An **[REDACTED]** *in our H Shares may involve significant risks. Potential* **[REDACTED]** *should read and consider carefully all the information set out in this document, and, in particular, should evaluate the following risks and uncertainties before deciding to make any* **[REDACTED]** *in our H Shares. Any of the risks and uncertainties listed below could have a material adverse effect on our business, results of operations, financial condition or on the* **[REDACTED]** *of our H Shares, and could cause you to lose all or part of your* **[REDACTED]**. *These factors are contingencies that may or may not occur, and we are not in a position to express a view on the likelihood of any such contingency occurring. The information given is as of the Latest Practicable Date unless otherwise stated, will not be updated after the date hereof, and is subject to the cautionary statements in "Forward-looking Statements."*

RISKS RELATING TO OUR GENERAL OPERATIONS AND INDUSTRY

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.

We have a limited operating history compared to some of our competitors. Since our establishment in 2020, our operations have focused on developing and commercializing our products, and we only recently began to generate commercial orders and shipments. As a result of our limited history, and particularly in light of the rapidly evolving nature of the global robot industry, especially the global consumer robotic actuator module industry and the global wheel-legged robot industry, it may be difficult to evaluate our current business and reliably predict our future performance. Our historical results may not provide a meaningful basis for evaluating our business, results of operations, financial condition, and we may encounter unforeseen expenses, difficulties, complications, delays and other factors, and may not be able to achieve promising results in future periods. If we cannot address these risks, our business and prospects will be materially and adversely affected.

We have a limited track record in the commercialization of our products.

We have a limited track record in the commercialization of our products. Since our establishment in 2020, we have gradually advanced the commercialization of our two core business segments, namely, the robotic actuator module business and robot business. However, our ability to successfully commercialize our future products may involve additional risks and uncertainties. In particular, the commercialization of new products requires additional resources. The success of our sales and marketing efforts depends on our ability to attract, motivate and retain qualified employees who have, among other things, adequate and relevant technological and commercial expertise. There can be no assurance that the sales results of our products will meet our expectation, that third parties will purchase and deploy our products in their products and applications, or that we will be able to fully maintain quality control over our products, which would materially and adversely affect the commercialization of our products.

The size of our addressable markets and the demand for our products may not increase as rapidly.

Our products and underlying technologies are applied to the engineering/development of robots and automated systems. We are pursuing opportunities in markets that are undergoing rapid changes with uncertain timing and scale. For more details, see "Industry Overview — Analysis of Market Challenges, Threats and Entry Barriers." This document contains estimates concerning our industries that involve assumptions and limitations subject to significant uncertainty. Similarly, our internal estimates are based on assumptions which may not be correct or may change. If third-party or internally generated data prove to be inaccurate or we make errors in our assumptions, the addressable markets for our products may be smaller than we have estimated, our future growth opportunities and sales growth may be smaller than we estimate, and our business, results of operations and financial condition may be materially and adversely affected.

Failure to compete successfully against our competitors may adversely affect our results of operations.

The markets in which we operate, including the global consumer robotic actuator module industry and global wheel-legged robot industry, are competitive and rapidly evolving. According to Frost & Sullivan, the major players in China's robotic actuator module market are traditional actuator module companies. The top five players accounted for approximately 45% of the market share in terms of revenue while the rest of the market remains highly fragmented. We primarily compete with established robotic actuator module providers and robot providers. If we compete with players that have a longer operating history, or if we do not maintain financial resources, leading technological capabilities and a broader customer base, we may not be able to respond to new or changing opportunities, technologies, regulatory requirements or customer demand. We may also face competition from new entrants, who may offer competing product. Increased competition could result in lower sales volume, price reductions, shrinking profit margins or loss of market share. We may be required to make substantial additional investments in R&D, sales and marketing, talent recruitment and retention, and acquisition of technologies complementary to, or necessary for, our current and future products in order to respond to such competitive threats, and we cannot assure you that such investments will be effective. If we are unable to compete successfully, our business, results of operations and financial condition may be materially and adversely affected.

Rapid technological changes and the emergence of alternative technologies or products could render our existing products less competitive or obsolete.

We operate in the global robot industry, especially the global consumer robotic actuator module industry and the global wheel-legged robot industry, which are characterized by rapid technological changes, evolving customer needs, and continuous product innovations. We develop our core technologies around three integrated technology pillars, including (i) robotic actuator module technology, (ii) wheel-legged robot technology, and (iii) modular reconfiguration technology. For more details, see "Business — Our Core Technologies." Our core products rely on the advancement and stability of the underlying technologies, technology updates, changes in industry standards and customer application requirements, may render our existing products less competitive or even obsolete. Any failure by us to continue to develop new or enhanced technologies or cost-effective products could result in reduced competitiveness, fewer market expansion opportunities, decreased revenue, loss of talent and loss of market share. As a result, our business, results of operations and financial condition may be materially and adversely affected.

Any failure to execute or adjust sales and marketing strategies effectively may adversely affect our results of operations.

Our ability to grow our revenue and achieve profitability depends on our ability to execute effective sales and marketing strategies for our products, and to adapt those strategies as market conditions evolve. We primarily sell to a limited number of downstream enterprise customers and other professional users, and our products typically require technical qualification, integration and validation before volume adoption. To succeed, we must be able to (i) identify and target the right application scenarios, (ii) communicate and prove the performance, cost and reliability advantages of our products in comparison with alternative approaches, and (iii) convert initial engineering engagements and pilot programs into repeat, scaled purchase orders. However, we may not be able to attract, train, motivate and retain personnel with the required expertise. In addition, if we fail to reposition our products, adjust pricing, expand into new geographies or customer segments, or reallocate focus among application scenarios, our sales pipeline could slow, our conversion of pilot projects into production orders could fall short of expectations, and our business, financial condition and results of operations could be materially and adversely affected.

We are subject to customer concentration risk.

In each year during the Track Record Period, the aggregate revenue generated from our five largest customers was RMB11.7 million, RMB66.5 million and RMB241.4 million, respectively, accounting for 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 was RMB3.9 million, RMB49.5 million and RMB120.5 million, accounting for 22.3%, 62.1% and 42.8% of our total revenue in the same periods, respectively. For details, see "Business — Our Customers." As a result, we may be subject to concentration risks related to these major customers. If any of our major customers substantially reduce their demand for our products, delay their payments or terminate our business relationship, our business, financial condition and results of operation will be adversely affected.

