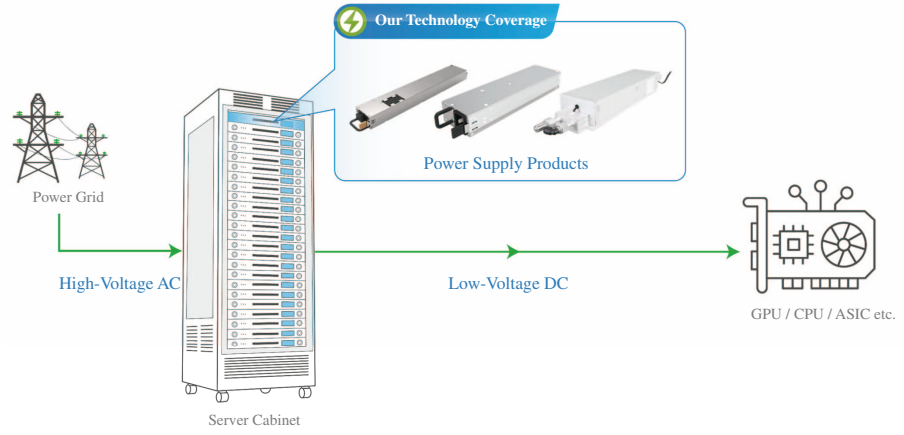
SUMMARY

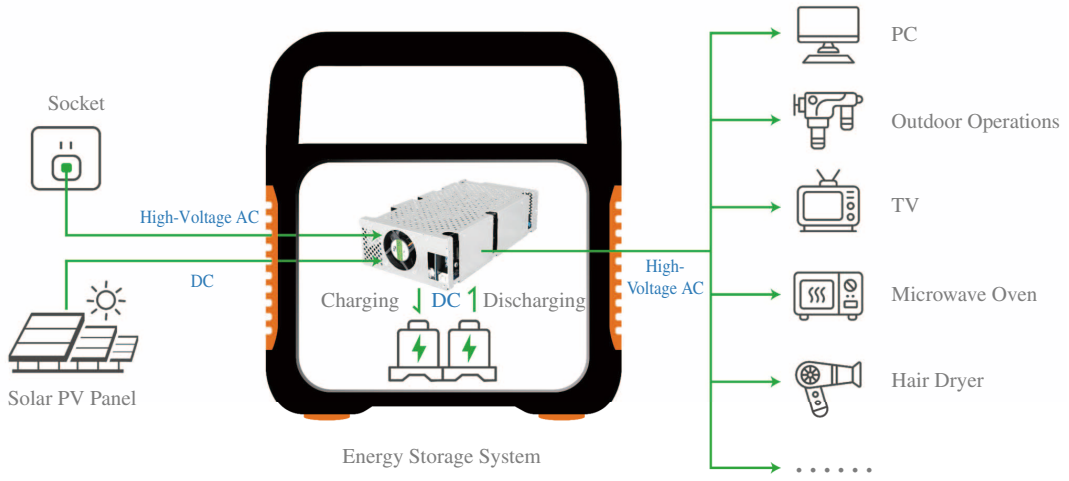
This summary aims to give you an overview of the information contained in this document. As this is a summary, it does not contain all the information that may be important to you. You should read this document in its entirety before you decide to invest in the **[REDACTED]**. *There are risks associated with any investment. Some of the particular risks in investing in the* **[REDACTED]** *are set out in "Risk Factors" in this document. You should read that section carefully before you decide to invest in the* **[REDACTED]**.

OVERVIEW

Driven by technological capabilities and a proven ability to scale and commercialize, we are the second largest provider in Chinese mainland of high-performance computing server power supply in terms of revenue in 2025, empowering a wide range of industrial, consumer and commercial energy conversion applications. According to Frost & Sullivan, in terms of revenue in 2025, we possessed market shares of 6.9% and 15.8% in the global and Chinese mainland high-performance computing server power supply markets, respectively, and 1.0% and 2.5% in the global and Chinese mainland computing server power supply markets, respectively. Our products cater to the exacting requirements on output, efficiency, power density, and reliability.



Leveraging deep technical experience and strong customer resources in computing server power supply, we successfully expanded into the Energy Storage Solution ("**ESS**") Power Conversion business. Through this business line, we primarily provide power conversion systems for portable and residential energy storage products, serving top portable energy storage brands such as Hello Tech (the second largest portable energy storage company globally in terms of shipment volume in 2025, with a market share of 13.4%, according to Frost & Sullivan), and also cater to industrial and commercial applications.



