share of 61.1% in PRC consumer robotic direct drive actuator module industry. In 2025, within global wheel-legged robot industry and PRC wheel-legged robot industry, by revenue, the top eight global wheel-legged robot providers accounted for a total market share of 82.2% in the global wheel-legged robot industry, while the top five wheel-legged robot provider in China accounted for a market share of 80.6% in the PRC wheel-legged robot industry. With a revenue of RMB7.3 million from wheel-legged robot in 2025, we (i) ranked sixth in the global wheel-legged robot industry with a market share of 3.3%, (ii) fourth in the PRC wheel-legged robot industry with a market share of 4.7%, and (iii) second in the PRC dual-wheel-legged robot industry with a market share of 18.6%. For further details, see "Industry Overview."

SUMMARY OF HISTORICAL FINANCIAL INFORMATION

Summary of Consolidated Statements of Profit or Loss and Other Comprehensive Income

	Year Ended December 31,					
	2023		2024		2025	
	RMB'000	%	RMB'000	%	RMB'000	%
Revenue	**17,538**	**100.0**	**79,802**	**100.0**	**281,715**	**100.0**
Cost of sales	(15,176)	(86.5)	(64,406)	(80.7)	(221,130)	(78.5)
Gross profit	**2,362**	**13.5**	**15,396**	**19.3**	**60,585**	**21.5**
Other income and gains	1,413	8.1	1,922	2.4	4,152	1.5
Selling and distribution expenses	(10,662)	(60.8)	(11,651)	(14.6)	(12,934)	(4.6)
Administrative expenses	(14,656)	(83.6)	(34,786)	(43.6)	(98,685)	(35.0)
Research and development expenses	(39,040)	(222.6)	(42,924)	(53.8)	(55,437)	(19.7)
Impairment losses under expected credit loss model, net	(918)	(5.2)	(2,875)	(3.6)	(585)	(0.2)
Other expenses and losses	(110)	(0.6)	(465)	(0.6)	(6,251)	(2.2)
Finance costs	(1,663)	(9.5)	(1,561)	(2.0)	(1,726)	(0.6)
Changes in the carrying amount of the redemption liabilities	(12,311)	(70.2)	(16,791)	(21.0)	(770,096)	(273.4)
Loss before tax	**(75,585)**	**(431.0)**	**(93,735)**	**(117.5)**	**(880,977)**	**(312.7)**
Income tax expense	—	—	—	—	—	—
Loss for the year	**(75,585)**	**(431.0)**	**(93,735)**	**(117.5)**	**(880,977)**	**(312.7)**
Attributable to:						
Owners of the parent	(75,585)	(431.0)	(93,735)	(117.5)	(880,977)	(312.7)

Non-IFRS Measures

To supplement our consolidated financial statements prepared under IFRS, we 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 measure facilitates comparisons of operating performance from period to period and company to company by eliminating potential impacts of certain items including (i) share-based payment expenses, non-cash in nature; (ii) changes in the carrying amount of redemption liabilities arising from series shares with special rights, and such redemption liabilities will be re-designated from liabilities to equity upon the automatic conversion of redeemable preferred shares into ordinary shares upon **[REDACTED]**; and (iii) **[REDACTED]**, which are expenses incurred in connection with the **[REDACTED]**.

We believe this measure helps **[REDACTED]** and others understand and evaluate our consolidated results of operations in the same way it helps our management. However, other companies may

calculate similarly titled non-IFRS measures differently, limiting their comparability. This measure has analytical limitations, and you should not consider it in isolation, or as a substitute for analyzing, our results of operations or financial condition as reported under IFRS. We encourage **[REDACTED]** and others to review our financial information in its entirety and not rely on a single financial measure.

	Year Ended December 31,		
	2023	2024	2025
	RMB'000	RMB'000	RMB'000
Net loss	**(75,585)**	**(93,735)**	**(880,977)**
Add:			
Share-based payment expenses(1)	2,051	15,350	58,758
Changes in the carrying amount of the redemption liabilities(2)	12,311	16,791	770,096
[REDACTED]	—	—	8,876
Adjusted net loss (non-IFRS measure)	**(61,223)**	**(61,594)**	**(43,247)**

Notes:

(1) Non-cash expenses arising from shares granted to qualified directors and employees under our Group's share-based incentive scheme. For further details, see Note 31 to the Accountants' Report in Appendix I.