We may face supply chain risks as a result of our reliance on a limited number of suppliers and vendors for certain components, equipment and services.

Many suppliers and vendors provide parts, components, equipment and services that are used in our business. For certain parts, components, equipment and services, we rely on a limited number of suppliers and vendors. In each year during the Track Record Period, our purchases from our five largest suppliers were RMB9.8 million, RMB26.5 million and RMB79.1 million, respectively, 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, our purchases from our largest supplier were RMB3.8 million, RMB6.9 million and RMB20.8 million, respectively, representing 14.0%, 9.6% and 10.6% of our total purchases in the same periods, respectively. The stability of operations and business strategies of our suppliers are beyond our control, and we cannot assure you that we will be able to secure a stable relationship with such suppliers. Identifying and qualifying alternative or additional suppliers and vendors is often a lengthy process. The inability of suppliers or vendors to deliver necessary products or services can disrupt our production processes.

Increases in costs of the parts and components could adversely affect our results of operations.

Significant changes in the markets in which we purchase parts, components and other supplies for product production may adversely affect our profitability. In 2023, 2024 and 2025, our cost of sales amounted to RMB15.2 million, RMB64.4 million and RMB221.1 million, respectively. Competitive and market pressures may limit our ability to recover increases in costs through increases in prices we charge to our customers. The inability to pass on price increases to our customers when part or component prices increase rapidly or are significantly higher than historical levels would adversely affect our business, results of operations and financial condition.

We may be unable to attract, retain and motivate key individuals.

Attracting and retaining key individuals is critical to our business. The competition for highly skilled employees in our industry is intense. Our management and senior leadership team have significant industry experience. Changes in our management team may occur from time to time, and we cannot predict whether significant resignations will occur or whether we will be able to recruit qualified replacement. In addition, if our share-based compensation or other compensation programs cease to be viewed as competitive, our ability to attract, retain and motivate key individuals would be weakened, which would in turn materially and adversely affect our business, results of operations and financial condition.

Our brand, reputation and customer relationships may be harmed by product defects, product liability claims, or failure to provide adequate maintenance and support services.

Negative publicity about our products, brand, Directors, employees, whether warranted or not, including allegations arising from product defects, customer disputes or matters beyond our control may adversely affect our brand, reputation and business. Our products and systems may contain errors, defects, security vulnerabilities or software issues that are difficult to detect and correct or after our products have been commercialized and integrated by our customers into their end products. Any such defects or performance issues could result in product recalls, repair or replacement costs, revenue loss, delays in market acceptance, or claims for compensation from customers or other parties. We may also become subject to product liability claims or other legal proceedings, which could be time-consuming, costly and may expose us to damages or other liabilities. In addition, we provide warranty coverage and maintenance and technical support services for our products. As our customer base expands, we may be unable to recruit or retain sufficient qualified support personnel or scale our support capabilities effectively, which may materially and adversely affect our business, results of operations and financial condition.

Acquisitions, investments or strategic alliances may fail and materially and adversely affect our reputation, business and results of operations.

We may enter into strategic alliances with third parties. Strategic alliances could subject us to risks associated with sharing proprietary information, non-performance by the counterparty, and expenses, any of which may materially and adversely affect our business. Future acquisitions and the subsequent integration of new assets, technologies and businesses would require significant attention from our management and could result in a diversion of resources from our existing businesses. Acquired assets, technologies or businesses may not generate the financial or operating results we expect. In addition, acquisitions could result in the use of substantial amounts of cash, dilutive issuances of equity securities, incurrence of debt, significant goodwill impairment charges, amortization expenses for other intangible assets and exposure to potential unknown liabilities of the acquired business.

Our overseas expansion and exposure to global macroeconomic and force majeure risks may adversely affect our operations and strategy.

Our sales network consists of direct sales and distributors that reach customers in multiple countries and regions globally. In 2023 and 2024, and 2025, revenue from overseas markets was RMB1.2 million, RMB26.0 thousand and RMB1.8 million, representing 6.9%, 0.03% and 0.6% of our total revenue for the same years, respectively. Overseas markets may continue to require investment in the future, which could strain our resources, adversely affect our performance, and add more complexity to our operations. If any of our overseas operations, or our associates, agents or distributors, violate laws in the relevant jurisdictions, we could become subject to sanctions or other penalties. In addition, natural disasters, the outbreak of a widespread health epidemic or any severe epidemic disease, acts of war, terrorism or other force majeure events beyond our control may disrupt our research and development, manufacturing and commercialization activities and business operations, all of which could adversely affect our business, results of operations, financial condition and prospects.

We may be subject to the risks associated with international trade policies, geopolitics and trade protection measures, including imposition of trade restrictions and sanctions.

We export and sell our products to customers in multiple countries and regions. Many of these products may be subject to import tariffs, duties, customs requirements, export and re-export controls, technology restrictions, sanctions regimes and other trade measures. Such measures can increase our costs, limit or delay our ability to ship products or obtain components, reduce demand for our products, or require us to adjust pricing, which could make our products less competitive and adversely affect our margins.

Meanwhile, we are subject to the risk that we, our employees or any third parties that we engage to do work on our behalf in certain countries may take action determined to be in violation of anti-corruption laws in any jurisdiction in which we conduct business, including the U.S. Foreign Corrupt Practices Act (the "**FCPA**"). Any violation of the FCPA or any similar anti-corruption law or regulation could result in substantial fines, sanctions, civil and/or criminal penalties and curtailment of operations in certain jurisdictions and might adversely affect our reputation, business, results of operations and financial condition. 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 (the "**Entity List**").The export, re-export and/or transfer (in-country) of items subject to the EAR to a listed foreign person is generally prohibited unless the specified license requirements are met. These restrictions or regulations, and similar or more expansive restrictions or regulations that may be imposed by the U.S. or other jurisdictions in the future, may materially and adversely affect our ability to acquire technologies, systems, devices or components that may be critical to our technology infrastructure, product offerings and business operations. In addition, on August 9, 2023, the Biden Administration issued the Executive Order on Addressing United States Investments in Certain National Security Technologies and Products in Countries of Concern granting the U.S. government the authority to establish and enforce an outbound investment screening regime. On October 28, 2024, the U.S. Department of the Treasury (the "**Department of Treasury**") issued the Provisions Pertaining to U.S. Investments in Certain National Security Technologies and Products in Countries of Concern (the "**Final Rule**") to implement the Executive Order of August 9, 2023. The Final Rule became effective on January 2, 2025. The Final Rule applies to investments by U.S. persons as to "covered transactions" involving "covered foreign person" associated with a "country of concern" in "covered activities" in three sectors pertaining to national security technologies and products: (1) semiconductors and microelectronics, (2) quantum information technologies and (3) artificial intelligence. For further details, see "Regulatory Overview - Final Rule by the U.S. Department of the Treasury."