Our Market Opportunities

Computing Server Power Supply

The rapid advancement of AI is driving global demand for computing server into a high-growth trajectory, placing increasing demands on power supply for server systems and heightened requirements on output, efficiency, power density, and reliability. This shift is not only expanding the size of the overall market but also accelerating the qualitative transition from traditional power supply products toward higher-performance, more customized, and more integrated power solutions enabled by optimized designs. Driven by these factors, the global computing server power supply market is expected to grow from RMB75.7 billion in 2025 to RMB865.0 billion in 2030. Within this market, the high-performance segment, defined as power supply products with single-unit power ratings of ≥3,000W and widely deployed in AI data centers ("**AIDC**") and blockchain applications, is expected to grow at a compound annual growth rate ("**CAGR**") of 110.5% from RMB10.5 billion in 2025 to RMB433.6 billion in 2030. Looking ahead, technological advancements, policy tailwind and sustained demand growth are expected to continue to accelerate industry expansion.

ESS Power Conversion

Demand for ESS power conversion solutions is primarily driven by the rise of outdoor leisure activities enabled by evolving lifestyles, the substitution of fossil fuel-powered equipment with electric alternatives in outdoor operations, increasing concerns over energy prices and energy security, residential backup power requirements, and the use of portable ESS in disaster relief and emergency rescue. Consequently, ESS power conversion solutions are evolving toward higher energy density, greater conversion efficiency, faster charging, longer cycle life, and more compact designs. According to Frost & Sullivan, the market size of global ESS power conversion systems industry in terms of revenue is expected to grow from RMB52.3 billion in 2025 at a CAGR of 33.7% to RMB223.7 billion by 2030. For a summary of our key corporate and business development milestones, see "History, Development and Corporate Structure — Key Milestones".

RESEARCH AND DEVELOPMENT

We have committed significant resources towards research and development to maintain and increase our products' competitiveness. Our current R&D efforts focus on next-generation computing server power supplies and microgrid systems. Key projects for computing server power supplies include a 20 kW liquid cooled unit supporting 70°C inlet temperature, a cost-optimized 10 kW oil-cooled model with improved efficiency, and high-density AI power supplies such as a 3,200 W CRPS (100 W/in^3) and a 5,500 W OCP unit meeting Ruby standards with 97.5% peak efficiency. These products are designed to support high-end chipsets and demanding supercomputing center environments. For microgrid systems, we are advancing towards mass manufacturing our 800 V DC output, 100 kW AC/DC conversion module and our 600 kW parallel system cabinet with 99% efficiency, designed to provide HVDC power for AI data centers and support integrated computing power and energy storage solutions. Additionally, we are developing a 1 MW PV, storage and load ("**PSL**") integrated computing microgrid system to enable the construction of distributed green computing power systems. Owing to our continued efforts, we now possess a range of intellectual properties related to our products. See "*Business — Intellectual Properties*".

OUR CUSTOMERS AND SUPPLIERS

We have built long-term and stable relationships with leading players across multiple industries, including cloud computing service providers, server manufacturers and computing enterprises. In 2023, 2024, 2025 and three months ended March 31, 2026, sales to our five largest customers in each year/period amounted to RMB247.9 million, RMB509.2 million, RMB905.4 million and RMB201.0 million, accounting for 94.8%, 91.6%, 86.7% and 93.5% of our total revenue in the respective periods. In the same periods, sales to our largest customer amounted to RMB234.9 million, RMB284.3 million, RMB278.7 million and RMB116.8 million, accounting for 89.9%, 51.1%, 26.7% and 54.3% of our total revenue in the respective periods. Our credit terms with them are typically within 60 days, and we generally accept bank transfer as payment method.

Our suppliers are mainly raw material suppliers of magnetic components, integrated circuits, power semiconductors, and PCBs, and we also engage logistics and original equipment manufacturer ("**OEM**") service suppliers. In 2023, 2024, 2025 and three months ended March 31, 2026, purchases from our five largest suppliers in each year/period amounted to RMB67.8 million, RMB162.2 million, RMB256.4 million and RMB49.0 million, accounting for 37.7%, 35.7%, 31.5% and 30.9% of our total purchases in the respective periods. In the same periods, purchases from our largest supplier amounted to RMB25.8 million, RMB64.0 million, RMB77.8 million and RMB16.4 million, accounting for 14.4%, 14.1%, 9.5% and 10.3% of our total purchases in the respective periods. Our credit terms with them are typically 60 to 90 days, and we generally pay by notes and bank transfer. See "*Business — Sales and Marketing — Our Customers*" and "*Business — Supply Chain — Our Suppliers — Major Suppliers*" for further details.