(2) Non-cash fair value changes arising from redemption liabilities, which arose from the financing with special rights received from Pre-**[REDACTED]** Investors. For further details, see Note 20 to the Accountants' Report in Appendix I.

We recorded net losses during the Track Record Period. The increase in net losses from 2023 to 2024 was primarily attributable to our ramp-up stage investments in R&D, production capacity expansion and market development. The significant increase in net loss in 2025 was primarily driven by non-cash changes in the carrying amount of redemption liabilities of RMB770.1 million, which will be re-designated from liabilities to equity upon **[REDACTED]**. Our adjusted net loss remained relatively stable in 2023 and 2024. The narrowing of adjusted net loss in 2025 reflected the significant revenue and gross profit growth as our business scaled, partially offset by increased R&D and administrative expenses. Our accumulated losses as of January 1, 2023 were primarily attributable to costs incurred during the development stage of our business prior to commercialization. For further details, see "Financial Information — Results of Operations — Non-IFRS Measures."

Revenue

Our revenue increased significantly from RMB17.5 million in 2023 to RMB79.8 million in 2024 and further to RMB281.7 million in 2025, primarily driven by the growing demand for our robotic direct drive actuator modules, which also accounted for an increasing proportion of our total revenue. Our total operating expenses increased from RMB64.4 million in 2023 to RMB89.4 million in 2024 and further to RMB167.1 million in 2025, primarily due to (i) higher research and development expenses in line with our ongoing expansion of product offerings, and (ii) higher administrative expenses mainly attributable to share-based payment expenses and increased staff costs in line with business expansion. As a percentage of our revenue, our total operating expenses decreased from 367.0% in 2023 to 112.0% in 2024 and further to 59.3% in 2025 as our revenue scaled. For further details, see "Financial Information — Results of Operations."

Our Cost Structure

Our key raw materials primarily include enameled copper wire, iron core, magnet, sealing rings, PCBAs, packaging materials, electronic components and machined parts. In 2023, 2024 and 2025, our cost of materials amounted to RMB7.2 million, RMB42.0 million and RMB150.3 million,

respectively. Costs of materials were the largest component of our cost of sales, accounting for 47.1%, 65.2% and 68.0% of our cost of sales in the same periods, respectively. The following chart sets forth a breakdown of our cost of materials by component for the periods indicated.

	Year Ended December 31,					
	2023		2024		2025	
	RMB'000	%	RMB'000	%	RMB'000	%
Magnet	1,645	23.0	8,394	20.0	27,053	18.0
Machined parts	1,144	16.0	1,679	4.0	6,012	4.0
Electronic components	1,001	14.0	11,752	28.0	30,059	20.0
Iron core	572	8.0	3,777	9.0	13,527	9.0
Enameled copper wire	429	6.0	5,037	12.0	40,580	27.0
Others[1]	2,360	33.0	11,332	27.0	33,065	22.0
Total	**7,152**	**100.0**	**41,972**	**100.0**	**150,297**	**100.0**

Note:

(1) Primarily include packaging materials, wires and auxiliary material.

Gross Profit and Gross Profit Margin

Our gross profit increased from RMB2.4 million in 2023 to RMB15.4 million in 2024 and further to RMB60.6 million in 2025, and our gross profit margin improved from 13.5% to 19.3% and further to 21.5% over the same periods, primarily attributable to enhanced cost management and economies of scale as our shipment volumes increased. The following table sets forth a breakdown by product categories of our gross profit for the periods indicated.

	Year Ended December 31,					
	2023		2024		2025	
	Gross Profit	Gross Profit Margin	Gross Profit	Gross Profit Margin	Gross Profit	Gross Profit Margin
	RMB'000	%	RMB'000	%	RMB'000	%
Robotic Actuator Modules						
Robotic direct drive actuator modules						
Consumer applications	110	3.4	8,213	12.8	47,582	19.2
Industrial and commercial applications	1,072	9.7	3,089	36.4	5,885	29.6
Industrial applications[1]	(70)	(7.1)	1,290	55.8	1,265	44.3
Commercial applications	1,142	11.4	1,799	29.1	4,620	27.3
Subtotal	1,182	8.3	11,302	15.6	53,467	20.0
Embodied joint modules	5	33.3	1,437	53.6	2,423	35.6
Subtotal	1,187	8.3	12,739	16.9	55,890	20.4
Robots	1,175	35.4	2,657	57.3	4,695	64.3
Total	**2,362**	**13.5**	**15,396**	**19.3**	**60,585**	**21.5**

Note:

(1) We incurred a gross loss for robotic direct drive actuator modules used in industrial applications in 2023, primarily due to higher per-unit production costs associated with product development and prototype production at the early stage of our industrial application business.