As we design and develop robotics technology to support reinforced motion control and decision making for robots, with the aim of expanding their overall mobility and operational versatility, enabling the broad adoption of robots across diverse industries, based on the legal advice of our legal advisor as to U.S. Foreign investment law, our Directors are of the view that we are a "Covered Foreign Person" within the artificial intelligence sector that fall within the scope of "notifiable transactions." While the **[REDACTED]** of our H Shares is not a prohibited transaction under the Final Rule, U.S. persons would be subject to notification requirements to the Department of Treasury if they participate in the **[REDACTED]** prior to the **[REDACTED]**, which may increase the compliance burden of U.S. **[REDACTED]** and may cause certain U.S. **[REDACTED]** to adopt a more cautious approach in their **[REDACTED]**, affecting the **[REDACTED]** sentiment towards us, and therefore our ability to raise capital from U.S. **[REDACTED]** may be negatively affected. In addition, as the relevant laws, regulations, and policies continue to evolve, and we cannot rule out potential amendments to the Final Rule that further restrict U.S. person investment. **[REDACTED]**, including those that are U.S. persons or are subsidiaries of U.S. persons, should consult their legal counsel regarding any potential compliance obligations in relation to their **[REDACTED]** in us. The rules and regulations regarding U.S. outbound investment may be subject to further development. For example, President Donald Trump issued America First Investment Policy on February 21, 2025 to, among others, direct the U.S. Secretary of the Treasury to consider expanding restrictions on outbound investment to China into new sectors, as well as expanding coverage over more types of transactions. The memorandum also contemplates potential restrictions on investments in publicly traded securities by pension funds, university endowments and other limited partner investors. The memorandum does not change existing law or regulations. However, depending on how such policy is implemented, it may have a significant impact on how the U.S. government regulates U.S. outbound investments in China. U.S. investors seeking to invest in China may face expanded investment restrictions, which may negatively impact our ability to raise capital from U.S. **[REDACTED]**.

We use distributors to market and sell our products. If distributors are not able to operate successfully or we fail to maintain good relationships with such distributors, our business, financial condition and results of operations could be materially and adversely affected.

As of December 31, 2023, 2024, and 2025, there were five, 15 and 13 distributors in our distribution network, respectively. During the Track Record Period, our revenues attributable to distributors were RMB0.5 million, RMB1.3 million and RMB0.9 million, respectively. If the sales volumes of our products to distributors are not maintained at a satisfactory level, or if distribution orders fail to track end customers' demand, our distributors may not place new orders for products from us or they may reduce the quantity of their usual orders. There is no assurance that our distributors will comply with the terms of our distribution agreements or that we will be able to detect any non-compliance with the distribution agreements by any of our distributors. In addition, if we fail to maintain our relationships with a majority of distributors, or our distributors fail to operate successfully, our business, results of operations and financial condition will be adversely affected.

We are required to obtain, maintain or make certain approvals, licenses, permits and filings in jurisdictions where we operate, and failure to do so could materially and adversely affect our business.

We are required to obtain, maintain or make the requisite approvals, licenses, permits and filings for our business in China and other jurisdictions where we operate our business. During the Track Record Period, we did not obtain construction permits or make required filings for certain construction and renovation projects in a timely manner. The potential maximum penalty in respect of fines that we may be exposed to due to the lack of construction permits or filings amounted to approximately RMB27 thousand. Any failure to obtain, maintain or make any approvals, licenses, permits and filings necessary for our operations and construction of our facilities, may result in enforcement actions, including orders issued by the relevant regulatory authorities ceasing our operations, and may include corrective measures requiring capital expenditure or remedial actions.

We cannot guarantee that our growth strategies will be successfully implemented or bring about outcomes as we expected.

We continue to execute a number of strategies to expand our business. See "Business — Our Strategies" and "Future Plans and Use of **[REDACTED]**." However, expanding our business involves risks and challenges. These business initiatives are new and evolving, some of which may prove unsuccessful. It may also take a longer time than expected for us to develop the technologies and build market acceptance of our products, and we may not have sufficient experience in executing these new business initiatives effectively. We cannot assure you that our growth strategies will achieve expected results. If we fail to successfully commercialize our products and convert customer interest and pilot projects into repeat, scaled purchase orders, our business, results of operations and financial condition may be materially and adversely affected.

We collaborated with certain academic institutions for joint R&D projects and other initiatives, and the termination of such collaboration may adversely affect our technological development.

We have entered into, and expect to continue to enter into, partnerships with certain academic institutions, research laboratories and commercial partners for joint research and development projects and other initiatives. There can be no assurance that these partners will continue to collaborate with us at all. We also cannot assure you that we will be able to establish new partner relationships, or extend existing relationships with these partners when our agreements with them expire. Furthermore, certain of our agreements with these partners may be terminated on short notice or prior to their specified termination dates, and such partners may alter the contract terms previously agreed between us, and they are under no obligation to continue our collaboration or to provide us with continued access to resources. If we are unable to maintain our relationships with our key partners, our operations and development progress could be materially and adversely affected.

Any unexpected disruption at our production facilities could materially and adversely affect our business, results of operations and financial condition.

In the event of natural disaster, political events, extended outage of critical utilities or transportation systems, or other disruptions that limit or disrupt our ability to operate our production facilities, we may experience substantial losses, including loss of revenue from disrupted production. We may also need to incur substantial additional expenses, exceeding our insurance coverage to repair or replace any damaged equipment or facility. In addition, our ability to manufacture and supply products and our ability to meet our delivery obligations to our customers would be significantly disrupted, which could have a material and adverse effect on our business, results of operations and financial condition.

Our insurance coverage may be insufficient to protect us from the liabilities we may incur or cover all of our potential losses.

We maintain various insurance policies based on our operational needs and industry standards during our course of business. During the Track Record Period and up to the Latest Practicable Date, we did not have any material insurance claim. For more details, see "Business — Insurance." We cannot assure you that our insurance coverage is sufficient to prevent us from any loss or that we will be able to successfully claim our losses under our current insurance policies on a timely basis, or at all. If we incur any loss that is not covered by our insurance policies, or the amount of compensation is significantly less than our actual loss, our business, financial condition and results of operations may be materially and adversely affected.