MANUFACTURING

We operate a dual-sourcing manufacturing strategy that combines in-house production with OEM manufacturing. Our production plant occupies a leased property in Hengyang, Hunan Province, and we also maintained a production plant in Hangzhou from 2021 to early 2025. The Hengyang plant

commenced production in February 2025 and possesses a designed annual production capacity of 1.0 million units of products across our business lines. Our Application-Specific Computing Server Power Supply business had utilization rates of 83.9%, 84.9%, 91.5% and 80.7% in 2023, 2024, 2025 and three months ended March 31, 2026, respectively, and our ESS Power Conversion business had utilization rates of 73.7%, 85.3%, 94.6% and 63.6% in 2023, 2024, 2025 and three months ended March 31, 2026, respectively, while we currently do not have a dedicated production line for AI Computing Server Power Supply products. During the Track Record Period, we engaged one OEM service provider in Changzhou, Malaysia and Vietnam, respectively, which have been integrated into our overall production and supply system.

COMPETITIVE STRENGTHS

We believe the following competitive strengths have contributed to our success and will continue to drive our future growth: (i) comprehensive product matrix empowering industrial, consumer and commercial applications; (ii) well-recognized R&D and design capabilities enabling rapid product iteration and customization; (iii) global base of high-quality customers with strong loyalty through tailored solutions; and (iv) visionary and experienced management team

OUR GROWTH STRATEGIES

We will pursue the following strategies to drive further growth: (i) continue strengthening our position in high-performance computing server power supply, while broadening our product portfolio and diversifying applications; (ii) increase R&D investment to reinforce technological barriers; (iii) enhance intelligent manufacturing and global supply chain; (iv) strengthen domestic and international sales capabilities and expand distribution channels, and deepen engagement with key customers; and (v) expansion through potential strategic investment or acquisition

COMPETITION

Global high-performance computing server power supply industry is relatively concentrated. As of December 31, 2025, there were approximately 20 high-performance computing server power supply manufacturers worldwide, the top five of which accounted for approximately 85.1%, among which we ranked fifth, with a market share of approximately 6.9%. The Chinese high-performance computing server power supply industry is relatively concentrated. As of December 31, 2025, there were approximately 10 high-performance computing server power supply manufacturers in Chinese mainland, the top five of which accounted for approximately 77.1%, among which we ranked second, with a market share of approximately 15.8%. In the meantime, the global ESS power conversion systems industry is relatively fragmented. In terms of revenue derived from ESS power conversion systems in 2025, we accounted for approximately 0.6% of the global market size of ESS power conversion systems.

SUMMARY OF HISTORICAL FINANCIAL INFORMATION

The following tables set forth a summary of financial data from our consolidated financial information during the Track Record Period. The summary financial data set forth below should be read together with, and is qualified in its entirety by reference to, the consolidated financial statements as set out in the Accountants' Report in Appendix I to this Document, including the related notes. Our consolidated financial information was prepared in accordance with the IFRS Accounting Standards.