The following table sets forth a breakdown by sales channel of our gross profit for the periods indicated.

	Year Ended December 31,					
	2023		2024		2025	
	Gross Profit	Gross Profit Margin	Gross Profit	Gross Profit Margin	Gross Profit	Gross Profit Margin
	RMB'000	%	RMB'000	%	RMB'000	%
Robotic Actuator Modules						
Offline direct sales	1,157	8.2	12,592	16.8	55,571	20.3
Online direct sales	30	53.6	147	46.2	319	62.7
Subtotal	1,187	8.3	12,739	17.0	55,890	20.4
Robots						
Offline direct sales	340	21.0	1,989	59.1	4,196	65.7
Distributorship	189	36.0	668	52.3	499	54.4
Online direct sales	646	55.0	—	—	—	—
Subtotal	1,175	35.4	2,657	57.2	4,695	64.2
Total	**2,362**	**13.5**	**15,396**	**19.3**	**60,585**	**21.5**

The following table sets forth a breakdown of our gross profit and gross profit margin by type of customer for the periods indicated.

	Year ended December 31,					
	2023		2024		2025	
	Gross Profit	Gross Profit Margin	Gross Profit	Gross Profit Margin	Gross Profit	Gross Profit Margin
	RMB'000	%	RMB'000	%	RMB'000	%
Robot providers	2,170	12.7	14,521	18.5	60,174	21.4
Research institutions	192	49.4	875	71.4	411	69.1
Total	**2,362**	**13.5**	**15,396**	**19.3**	**60,585**	**21.5**

Summary of Consolidated Statements of Financial Position

	As of December 31,		
	2023	2024	2025
	RMB'000	RMB'000	RMB'000
Total current assets	26,191	86,536	510,559
Total current liabilities	(157,827)	(286,111)	(1,555,000)
Net current liabilities	**(131,636)**	**(199,575)**	**(1,044,441)**
Total non-current assets	13,351	14,647	35,172
Total non-current liabilities	(2,081)	(13,681)	(10,088)
Net liabilities	**(120,366)**	**(198,609)**	**(1,019,357)**

Our net current liabilities increased from RMB131.6 million as of December 31, 2023 to RMB199.6 million as of December 31, 2024 and further to RMB1,044.4 million as of December 31, 2025, primarily due to increases in our redemption liabilities arising from pre-**[REDACTED]** investments and the increase in fair value of existing redemption liabilities, and increases in trade payables as our business expanded, partially offset by increases in cash and cash equivalents and trade and bills receivables. Our net liabilities increased from RMB120.4 million as of December 31, 2023 to RMB198.6 million as of December 31, 2024 and further to RMB1,019.4 million as of December 31, 2025, primarily attributable to (i) net losses of RMB75.6 million, RMB93.7 million and RMB881.0 million in 2023,

2024 and 2025, (ii) investments with redemption rights of RMB19.7 million, RMB70.0 million and RMB436.8 million, and (iii) share-based payments of RMB2.0 million, RMB15.4 million and RMB58.8 million during the same periods, respectively as adjusted by recognition of redemption liabilities of RMB19.7 million, RMB70.0 million and RMB436.8 million in the same periods. Upon **[REDACTED]**, the redemption liabilities will be re-designated from financial liabilities to equity as a result of their automatic conversion into ordinary shares and we expect that such re-designation would result in our net liabilities position turning into a net assets position.

Summary of Consolidated Statements of Cash Flows

The following table sets forth selected cash flow statement information for the periods indicated.

	Year Ended December 31,		
	2023	2024	2025
	RMB'000	RMB'000	RMB'000
Net cash flows used in operating activities	(52,960)	(66,687)	(69,563)
Net cash flows used in investing activities	(2,950)	(4,787)	(16,389)
Net cash flows generated from financing activities	17,536	86,902	424,220
Net (decrease)/increase in cash and cash equivalents	**(38,374)**	**15,428**	**338,268**
Cash and cash equivalents at the beginning of the year	38,786	412	15,840
Cash and cash equivalents at the end of the year	**412**	**15,840**	**353,871**

During the Track Record Period, we recorded net cash flows used in operating activities, primarily reflecting our position as a rapidly growing Specialist Technology Company in the expansion phase, as well as significant investments in working capital, particularly increases in trade receivables and inventories to support our sales growth. Our net operating cash outflows improved in 2025, and we have taken measures to improve our cash flow position, including the completion of our Series C financing in December 2025 and the increase in our bank credit facilities. For further details, see "Financial Information — Liquidity and Capital Resources — Cash Flows Analysis."