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

We may be involved in legal proceedings and commercial or contractual disputes in the ordinary course of our business in China and other jurisdictions where we operate or sell our products and systems. We cannot assure you that we will not be involved in various legal and other disputes, whether as plaintiff or defendant, including claims relating to business matters, which may expose us to additional risks and losses. We may have to pay legal costs associated with such disputes. Litigation and other disputes may result in damage to our reputation, additional operating costs and diversion of resources and management's attention from our core business. The disruption of our business due to judgment, arbitration and legal proceedings against us or adverse adjudications in proceedings against our Directors, senior management or key employees may materially and adversely affect our reputation, business, results of operations and financial condition. As of the Latest Practicable Date, due to the potential legal dispute with a former employee, the equity in our Company valued at approximately RMB430,673 held by Worang Zhongchuang has been frozen. In addition, we enter into agreements with certain customers that include detailed technical, intellectual property, confidentiality and other performance obligations. If we are alleged to have failed to perform or fully comply with these obligations, any claims, penalties or termination arising from such situations could adversely affect our business relationships with such customers, expose us to financial liabilities and negatively impact our financial condition.

We may be subject to risks relating to labor laws and regulations, which may materially and adversely affect our business, results of operations and financial condition.

We are subject to labor laws and regulations in the PRC, including requirements to participate in various employee benefit plans such as social insurance, housing provident funds and other welfare payment obligations. Under PRC laws and regulations, employers are required to make adequate contributions to social insurance and the housing provident fund for eligible employees, and failure to do so may subject employers to orders for rectification, late payment surcharges and fines. We may not have been in full compliance with, and may in the future be found not to have been in full compliance with labor laws and regulations, including full contributions to social insurance or the housing provident fund for certain employees. An employer that has not made social insurance contributions at such rate and based on such amount as prescribed by the law may be ordered to rectify the non-compliance and pay the required contributions within a stipulated timeframe, and failure to fulfill the outstanding contributions and a late payment fee within the stipulated timeframe may result in fines ranging from one to three times the amount in arrears. In the event that we fail to pay the housing provident fund in full amount, the housing provident fund administrative center will order us to pay the amount within a prescribed time limit. If we fail to do so upon the expiration of the above-mentioned time limit, further application will be made to the court for compulsory enforcement. During the Track Record Period and up to the Latest Practicable Date, we had not received any notice for payment of social insurance premium and housing provident funds, or administrative penalty arising from social insurance and housing provident fund contributions from the competent authorities. The potential maximum penalty in respect of fines that we may be exposed to due to shortfalls in social insurance contributions during the Track Record Period would account for approximately 27.3%, 9.3% and 3.3% of our revenue in 2023, 2024 and 2025, respectively, while the maximum potential enforcement amount arising from shortfalls in housing provident fund contributions during the Track Record Period would account for approximately 1.0%, 0.4% and 0.2% of our revenue in the same periods, respectively. However, the competent government authorities may require us to settle the outstanding amount within the specified time limit or impose late payment penalties on us, or any of our employees may make complaints or demand for payment for any outstanding contribution. Under PRC laws and regulations, the number of dispatched contract workers hired by an employer shall not exceed 10% of the total number of its employees (including both directly hired employees and dispatched contract workers). Any failure by us to comply with the PRC regulations on labor dispatch may subject us to administrative penalties or other disciplinary actions, which could have a material adverse effect on our business operations. For further details, see "Business — Non-Compliance."

We lease properties in various places as premises primarily for our office spaces. Any non-renewal of leases, substantial increase in rent, or any third-party or government challenge to our leasehold interest may affect our business and financial performance.

As of the Latest Practicable Date, we leased 14 properties in China, primarily used as our offices, R&D centers and production base. We cannot assure you that we would be able to renew the relevant lease agreements without substantial additional costs, or at all. We may not be able to renew our leases, in which case we will have to close or relocate our business. Such relocation may materially and adversely affect our business, financial condition and results of operations. Under the applicable PRC laws and regulations, property lease agreements are required to be registered with the relevant competent authorities in the PRC. As of the Latest Practicable Date, our lease agreements had not been registered, primarily because certain lessors had not completed the registration formalities. However, the relevant government authorities may impose a fine ranging from RMB1,000 to RMB10,000 on each lease agreement that is not registered and filed within the prescribed timeframe. In the event that any fine is imposed on us for our failure to register our lease agreements, we may not be able to recover such losses from the lessors. The aggregate amount of maximum fine will be approximately RMB0.1 million. As of the Latest Practicable Date, we had not received real estate ownership certificates or proof of authorizations from the lessor or the property owner for one of our leased properties in China, with a GFA of approximately five sq. m. During the Track Record Period and up to the Latest Practicable Date, we were not aware of any challenges initiated by third parties against our use of this property. However, we cannot assure you that our right to continue using this leased property will not be challenged in the future. If third parties challenge our right to use the leased property, we may not be able to protect our leasehold interest and may be ordered to vacate the affected premises, which could adversely affect our business and results of operations.

RISKS RELATING TO THE RESEARCH AND DEVELOPMENT AND INTELLECTUAL PROPERTY RIGHTS

If we are unable to develop and introduce new products, our future business would be materially and adversely affected.

Our future business depend on our ability to develop and introduce new and enhanced products that incorporate the latest technological advancements. We may encounter unexpected technical and production challenges or delays in completing the development of new and enhanced products and/or ramping up production in a cost-efficient manner. Successful product development and upgrades require substantial R&D investment together with innovative design, continuous technology enhancement, swift competitive response, and rapid adaptation to changing customer and market needs. If we are unable to complete the development of new and enhanced products and/or technologies without delay or at all, we may not be able to satisfy our customers' demand or achieve broader market acceptance of our products, and our business, results of operations, financial condition and competitive position could be materially and adversely affected.

We have been investing, and intend to continue to invest, heavily in research and development, which may adversely affect our profitability and operating cash flow and may not generate the results we expect.

Our research and development expenses were RMB39.0 million, RMB42.9 million and RMB55.4 million in 2023, 2024 and 2025, respectively. The markets for our products, and the underlying direct drive, motion control, wheel-legged robot, and modular reconfiguration technologies, are subject to rapid technological change and continue to evolve quickly. We need to invest significant resources in research and development to make technological advances in order to maintain the competitiveness of our products or expand our product offerings. However, we cannot guarantee that our efforts will achieve anticipated outcomes. The outcomes of research and development activities are inherently uncertain and the successful outcomes may still encounter practical difficulties when incorporated into the commercialization of our products. New technologies could render our existing technologies and/or products or technologies and/or products we are developing obsolete or unattractive, thereby rendering us unable to recover research and development costs, which could materially and adversely affect our business, results of operations and financial condition.