Results of Operations

	Year ended December 31,						Three months ended March 31,			
	2023		2024		2025		2025		2026	
	RMB	*%*	*RMB*	*%*	*RMB*	*%*	*RMB*	*%*	*RMB*	*%*
	(in thousands, except for percentages)									
							(unaudited)		*(unaudited)*	
Revenue	261,189	100.0	555,884	100.0	1,044,596	100.0	158,934	100.0	214,984	100.0
Cost of sales	(202,039)	(77.4)	(433,861)	(78.0)	(807,990)	(77.3)	(129,298)	(81.4)	(175,761)	(81.8)
Gross profit	**59,150**	**22.6**	**122,023**	**22.0**	**236,606**	**22.7**	**29,636**	**18.6**	**39,223**	**18.2**
Other income, expenses, gains and losses, net	8,300	3.2	12,865	2.3	14,236	1.4	3,497	2.2	(6,439)	(3.0)
Selling and marketing expenses	(4,735)	(1.8)	(6,749)	(1.2)	(7,065)	(0.7)	(1,876)	(1.2)	(2,586)	(1.2)
Administrative expenses	(13,643)	(5.2)	(14,815)	(2.7)	(30,071)	(2.9)	(4,824)	(3.0)	(5,698)	(2.7)
Research and development expenses	(42,258)	(16.2)	(63,231)	(11.4)	(83,273)	(8.0)	(16,743)	(10.5)	(28,501)	(13.3)
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Net impairment losses under expected credit loss ("**ECL**") model	(633)	(0.2)	(972)	(0.2)	(4,318)	(0.4)	(2,215)	(1.4)	(2,100)	(1.0)
Finance income	229	0.1	1,306	0.2	4,092	0.4	806	0.5	1,149	0.5
Finance costs	(3,871)	(1.6)	(4,208)	(0.6)	(4,258)	(0.5)	(1,087)	(0.7)	(390)	(0.2)
Changes in carrying amounts of redemption liabilities	(1,398)	(0.5)	(6,967)	(1.3)	(11,518)	(1.1)	(1,216)	(0.8)	—	—
Profit (loss) before tax	**1,141**	**0.4**	**39,252**	**7.1**	**104,688**	**10.0**	**5,978**	**3.8**	**(8,729)**	**(4.1)**
Income tax credits (expenses)	3,096	1.2	349	0.0	(7,557)	(0.7)	1,021	0.6	3,405	1.6
Profit (loss) for the year/period attributable to owners of the Company	**4,237**	**1.6**	**39,601**	**7.1**	**97,131**	**9.3**	**6,999**	**4.4**	**(5,324)**	**(2.5)**

Our Financial Performance

Our operating and financial performance further reflects our growth potential. During the Track Record Period, we have achieved rapid growth, as shown in the table below:

	Year ended December 31,			Three months ended March 31,	
	2023	2024	2025	2025	2026
	(in RMB thousands, except for percentages)				
				(unaudited)	*(unaudited)*
Revenue	261,189	555,884	1,044,596	158,934	214,984
Revenue growth	N/A	112.8%	87.9%	N/A	35.3%
Gross profit	59,150	122,023	236,606	29,636	39,223
Gross profit margin	22.6%	22.0%	22.7%	18.6%	18.2%
Profit/(loss) for the year/period	4,237	39,601	97,131	6,999	(5,324)

NON-IFRS MEASURE

To supplement our consolidated financial statements which are presented in accordance with IFRSs, we also use adjusted profit (a non-IFRS measure) as an additional financial measure, which is not required by, or presented in accordance with, IFRSs. We believe that this measure provides useful information to investors and others in understanding and evaluating our consolidated results of operations in the same manner as it helps our management to evaluate our operating performance and formulate business plans. However, our adjusted profit (a non-IFRS measure) may not be comparable to similarly titled measures presented by other companies. The use of this non-IFRS measure has limitations as an analytical tool, and you should not consider it in isolation, or as substitute for analysis of, our results of operations or financial position as reported under IFRSs.

Adjusted profit (a non-IFRS measure) is defined as profit/(loss) for the period by adding back the effects of (i) financial costs related to redemption liabilities, representing the redemption to such instruments thereafter, (ii) **[REDACTED]** incurred in connection with the **[REDACTED]**, (iii) changes in carrying amounts of redemption liabilities which are non-cash in nature and do not result in cash outflows, and (iv) share-based compensation, which is also non-cash in nature. The following tables reconcile our adjusted profit (a non-IFRS measure) for the periods presented.

	Year ended December 31,			Three months ended March 31,	
	2023	2024	2025	2025	2026
	(in RMB thousands)				
				(unaudited)	*(unaudited)*
Profit (loss) for the year/period	4,237	39,601	97,131	6,999	(5,324)
Add:					
Financial costs — redemption liabilities	3,150	3,285	2,597	832	—
[REDACTED]	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**
Changes in carrying amounts of redemption liabilities	1,398	6,967	11,518	1,216	—
Share-based compensation	2,910	3,945	5,646	921	3,572
Adjusted profit for the year/period (a non-IFRS measure)	11,695	53,798	126,635	9,968	1,635

Our net profit increased from 2023 to 2024 and further to 2025 primarily due to increase in gross profit, partially offset by increases in research and development expenses and changes in carrying amounts of redemption liabilities. We turned from net profit in the three months ended March 31, 2025 to net loss in the same period in 2026 primarily due to increase in research and development expenses and net foreign exchange losses.