In 2023, we had net cash flows used in operating activities of RMB53.0 million, primarily attributable to loss before tax of RMB75.6 million, adjusted by non-cash and non-operating items such as changes in the carrying amount of the redemption liabilities of RMB12.3 million, share-based payment expenses of RMB2.1 million and write-down of inventories of RMB2.9 million. The cash outflow was further impacted by changes in working capital, primarily including an increase in inventories of RMB12.0 million and an increase in trade receivables of RMB6.3 million, partially offset by an increase in trade payables of RMB9.1 million and an increase in other payables and accruals of RMB8.1 million. In 2024, we had net cash flows used in operating activities of RMB66.7 million, primarily attributable to loss before tax of RMB93.7 million, adjusted by (i) items mainly including changes in the carrying amount of the redemption liabilities of RMB16.8 million, share-based payment expenses of RMB15.4 million, as well as (ii) changes in working capital, primarily including an increase in trade receivables of RMB34.6 million and an increase in inventories of RMB14.0 million, partially offset by an increase in trade payables of RMB27.1 million. In 2025, we had net cash flows used in operating activities of RMB69.6 million, primarily attributable to loss before tax of RMB881.0 million, adjusted by (i) non-cash and non-operating items, including changes in the carrying amount of the redemption liabilities of RMB770.1 million, share-based payment expenses of RMB58.8 million, and (ii) changes in working capital, primarily including an increase in

trade and bills receivables of RMB39.1 million and an increase in debt investment at FVOCI of RMB22.7 million, partially offset by an increase in other payables and accruals of RMB24.2 million.

Working Capital Sufficiency

Our cash burn refers to the average monthly aggregate amount of net cash used in operating activities, payments for property and equipment, payments for intangible assets, and lease payments. Our historical average monthly cash burn was RMB5.1 million, RMB6.1 million and RMB7.4 million in 2023, 2024 and 2025, respectively. The increase in our cash burn during the Track Record Period primarily reflects our transition from early-stage commercialization to large-scale commercial operations, including (i) our continued investment in research and development activities to enhance our product offerings, (ii) expansion of our operational infrastructure to support business growth, and (iii) increased working capital requirements as our revenue scale expanded.

Assuming that our average monthly cash burn going forward will be RMB11.1 million, approximately 1.5 times the cash burn level in 2025 to account for increased operating expenses in line with our business expansion, and considering that (i) we do not expect a material increase in the number of our employees; (ii) we do not expect substantial capital investment; and (iii) we do not expect significant acquisitions or investments, we estimate that our cash and cash equivalents as of December 31, 2025 will be able to maintain our financial viability for approximately **[REDACTED]** months from **[REDACTED]** without taking into account **[REDACTED]** from the **[REDACTED]**, or approximately **[REDACTED]** months from **[REDACTED]** if we take into account **[REDACTED]** of the estimated net **[REDACTED]** from the **[REDACTED]**, or approximately **[REDACTED]** months from **[REDACTED]** if we take into account **[REDACTED]**% of such **[REDACTED]**. We will continue to monitor our cash flows from operations closely and maintain our financial viability through a variety of means, including, among others, banking facilities and external financings. For further details, see "Financial Information — Working Capital Sufficiency."

KEY FINANCIAL RATIOS

The following table sets out our key financial ratios for the periods indicated. For further details, see "Financial Information — Key Financial Ratios."

	As of/For the Year Ended December 31,		
	2023	2024	2025
Revenue growth rate (%)	N/A	355.0	253.0
Gross profit margin (%)	13.5	19.3	21.5
Gross profit growth rate (%)	N/A	551.8	293.5
Net loss margin (%)	(431.0)	(117.5)	(312.7)
Adjusted net loss margin (non-IFRS measure) (%)	(349.1)	(77.2)	(15.4)
Current ratio	0.2	0.3	0.3
Quick ratio	0.1	0.2	0.3