We may not be able to obtain, maintain, enforce or effectively protect our intellectual property rights.

Our success depends on our ability to obtain, maintain and enforce intellectual property rights to protect our proprietary technologies and products. As of the Latest Practicable Date, we had 321 registered patents and 163 pending patent applications. See "Business — Intellectual Property." The patent application process may be expensive and time-consuming, and we may not be able to file, prosecute or maintain all necessary patent applications at a reasonable cost or in a timely manner. We may fail to identify patentable aspects of our research and development outputs, which could limit our ability to prevent competitors from developing competing products. Patents may be invalidated, and patent applications may not be granted. Patents that are granted may not provide meaningful protection or competitive advantage, and may be challenged, interpreted narrowly, amended, revoked or held unenforceable by the courts or competent authorities in China and/or other jurisdictions. Competitors may also develop alternative technologies that do not infringe our patents.

In addition, under certain development, customization and supply arrangements with customers, we may be required to grant rights to use or further develop technologies, designs or know-how generated through collaboration, or may be restricted from applying similar technologies for ourselves or for other customers. Such arrangements may limit our ability to retain exclusive control over certain intellectual property or commercialize related technologies.

We may face claims of intellectual property infringement or trade secret misappropriation.

Our competitors or other third parties may initiate legal proceedings alleging that we are infringing upon, misappropriating or otherwise violating their intellectual property rights in connection with the design, development, commercialization or distribution of our products. We cannot assure you that our operations will not infringe patents, copyrights, trademarks or other intellectual property rights held by third parties. We may face claims for indemnification arising from alleged infringement, and there may be intellectual property registrations or applications that could give rise to infringement claims. Companies in the global robotic actuator module and global robot industry may use intellectual property litigation as a competitive strategy. Intellectual property disputes involve complex legal and factual determinations, and outcomes are uncertain. Any claims of infringement, regardless of their merit, could be expensive and time-consuming to defend, divert management attention, result in substantial damages, fines or penalties, require us to obtain licenses or pay royalties, require us to redesign, reengineer, rebrand or discontinue selling affected products, or result in customers terminating, deferring or limiting purchases. If we fail to successfully defend against such claims or do not prevail in such proceedings, we may be prohibited from using certain intellectual property rights or ordered to cease certain operations, which could materially and adversely affect our business, financial condition and results of operations.

In addition to patents, we rely on trade secrets, including unpatented know-how and proprietary information, and we seek to protect them through confidentiality, non-disclosure and non-compete agreements and employment agreements providing for assignment of inventions. Nevertheless, employees, business partners or other third parties may use or disclose our trade secrets without authorization, and competitors may gain access to such information. Trade secrets are difficult to protect, and enforcing claims relating to misappropriation is expensive, time-consuming and uncertain. We may also be subject to claims that we, our employees or our business partners have wrongfully used or disclosed trade secrets owned by others. If we fail to prosecute or defend such claims successfully, we may be required to pay monetary damages, lose valuable intellectual property rights or suffer other adverse consequences.

RISKS RELATING TO OUR FINANCIAL CONDITION AND NEED FOR ADDITIONAL CAPITAL

We may not be able to obtain additional capital when desired on favorable terms or at all.

Our future capital requirements will depend on technological advancements, market acceptance of our products and enhancements, overall sales volumes, research and development and sales and marketing expenses, general economic conditions such as inflation, rising interest rates and international conflicts. If our capital requirements are materially different from those currently planned, we may need additional capital sooner than anticipated. Additional financing may not be available on favorable terms, on a timely basis, or at all. If adequate funds are not available or are not available on acceptable terms, we may be unable to continue our operations as planned, develop or enhance our products, expand our sales and marketing workforce, take advantage of future opportunities or respond to competitive pressures.

We have incurred net losses, net deficits, net current liabilities, and operating cash outflows during the Track Record Period, and expect significant research and development expenses and capital expenditures, which may adversely affect our liquidity, cash flow and ability to achieve or maintain profitability.

Since our inception, we have incurred net losses. We recorded net losses of RMB75.6 million, RMB93.7 million and RMB881.0 million in 2023, 2024 and 2025, respectively. In addition, we recorded a total deficit of RMB120.4 million, RMB198.6 million and RMB1,019.4 million, respectively. We may continue to incur net losses or recognize net deficit in the short term as we expand our business and continue to invest in R&D. We may not be able to achieve or maintain profitability in the near future. Accordingly, you should not rely on the revenues of any prior period as an indication of our future performance. Our costs and expenses may continue to increase as we expand our operations, invest in research and development and incur additional expenses associated with being a public company. If we are unable to generate adequate revenues and manage our expenses, we may continue to incur significant losses.

We also recorded net current liabilities of RMB131.6 million, RMB199.6 million and RMB1,044.4 million as of December 31, 2023, 2024 and 2025, respectively. Our net current liabilities position may expose us to liquidity risks. If we do not maintain sufficient working capital, we may need to resort to additional external funding, and our inability to obtain such funding may force us to abandon or delay our expansion plans. We recorded net cash used in operating activities of RMB53.0 million, RMB66.7 million and RMB69.6 million in 2023, 2024 and 2025, respectively. We cannot assure you that we will generate positive cash flows from operating activities. If we continue to record net operating cash outflows in the future, our working capital may be constrained. Our future liquidity primarily depends on our ability to maintain adequate cash inflows from operating activities and obtain external financing, which may not be available on favorable terms or at all. If we fail to obtain sufficient funding, we may default on payment obligations and may not be able to expand our business, which could adversely affect our business, results of operations and financial condition.

We expect to incur significant research and development expenses and capital expenditures for our business operations and expansion plans. Our research and development expenses were RMB39.0 million, RMB42.9 million and RMB55.4 million in 2023, 2024 and 2025, respectively. See "Financial Information — Results of Operations — Research and Development Expenses." Our capital expenditure was RMB8.2 million, RMB5.0 million and RMB16.4 million in 2023, 2024 and 2025, respectively. See "Financial Information — Capital Expenditures." We expect to incur further capital expenditures for research and development of future products, acquisition of equipment and purchase of intangible assets. Such significant expenditures involve inherent risks as our investments may not succeed or generate expected benefits, which could materially affect our profitability.