Key Operating Metrics

	Years ended December 31,						Three months ended March 31,			
	2023		2024		2025		2025		2026	
	Sales volume	Average selling price	Sales volume	Average selling price	Sales volume	Average selling price	Sales volume	Average selling price	Sales volume	Average selling price
	(Thousand Unit)	*(RMB'000 /unit)*	*(Thousand Unit)*	*(RMB'000 /unit)*	*(Thousand Unit)*	*(RMB'000 /unit)*	*(Thousand Unit)*	*(RMB'000 /unit)*	*(Thousand Unit)*	*(RMB'000 /unit)*
Computing Server Power Supply										
Application-Specific Computing Server Power Supply	258.6	1.0	340.3	1.2	464.1	1.5	78.5	1.2	121.1	1.4
AI Computing Server Power Supply	0.2	0.3	1.4	1.2	3.9	1.9	0.6	0.3	1.2	1.1
ESS Power Conversion	9.6	1.1	268.4	0.6	543.6	0.6	101.1	0.6	67.5	0.7

For commentary on material fluctuations, see *"Financial Information — Period-to-Period Comparison of Results of Operations"*.

Revenue

By Business Line

	Year ended December 31,						Three months ended March 31,			
	2023		2024		2025		2025		2026	
	RMB	*%*	*RMB*	*%*	*RMB*	*%*	*RMB*	*%*	*RMB*	*%*
	(in thousands, except for percentages)									
							(unaudited)		*(unaudited)*	
Computing Server Power Supply										
Application-Specific Computing Server Power Supply	250,359	95.9	402,023	72.3	718,911	68.8	94,836	59.7	168,504	78.4
AI Computing Server Power Supply	63	0.0	1,668	0.3	7,432	0.7	158	0.1	1,350	0.6
ESS Power Conversion	10,723	4.1	152,055	27.4	318,253	30.5	63,940	40.2	45,130	21.0
Others[(1)]	44	0.0	138	0.0	—	—	—	—	—	—
Total	**261,189**	**100.0**	**555,884**	**100.0**	**1,044,596**	**100.0**	**158,934**	**100.0**	**214,984**	**100.0**

Note:

(1) Mainly including revenue from processing services.

By Geographical Location

	Year ended December 31,						Three months ended March 31,			
	2023		2024		2025		2025		2026	
	RMB	*%*	*RMB*	*%*	*RMB*	*%*	*RMB*	*%*	*RMB*	*%*
	(in thousands, except for percentages)									
							(unaudited)		*(unaudited)*	
Chinese Mainland	**257,319**	**98.5**	**496,039**	**89.2**	**653,752**	**62.6**	**126,703**	**79.7**	**46,633**	**21.7**
Outside of Chinese Mainland	**3,870**	**1.5**	**59,845**	**10.8**	**390,844**	**37.4**	**32,231**	**20.3**	**168,351**	**78.3**
Singapore	—	—	—	—	165,643	15.9	—	—	127,970	59.5
Hong Kong	2,079	0.8	42,793	7.7	150,588	14.4	26,761	16.9	17,677	8.2
Malaysia	—	—	—	—	25,385	2.4	—	—	3,743	1.7
The United States	1,126	0.4	8,674	1.6	12,723	1.2	2,548	1.6	184	0.1
Others[(1)]	665	0.3	8,378	1.5	36,505	3.5	2,922	1.8	18,777	8.8
Total	**261,189**	**100.0**	**555,884**	**100.0**	**1,044,596**	**100.0**	**158,934**	**100.0**	**214,984**	**100.0**

Note:

(1) Mainly including Japan, Thailand, Canada, Israel, Switzerland, Taiwan and Philippines.

During the Track Record Period, a majority of our revenue was from Chinese mainland. Information about our revenue from customers is presented based on the place of incorporation of the immediate customers. Our overseas customers primarily included customers in Hong Kong, Singapore, Malaysia and the United States.