RISK FACTORS

We are a Specialist Technology Company seeking **[REDACTED]** on the Main Board of the Stock Exchange under Chapter 18C of the Listing Rules. 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 invest in our Shares. We have categorized these risks and uncertainties into: (i) risks relating to our general operations and industry, (ii) risks relating to the research and development and intellectual property rights, (iii) risks relating to our financial condition and need for additional capital, (iv) risks relating to doing business in the countries and regions where we operate, and (v) risks relating to the **[REDACTED]**. We believe the most significant risks we face include but are not limited to the following: (i) We have a limited operating history, which makes it difficult to evaluate our business and prospects, and our historical growth may not be indicative of our future performance; (ii) We have a limited track record in the commercialization of our products; (iii) The size of our addressable markets and the demand for our products may not increase as rapidly as we anticipate due to a variety of factors; (iv) failure to compete successfully against our competitors may adversely affect our results of operations; (v) Rapid technological changes and the emergence of alternative technologies or products could render our existing products less competitive or obsolete; (vi) Any failure to execute or adjust sales and marketing strategies effectively may materially and adversely affect our results of operations; (vii) We are subject to customer concentration risk; (viii) We may face supply chain risks as a result of our reliance on a limited number of suppliers and vendors; (ix) Increases in costs of the parts and components could adversely affect our results of operations; (x) We may be unable to attract, retain and motivate key individuals effectively; and (xi) We may face claims of intellectual property infringement or trade secret appropriation. For further details, see "Risk Factors."

LEGAL PROCEEDINGS AND COMPLIANCES

During the Track Record Period and up to the Latest Practicable Date, we had not been involved in any actual or pending legal, arbitration or administrative proceedings (including any bankruptcy or receivership proceedings) that we believe would have a material adverse effect on our business, results of operations, financial condition or reputation. In addition, we had not been involved in any material non-compliance incidents that have led to fines, enforcement actions, or other penalties that could, individually or in the aggregate, have a material adverse effect on our business during the Track Record Period and up to the Latest Practicable Date.

OUR CONTROLLING SHAREHOLDERS

As of the Latest Practicable Date, our Company was held as to (i) approximately 21.96% by Worang Zhonghe, which was controlled by Mr. Zhang, (ii) approximately 15.92% by Worang Zhongchuang, which was controlled by its general partner Juwuxian, a company wholly owned by Mr. Zhang, (iii) approximately 3.42% by Guyuan Investment, which was controlled by Juwuxian as its general partner and ultimately controlled by Mr. Zhang. The general partner of each of Zhongchuang No. 1, Zhongchuang No. 2 and Zhongchuang No. 3, which are limited partners of Worang Zhongchuang, is also Juwuxian. Therefore, Mr. Zhang was entitled to exercise a total of approximately 41.30% of the voting power at general meetings of our Company.

Immediately following the completion of the **[REDACTED]** (assuming the **[REDACTED]** is not exercised), Mr. Zhang will be entitled to exercise a total of **[REDACTED]**% of the voting power at general meetings of our Company. Upon **[REDACTED]**, Mr. Zhang, Worang Zhonghe, Worang Zhongchuang, Guyuan Investment, Zhongchuang No. 1, Zhongchuang No. 2 and Zhongchuang No. 3 and Juwuxian will together constitute a group of our Controlling Shareholders. See "Relationship with Our Controlling Shareholders" for further details.

PRE-[REDACTED] INVESTMENTS

We have undertaken several rounds of Pre-**[REDACTED]** Investments. For details of the background of our key Pre-**[REDACTED]** Investors and the principal terms of the Pre-**[REDACTED]** Investments, see "History, Development and Corporate Structure — Pre-**[REDACTED]** Investments."

[REDACTED] FOR [REDACTED] ON THE STOCK EXCHANGE

We have applied to the Stock Exchange for the granting of the **[REDACTED]** of, and the permission to **[REDACTED]** in, the H Shares in **[REDACTED]** and to be **[REDACTED]** pursuant to (i) the **[REDACTED]**, (ii) the exercise of the **[REDACTED]** and (iii) the Conversion of Unlisted Shares into H Shares on the basis that, among other things, we satisfy the requirements under Rule 18C.03 of the Listing Rules as a Commercial Company (as defined in the Listing Rules) with reference to our expected **[REDACTED]** at the time of **[REDACTED]**, which, based on the **[REDACTED]** of HK$**[REDACTED]**, exceeds HK$4 billion.