We may be exposed to liquidity risk due to our cash conversion cycle.

Our cash conversion cycle, calculated by adding inventory turnover days and trade and bills receivables turnover days and subtracting trade payables turnover days, was 233 days, 95 days and 44 days in 2023, 2024 and 2025, respectively. The improvement was primarily driven by a decrease in our inventory turnover days from 221 days in 2023 to 47 days in 2025 and a decrease in our trade and bills receivables turnover days from 131 days in 2023 to 77 days in 2025, as our business transitioned from early-stage commercialization to large-scale commercial operations. However, there is no assurance that such improvement will continue. For further details, see "Financial Information — Selected Balance Sheet Items." A deterioration in our cash conversion cycle due to slower inventory turnover, delayed customer payments or shortened supplier credit terms could increase our working capital requirements and our reliance on external financing to support our operations. If we are unable to manage our inventory levels and receivables collection efficiently or to secure adequate financing on acceptable terms, our liquidity position may be adversely affected, which could in turn materially and adversely affect our business, financial condition and results of operations.

We are exposed to credit risk, inventory management risk and contractual performance risks, which would adversely affect our financial condition.

We are exposed to credit risk related to delay in payment and defaults of our customers, distributors or related parties. As of December 31, 2023, 2024 and 2025, we had trade and bills receivables of RMB9.1 million, RMB40.8 million and RMB79.4 million, respectively. See "Financial Information — Selected Balance Sheet Items — Trade and Bills Receivables." We may not be able to collect all such trade and bills receivables due to long payment cycle of certain customers, adverse operating condition or financial condition of customers, and distributors' inability to pay. If our customers and/or distributors delay or default in their payments to us, we may have to make impairment provisions and write-off the relevant receivables, and our liquidity and financial condition would be adversely affected. We had inventories of RMB13.8 million, RMB26.2 million and RMB32.1 million as of December 31, 2023, 2024 and 2025, respectively. In 2023, 2024 and 2025, our inventory turnover days were 221, 112 and 47 days, respectively. In the same periods, we had write-downs of inventories of RMB2.9 million, RMB1.6 million and RMB1.4 million, respectively. Our inventory may become slow-moving or obsolete in a relatively short period of time, particularly if customer specifications change or next-generation products are introduced. Any mismanagement of inventory could lead to increased write-downs, which may materially and adversely affect our business, results of operations and financial condition.

Our contract liabilities primarily represent advance consideration received from our customers before we transfer the related goods or services. Our contract liabilities were RMB0.3 million, RMB0.6 million and RMB1.8 million as of December 31, 2023, 2024 and 2025, respectively. See "Financial Information — Selected Balance Sheet Items — Contract Liabilities." If we fail to fulfill our obligations with respect to our contract liabilities, we may not be able to convert such contract liabilities into revenue as expected and our customers may request not to prepay us in the future. Any of these circumstances could materially and adversely affect our business, results of operations, cash flow and liquidity condition.

We have granted, and may continue to grant, share-based awards, which may further increase our share-based payments expenses, adversely affect our financial performance, and dilute existing Shareholders' stake.

We recorded share-based payments expenses of RMB2.0 million, RMB15.4 million and RMB58.8 million in 2023, 2024 and 2025, respectively. We believe such share-based awards are important to our ability to attract, retain and motivate our key individuals, and we may continue to grant share-based awards in the future. As a result, our share-based payment expenses may increase, which may adversely affect our financial performance, and dilute existing Shareholders' stake.

RISKS RELATING TO DOING BUSINESS IN THE COUNTRIES AND REGIONS WHERE WE OPERATE

Changes in the economic, political, social conditions or government policies in the countries and regions where we operate could have a material and adverse effect on our business, financial condition and results of operations.

The global economic, political and social conditions are evolving rapidly and are subject to uncertainties. Sanctions and export control measures may be adopted, expanded or modified by various jurisdictions from time to time, and may affect the cross-border supply, sale, transfer or use of certain technologies, software, components or equipment. We may be exposed to compliance, cost or disruption risks if our products, systems, technologies, suppliers, distributors or customers become directly or indirectly subject to such measures. We could be required to incur additional costs to comply with evolving regulations and export control requirements and could face penalties for any violation.

We are headquartered in Beijing, China and most of our operations are conducted in China. The PRC government at the national and local levels has implemented, and may continue to introduce, industrial, tax, technology, labor, data security and other regulatory policies that affect advanced manufacturing, robotics, automation, artificial intelligence and related industries. Our business, financial condition and results of operations may be affected by changes in these policies, including policies relating to funding support, localization, procurement preferences, export controls, labor and social security compliance, environmental and safety standards, and other regulatory requirements.

We may be subject to the administrative approval, filing or other additional requirements of government authorities of the countries or regions where we operate in respect of overseas [REDACTED] and future capital raising activities.

As the PRC laws and regulations in relation to overseas issuance and listing of shares change, we may be required to file with or report to CSRC or other PRC regulatory authorities for our future capital raising activities. See "Regulatory Overview — Regulations Relating to Overseas Securities Offering" for further information. Any failure or perceived failure to make filings, make reports or comply with applicable laws and regulations could materially and adversely affect our future capital raising activities.

On February 24, 2023, the CSRC, the MOF, the National Administration of State Secrets Protection of China, and the National Archives Administration of China jointly published the Provisions on Strengthening Confidentiality and Archives Administration of Overseas Securities Offering and Listing by Domestic Companies (《關於加強境內企業境外發行證券和上市相關保密和檔案管理工作的規定》) (the "Archives Rules"), which came into effect on March 31, 2023. Any failure to comply with Archives Rules may materially affect our business, results of operations or financial conditions.

In addition, if the CSRC or other PRC regulatory authorities promulgate new rules or explanations imposing further requirements that we obtain their approvals or complete the required filing or other regulatory procedures for this **[REDACTED]** or future capital raising activities, there can be no assurance that we will be able to obtain a waiver of such approval requirements, if and when procedures are established to obtain such a waiver. Any unforeseen situations or negative publicity regarding such approval, filing or other requirements could materially and adversely affect our business, prospects, financial condition and the price of our Shares.

You should assess the legal protections you are entitled to under the legal systems in the countries and regions where we operate.