During the Track Record Period, revenue from outside of Chinese mainland continued to increase. Notably, revenue from outside of Chinese mainland increased from RMB59.8 million in 2024 to RMB390.8 million in 2025, and from RMB32.2 million in the three months ended March 31, 2025 to RMB168.4 million in the same period in 2026, primarily attributable to the growth in demand from overseas customers. We expect that the contribution from overseas markets will sustain its growth going forward, as we continue to expand our international customer base and strengthen our presence in key global markets. Consistent with this trend, starting from 2025, we have begun exporting to additional overseas markets, including Singapore and Malaysia, which has further diversified the geographical distribution of our revenue outside of the Chinese mainland.

Cost of Sales

	Year ended December 31,						Three months ended March 31			
	2023		2024		2025		2025		2026	
	RMB	*%*	*RMB*	*%*	*RMB*	*%*	*RMB*	*%*	*RMB*	*%*
	(in thousands, except for percentages)									
							(unaudited)		*(unaudited)*	
Cost of raw materials	179,683	89.0	390,457	90.0	697,718	86.3	113,906	88.1	151,580	86.3
Cost of labor	12,798	6.3	23,050	5.3	44,148	5.5	11,250	8.7	8,479	4.8
Overhead[(1)]	9,558	4.7	20,354	4.7	66,124	8.2	4,142	3.2	15,702	8.9
Total	**202,039**	**100.0**	**433,861**	**100.0**	**807,990**	**100.0**	**129,298**	**100.0**	**175,761**	**100.0**

Note:

(1) Mainly including depreciation and amortization, OEM service fees, utilities and transportation fees.

Gross Profit/(Loss) and Gross Profit/(Loss) Margin

	Year ended December 31,						Three months ended March 31,			
	2023		2024		2025		2025		2026	
	Gross Profit/(Loss)	Gross Profit/(Loss) Margin	Gross Profit	Gross Profit Margin	Gross Profit	Gross Profit Margin	Gross Profit/(Loss)	Gross Profit/(Loss) Margin	Gross Profit	Gross Profit Margin
	RMB	%	*RMB*	%	*RMB*	%	*RMB*	%	*RMB*	%
	(in thousands, except for percentages)									
							(unaudited)		*(unaudited)*	
Computing Server Power Supply										
Application-Specific Computing Server Power Supply	54,601	21.8	112,074	27.9	191,067	26.6	21,350	22.5	33,241	19.7
AI Computing Server Power Supply	(5)	(7.9)	779	46.7	3,545	47.7	(200)	(126.6)	545	40.4
ESS Power Conversion	4,522	42.2	9,115	6.0	41,994	13.2	8,486	13.3	5,437	12.0
Others[1]	32	72.7	55	39.9	—	—	—	—	—	—
Total/Overall[2]	**59,150**	**22.6**	**122,023**	**22.0**	**236,606**	**22.7**	**29,636**	**18.6**	**39,223**	**18.2**

Notes:

(1) Mainly including gross profit and gross profit margin from processing services.

(2) The overall gross profit margin is calculated as gross profit for the year/period divided by revenue for the corresponding period and multiplied by 100%.

For detailed analyses on our results of operations, please see "*Financial Information — Period-to-Period Comparison of Results of Operations*".

Summary of consolidated statements of financial position

	As of December 31,			As of March 31,
	2023	2024	2025	2026
	(in RMB thousands)			
				(unaudited)
Total non-current assets	58,177	83,019	97,202	110,541
Total current assets	176,754	385,129	886,806	801,221
Total assets	**234,931**	**468,148**	**984,008**	**911,762**
Total non-current liabilities	86,005	86,277	8,442	8,350
Total current liabilities	137,343	326,742	592,686	522,284
Total liabilities	**223,348**	**413,019**	**601,128**	**530,634**
Net current assets	**39,411**	**58,387**	**294,120**	**278,937**
Net assets	**11,583**	**55,129**	**382,880**	**381,128**
Total equity	**11,583**	**55,129**	**382,880**	**381,128**

Our net current assets decreased from RMB294.1 million as of December 31, 2025 to RMB278.9 million as of March 31, 2026, primarily due to (i) a decrease in cash and cash equivalents from RMB371.8 million as of December 31, 2025 to RMB240.9 million as of March 31, 2026, (ii) a decrease in restricted bank deposits from RMB107.4 million as of December 31, 2025 to RMB78.0 million as of March 31, 2026 and (iii) a decrease in financial assets at fair value through profit or loss from RMB35.8 million as of December 31, 2025 to RMB6.6 million as of March 31, 2026, partially offset by (i) an increase in trade and notes receivables from RMB157.4 million as of December 31, 2025 to RMB243.1 million as of March 31, 2026, (ii) a decrease in trade and notes payables from RMB485.6 million as of December 31, 2025 to RMB420.7 million as of March 31, 2026, and (iii) an increase in other receivables and prepayments from RMB47.9 million as of December 31, 2025 to RMB70.4 million as of March 31, 2026.