[REDACTED]

[REDACTED] EXPENSES

Our **[REDACTED]** expenses mainly include (i) **[REDACTED]**-related expenses, such as **[REDACTED]** fees and **[REDACTED]**, and (ii) non-**[REDACTED]**-related expenses, comprising professional fees paid to our legal advisors and Reporting Accountants for their services rendered in relation to the **[REDACTED]** and the **[REDACTED]**, and other fees and expenses. Assuming full payment of the **[REDACTED]** 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 HK$**[REDACTED]**, accounting for approximately **[REDACTED]**% of our gross **[REDACTED]**. Among such estimated total **[REDACTED]** expenses, we expect to pay **[REDACTED]**-related expenses of HK$**[REDACTED]**, professional fees for our legal advisors and Reporting Accountants of HK$**[REDACTED]** and other fees and expenses of HK$**[REDACTED]**. An estimated amount of HK$**[REDACTED]** for our **[REDACTED]**, accounting for approximately **[REDACTED]**% of our gross **[REDACTED]**, was or is expected to be expensed through the statement of profit or loss and the remaining amount of HK$**[REDACTED]** is

expected to be recognized directly as a deduction from equity upon the **[REDACTED]**. We recognized **[REDACTED]** expenses of RMB**[REDACTED]** in our consolidated financial statements during the Track Record Period.

FUTURE PLANS AND USE OF [REDACTED]

We estimate that we will receive net **[REDACTED]** from the **[REDACTED]** of approximately HK$**[REDACTED]**, after deducting **[REDACTED]**, fees and estimated expenses payable by us in connection with the **[REDACTED]**, assuming the **[REDACTED]** is not exercised and an **[REDACTED]** of HK$**[REDACTED]** per **[REDACTED]**, being the midpoint of the indicative **[REDACTED]** range stated in this document. For further details, see "Future Plans and Use of **[REDACTED]**." We intend to use the net **[REDACTED]** of the **[REDACTED]** for the following purposes:

- approximately **[REDACTED]**%, or HK$**[REDACTED]**, will be used to enhance our R&D capabilities in key robotics technologies. Specifically, we plan to use **[REDACTED]**% to optimize the performance of our robotic direct drive actuator modules by addressing core technological bottlenecks in high power density and high-efficiency motors, and **[REDACTED]**% to improve robot and modular assembly technology, including enhancing AI integration and deepening research on modular reconfiguration technology.
- approximately **[REDACTED]**%, or HK$**[REDACTED]**, will be used to deepen our collaboration with industry partners and broaden our sales network. Specifically, we plan to use **[REDACTED]**% to strengthen our sales and service capabilities in both domestic and overseas markets, and **[REDACTED]**% to strengthen collaboration across the robotics value chain by deepening engagement with downstream customers and upstream suppliers.
- approximately **[REDACTED]**%, or HK$**[REDACTED]**, will be used for improving our production capability and efficiency. Specifically, we plan to use **[REDACTED]**% to construct highly automated flexible production lines to enhance the mass production capabilities of our robotic actuator modules, and **[REDACTED]**% to optimize manufacturing processes by integrating Industrial Internet of Things ("**IIoT**") and data intelligence technologies.
- approximately **[REDACTED]**%, or HK$**[REDACTED]**, will be used for working capital and general corporate purposes.

DIVIDENDS

No dividend was paid or declared by our Company during the Track Record Period. We do not maintain a formal dividend policy or have a fixed dividend distribution ratio. Any future declarations and payments of dividends will be at the discretion of our Board and subject to our constitutional documents and applicable laws. As advised by our PRC Legal Adviser, we currently cannot pay dividends to our Shareholders as there are no distributable profits in view of our accumulated losses. Furthermore, in the future, we may not have sufficient or any distributable profit to enable us to make dividend distributions to our Shareholders, including in years in which we are profitable. For further details, see "Financial Information — Dividends."

RECENT DEVELOPMENTS AND NO MATERIAL ADVERSE CHANGE

From January 1, 2026 to May 31, 2026, the shipment volume of our robotic direct drive actuator modules and robots amounted to approximately 4.8 million units and 61 units, respectively. For further details, see "Business — Our Products — Our Product Portfolio — Our Product Categories

— Robots." Our Directors confirm that, up to the date of this document there has been no material adverse change in our financial or trading position or prospects since December 31, 2025, being the end date of the periods reported in the Accountants' Report set out in Appendix I, and there is no event since December 31, 2025 that would materially affect the information shown in the Accountants' Report set out in Appendix I. We expect to record a net loss in 2026, primarily due to share-based payment expenses and continued investment in research and development as we further expand our business operations, and **[REDACTED]**. We also expect our financial performance in 2026 to continue to be affected by non-cash changes in the carrying amount of our redemption liabilities.