We are subject to the applicable laws and regulations of the countries and regions where we operate. We cannot assure you that we can predict the effect of future legal developments in countries and regions where we operate, including the promulgation of new laws or regulations and changes in current effective laws or regulations. In addition, time-consuming legal proceedings may incur significant costs, divert our resources, and negatively affect our management's attention on strategic planning and execution, which may materially and adversely impact our operational efficiency and overall business performance.

You may experience difficulties in effecting service of legal process or enforcing foreign judgments against us and our Directors and management.

We are a company incorporated under the laws of the PRC and almost all of our assets and subsidiaries, the majority of our Directors and senior management, and their assets located within the PRC. As a result, it may not be possible for you to directly effect service of process upon us or such Directors or senior management who reside in China, including with respect to matters arising under U.S. federal securities laws or applicable state securities laws. Pursuant to Arrangements for Reciprocal Recognition and Enforcement of Judgments in Civil and Commercial Cases between Courts of the Mainland and Hong Kong Special Administrative Region (《關於內地與香港特別行政區法院相互認可和執行民商事案件判決的安排》) effective on January 29, 2024, promulgated by the Supreme People's Court, a party with an enforceable final court judgment rendered by any designated people's court of China or any designated Hong Kong court with respect to any civil and commercial cases excluding certain types thereof, may apply for recognition and enforcement of the judgment in the relevant people's court of China or Hong Kong court. China has not entered into a treaty for the reciprocal recognition and enforcement of court judgments with the United States, the United Kingdom, Japan and many other countries. In addition, Hong Kong has no arrangement with the United States for reciprocal enforcement of judgments. In accordance with the Civil Procedure Law of the PRC (《中華人民共和國民事訴訟法》) and other applicable laws, regulations, and interpretations, a court judgment obtained in the United States and any of the other jurisdictions mentioned above may be recognized and enforced in mainland China or Hong Kong on the basis of the principle of reciprocity.

Our operations are subject to and may be affected by changes in tax laws and regulations of the countries or regions where we operate.

We are subject to periodic examinations on fulfillment of our tax obligation under the PRC tax laws and regulations by PRC tax authorities. The Enterprise Income Tax Law of the PRC (《中華人民共和國企業所得稅法》) imposes a tax rate of 25% on business enterprises. If there are any changes in the laws and regulations governing preferential tax treatment or increases in our effective tax rate, our tax liability would increase correspondingly. Moreover, the PRC government may amend or restate regulations on income, withholding, value-added, and other taxes. Non-compliance with the PRC tax laws and regulations may also result in penalties or fines imposed by relevant tax regulatory authorities. Adjustments or changes to PRC tax laws and regulations and tax penalties or fines could affect our businesses, financial condition and results of operations.

Holders of our H Shares may be subject to income tax obligations of the countries or regions where we operate.

As is customary with all major economies, China has tax treaties or similar arrangements with jurisdictions across the world. For further details on relevant PRC tax laws and regulations, see "Regulatory Overview — Laws and Regulations in the PRC — Regulations Relating to PRC Tax — Income Tax Relating to Dividend Distribution." In particular, any gain realized on the transfer of shares by investors that are resident enterprises outside of the PRC is subject to 10% (or a lower rate) PRC income tax if such gain is regarded as income derived from sources within the PRC unless a treaty or similar arrangement otherwise provides.

In addition, under the Individual Income Tax Law of the PRC (《中華人民共和國個人所得稅法》) and its implementation rules, income and gains from sources within the PRC paid to foreign individual investors who are not residents in the PRC are generally subject to a PRC withholding tax at a rate of 20%, unless specifically exempted by the tax authority of the State Council or reduced or eliminated by an applicable tax treaty. Pursuant to the Circular on Questions Concerning the Collection of Individual Income Tax Following the Repeal of Guo Shui Fa [1993] No. 045 (《關於國稅發[1993]045號文件廢止後有關個人所得稅徵管問題的通知》) (Guo Shui Han [2011] No. 348) (國稅函[2011]348號) dated June 28, 2011, issued by the STA, dividends paid to non-PRC resident individual holders of H Shares are generally subject to individual income tax of the PRC at the withholding tax rate of 10%, depending on whether there is any applicable tax treaty between the PRC and the jurisdiction in which the non-PRC resident individual holder of H Shares resides as well as the tax arrangement between the PRC and Hong Kong. Non-PRC resident individual holders who reside in jurisdictions that have not entered into tax treaties with the PRC are subject to a 20% withholding tax on dividends received from us. If any PRC income tax is collected from the transfer of our H Shares or on dividends paid to our non-PRC resident **[REDACTED]**, the value of your **[REDACTED]** in our H Shares may be affected. Furthermore, our Shareholders whose jurisdictions of residence have tax treaties or arrangements with the PRC may not qualify for benefits under such tax treaties or arrangements.

We are subject to the currency exchange regulatory system.

The PRC government imposes supervision on the convertibility of RMB into foreign currencies. We receive the vast majority of our revenue in RMB. Shortages in the availability of foreign currency may restrict our ability to remit sufficient foreign currency or otherwise satisfy our foreign currency denominated obligations. Under the existing PRC foreign exchange regulations, payments of current account items, including profit distributions, interest payments and trade and service-related foreign exchange transactions, can be made in foreign currencies without prior SAFE approval by complying with certain procedural requirements. However, approval from or registration with competent government authorities is required where RMB is to be converted into foreign currency and remitted out of China to pay capital expenses such as the repayment of loans denominated in foreign currencies. If the foreign exchange control system prevents us from obtaining sufficient foreign currencies to satisfy our foreign currency demands, we may not be able to pay dividends in foreign currencies to our Shareholders.

RISKS RELATING TO THE [REDACTED]

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

Prior to the **[REDACTED]**, there has been no public market for our H Shares. The **[REDACTED]** range for our H Shares was the result of negotiations among us, the **[REDACTED]** and the **[REDACTED]** on behalf of the **[REDACTED]**, and the **[REDACTED]** may differ significantly from the market price for our H Shares following the **[REDACTED]**. We have applied for **[REDACTED]** of, and permission to **[REDACTED]**, our H Shares on the Stock Exchange. A **[REDACTED]** on the Stock Exchange, however, does not guarantee that an active and liquid **[REDACTED]** for our H Shares will develop, or if it does develop, that it will be sustained following the **[REDACTED]** or that the market price of our H Shares will not decline following the **[REDACTED]**. Furthermore, the **[REDACTED]** and **[REDACTED]** of our H Shares may be volatile, subject to various factors such as fluctuations in our operating performance and revenue, failure to execute our strategies, and the release of lock-up restrictions or sales of H Shares by us or other Shareholders.