Our net current assets increased from RMB58.4 million as of December 31, 2024 to RMB294.1 million as of December 31, 2025, primarily due to (i) an increase in cash and cash equivalents from RMB82.7 million as of December 31, 2024 to RMB371.8 million as of December 31, 2025, (ii) an increase in restricted bank deposits from RMB27.5 million as of December 31, 2024 to RMB107.4 million as of December 31, 2025, (iii) an increase in inventories from RMB103.5 million as of December 31, 2024 to RMB166.4 million as of December 31, 2025 and (iv) an increase in other receivables and prepayments from RMB5.6 million as of December 31, 2024 to RMB47.9 million as of December 31, 2025, partially offset by an increase in trade and notes payables from RMB256.3 million as of December 31, 2024 to RMB485.6 million as of December 31, 2025.

Our net current assets increased from RMB39.4 million as of December 31, 2023 to RMB58.4 million as of December 31, 2024, primarily due to (i) an increase in trade and notes receivables from RMB28.1 million as of December 31, 2023 to RMB141.1 million as of December 31, 2024, (ii) an increase in inventories from RMB45.5 million as of December 31, 2023 to RMB103.5 million as of December 31, 2024, and (iii) an increase in cash and cash equivalents from RMB36.7 million as of December 31, 2023 to RMB82.7 million as of December 31, 2024, partially offset by an increase in trade and notes payables from RMB87.5 million as of December 31, 2023 to RMB256.3 million as of December 31, 2024.

Our net assets, being the total equity, increased from RMB8.8 million as of January 1, 2023 to RMB11.6 million as of December 31, 2023, primarily due to (i) capital contributions of RMB20.0 million in 2023, (ii) our profit and total comprehensive income for the year of RMB4.2 million in 2023, and (iii) recognition of equity-settled share-based payment expenses of RMB2.9 million in 2023, partially offset by recognition of redemption liabilities of RMB24.4 million.

Our net assets increased to RMB55.1 million as of December 31, 2024, primarily due to (i) our profit and total comprehensive income for the year of RMB39.6 million in 2024 and (ii) recognition of equity-settled share-based payment expenses of RMB3.9 million.

Our net assets further increased to RMB382.9 million as of December 31, 2025, primarily due to (i) derecognition of redemption liabilities of RMB132.3 million, (ii) capital contribution of RMB111.0 million and (iii) our profit and total comprehensive income for the period of RMB97.1 million in 2025, partially offset by our recognition of redemption liabilities of RMB22.3 million.

Our net assets, being the total equity, decreased from RMB382.9 million as of January 1, 2026 to RMB381.1 million as of March 31, 2026, primarily due to loss and total comprehensive expense for the period of RMB5.3 million, partially offset by our recognition of equity-settled share-based payment expenses of RMB3.6 million.

For further details, see *"Consolidated Statements of Changes in Equity"* in *"Appendix I — Accountants' Report"* and *"Condensed Consolidated Statement of Changes in Equity"* in *"Appendix IA — Financial Information for the Three Months Ended 31 March 2026"*.

Summary of consolidated statements of cash flows

	Year ended December 31,			Three months ended March 31,
	2023	2024	2025	2026
	(in RMB thousands)			*(unaudited)*
Operating cash flows before movements in working capital	21,887	74,027	160,374	13,181
Changes in working capital	52,922	78,641	229,038	(92,942)
Enterprise income tax paid	(288)	(1,570)	—	(5)

	Year ended December 31,			Three months ended March 31,
	2023	2024	2025	2026
	(in RMB thousands)			*(unaudited)*
Net cash generated from/(used in) operating activities	74,521	151,098	389,412	(79,766)
Net cash used in investing activities	(92,996)	(109,668)	(241,645)	(40,671)
Net cash generated from/(used in) financing activities	17,751	4,615	142,956	(5,182)
Net (decrease)/increase in cash and cash equivalents	**(724)**	**46,045**	**290,723**	**(125,619)**
Cash and cash equivalents at beginning of the year	37,415	36,691	82,736	371,831
Effect of changes in exchange rates	—	—	(1,628)	(5,349)
Cash and cash equivalents at end of the year/period	**36,691**	**82,736**	**371,831**	**240,863**

In 2023, 2024 and 2025, we recorded net cash from operating activities of RMB74.5 million, RMB151.1 million and RMB389.4 million, respectively, primarily due to the profits we generated in each of the respective periods and changes in working capital. For the three months ended March 31, 2026, we recorded net cash used in operating activities of RMB79.8 million, primarily due to the loss we recorded in the period and changes in working capital. See "*Financial Information — Liquidity and Capital Resources — Cash Flows*".