Moreover, the capital market has from time to time experienced significant price and **[REDACTED]** fluctuations that were unrelated or not directly related to the operating performance of the underlying companies in the market. Such fluctuations may have a material and adverse effect on the market price and **[REDACTED]** of our H Shares.

An active and liquid [REDACTED] for our H Shares may not develop.

Prior to the **[REDACTED]**, our H Shares were not **[REDACTED]** on any other market. We cannot assure you that an active and liquid **[REDACTED]** for our H Shares will be developed or be maintained after the **[REDACTED]**. The **[REDACTED]** of our H Shares could vary significantly as a result of a number of factors, some of which are beyond our control. In the event of a drop in the **[REDACTED]** of our H Shares, you could lose a substantial part or all of your **[REDACTED]** in our H Shares.

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

As the **[REDACTED]** of our H Shares is higher than the consolidated net tangible assets per share immediately prior to the **[REDACTED]**, purchasers of our H Shares in the **[REDACTED]** will experience an immediate dilution in **[REDACTED]** adjusted consolidated net tangible assets. Our existing Shareholders will receive an increase in the **[REDACTED]** adjusted consolidated net tangible asset value per share of their shares. See "Appendix II — Unaudited **[REDACTED]** Financial Information" to this document for details. In addition, holders of our Shares may experience further dilution of their interest if the **[REDACTED]** exercise the **[REDACTED]** or if we **[REDACTED]** additional shares in the future to raise additional capital.

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

Future sales of substantial amounts of our H Shares or other securities relating to our H Shares in the public market, or the issuance of new H Shares or other securities relating to our H Shares, or the perception that such sales or issuances may occur could all cause a decline in the market price of our H Shares and materially and adversely affect the prevailing market price of our H Shares and our ability to raise capital in the future at a time and at a price which we deem appropriate.

Our existing Shareholders are subject to restrictions on their sales of H Shares within 12 months from the **[REDACTED]** as described in "History, Development and Corporate Structure," and future sales of a significant number of our H Shares by our Controlling Shareholders or other existing Shareholders in the public market after the **[REDACTED]**, or the perception that these sales could occur, could cause the market price of our H Shares to decline and could materially impair our future ability to raise additional capital. We cannot assure you that our Controlling Shareholders, or other existing Shareholders will not dispose of H Shares held by them or that we will not **[REDACTED]** H Shares upon the expiration of restrictions set out above.

We may not be able to pay any dividends on our H Shares.

We have never paid any dividends since our inception. We cannot guarantee when and in what form dividends will be paid on our H Shares following the **[REDACTED]**. The declaration of dividends is proposed by the Board and is based on, and limited by, various factors, including without limitation, our business and financial performance, capital and regulatory requirements, and general business conditions. We may not have sufficient or any profits to enable us to make dividend distributions to our Shareholders in the future. See "Financial Information — Dividends" for details.

If securities or industry analysts do not publish research reports about us, or if they adversely change their recommendations regarding our H Shares, the market price and [REDACTED] of our H Shares may decline.

The **[REDACTED]** of our H Shares may be influenced by research reports that industry or securities analysts publish about us or our business. Negative analysts opinions, downgrade, cessation of coverage of us or fail to regularly publish reports could cause the market price or **[REDACTED]** of our H Shares to decline, regardless of the accuracy of the information or our actual performance.

Forward-looking information in this document is subject to risks and uncertainties.

This document contains forward-looking statements with respect to our business strategies, operating efficiencies, competitive positions, growth opportunities for existing operations, plans and objectives of management, certain **[REDACTED]** information and other matters. The words "anticipate," "believe," "could," "potential," "continue," "expect," "intend," "may," "plan," "seek," "will," "would," "should" and the negative of these terms and other similar expressions identify a number of these forward-looking statements. These forward-looking statements, relating to our future business prospects, capital expenditure, cash flows, working capital, liquidity and capital resources, which are necessary estimates reflecting the best judgment of our Directors and senior management and involve a number of risks and uncertainties that could cause actual results to differ materially from those suggested by the forward-looking statements. As a result, these forward-looking statements should be considered in light of various important factors, including those set out in "Risk Factors" in this document. Accordingly, such statements are not a guarantee of future performance, and you should not place undue reliance on any forward-looking information. All forward-looking statements in this document are qualified by reference to this cautionary statement.

The industry data and forecasts in this document obtained from official government sources have not been independently verified.

This document includes industry data and forecasts extracted from the report prepared by Frost & Sullivan, which was commissioned by us, and from official government sources. We have no reason to believe that such information is false or misleading or that any fact has been omitted that would render such information false or misleading. However, we cannot assure you of the accuracy or completeness of information obtained from these sources. The information from official government sources has not been independently verified by us or any other parties involved in the **[REDACTED]**, or any of our or their respective Directors, senior management, representatives, advisers or any other persons involved in the **[REDACTED]** and no representation is given as to its accuracy. For these reasons, the information from official government sources contained in this document may not be accurate and should not be given undue reliance as a basis for making your **[REDACTED]** in our H Shares.

We may need additional capital, and the sale and [REDACTED] of additional H Shares or other equity securities could result in additional dilution to our Shareholders.

Notwithstanding our current cash and cash equivalents and the net **[REDACTED]** from the **[REDACTED]**, we may require additional cash resources to finance our continued growth or other future developments. We cannot assure you that financing will be available in the amounts or on terms acceptable to us, if at all. If we fail to raise additional funds, we may need to sell and **[REDACTED]** additional equity securities, which could result in additional dilution to our Shareholders.

You should read the entire document carefully and we strongly caution you not to place any reliance on any information contained in press articles or other media regarding us or the [REDACTED].

Prior to the publication of this document, there has been and there may also be, subsequent to the date of this document but prior to the completion of the **[REDACTED]**, press and media coverage regarding us, our business, our industries and the **[REDACTED]**, which contained, among other things, certain financial information, projections, valuations and other forward-looking information about us and the **[REDACTED]**. We have not authorized the disclosure of any such information in the press or media and do not accept responsibility for the accuracy or completeness of such press articles or other media coverage. We make no representation as to the appropriateness, accuracy, completeness or reliability of any of such projections, valuations or other forward-looking information about us. To the extent such statements are inconsistent with, or conflict with, the information contained in this document, we disclaim responsibility for them. Accordingly, prospective **[REDACTED]** are cautioned to make their **[REDACTED]** decisions on the basis of the information contained in this document only and should not rely on any other information.