Key financial ratios

The following table sets forth our key financial ratios for the year/period indicated.

	Year ended/as of December 31,			Three months ended March 31
	2023	2024	2025	2026
Gross profit margin[(1)]	22.6	22.0	22.7	18.2
Net profit/(loss) margin[(2)]	1.6	7.1	9.3	(2.5)
Gearing ratio[(3)]	43.2	28.5	12.9	12.7
Return on assets[(4)]	2.2	11.3	13.4	(0.6)
Return on equity[(5)]	41.5	118.7	44.4	(1.4)

Notes:

(1) Gross profit margin is calculated as gross profit for the year/period divided by revenue for the corresponding year/period and multiplied by 100%.

(2) Net profit/(loss) margin is calculated as net profit for the year/period divided by revenue for the corresponding year/period and multiplied by 100%.

(3) Gearing ratio is calculated based on the borrowings as of the end of the relevant year/period divided by the total equity as of the end of the relevant year/period and multiplied by 100%.

(4) Return on assets is calculated based on net profit for the year/period divided by the average total assets as of the beginning and end of the year/period.

(5) Return on equity is calculated based on the total profit/(loss) for the relevant year/period divided by the average balance of total equity as of the beginning and end of the year/period and multiplied by 100%.

TRANSACTIONS WITH SHENZHEN MICROBT GROUP

During the Track Record Period, Shenzhen MicroBT and its subsidiaries ("**Shenzhen MicroBT Group**") were related parties of ours as defined by IAS24 until December 12, 2025. See Note 37(a) to "*Appendix I — Accountants' Report*" for our transactions with Shenzhen MicroBT Group during the Track Record Period. It is both a shareholder of the Company and a major customer of our Group. As of the Latest Practicable Date, it was a private company with a registered capital of RMB20.2 million and ultimately owned by Dr. Yang Zuoxing in accordance with PRC laws, according to the PRC Legal Advisor. We became acquainted with Shenzhen MicroBT Group through ordinary commercial channels as our chief executive officer, chairman of the Board and general manager, Mr. Yin, became acquainted with Shenzhen MicroBT Group while serving Quality Components & Systems Pte Ltd ("**QCS**") Hangzhou Design Center (杭州質勝科技有限公司). In particular, Shenzhen MicroBT, as a technology company engaged in the development and sale of integrated circuit-based products and related systems primarily for blockchain and AI sectors, identified us as a potential supplier of power supply products and initiated business negotiations with us based on our product specifications, technical capabilities and customer service capabilities. Since then, we have maintained a strategic and mutually beneficial relationship with Shenzhen MicroBT Group. We cooperate with Shenzhen MicroBT Group in various areas, where it primarily procured our application-specific computing server power supply products as components to its own products that are primarily used in digital asset mining. Its investment was not inter-conditional with our sales to them. It contributed a substantial majority of our revenue in 2021 and 2022. In 2023, 2024, 2025 and the three months ended March 31, 2026, from our transaction with Shenzhen MicroBT Group, we generated revenues of RMB234.9 million, RMB284.3 million, RMB230.0 million and RMB19.3 million, representing approximately 89.9%, 51.1%, 22.0% and 9.0% of our revenues for the respective periods. It does not have overlapping directors or employees with our Group as of the Latest Practicable Date. Going forward, we will continue to engage in various types of transactions with Shenzhen MicroBT Group. Our Directors believe that the related party transactions were carried out on an arm's length basis and will not distort our results during the Track Record Period or make such results not reflective of our future performance.

RELATIONSHIP WITH THE CONTROLLING SHAREHOLDERS

As of the Latest Practicable Date, the equity interest of the Company was controlled directly as to approximately 37.07% by Mr. Yin, approximately 18.32% by Hangzhou Qixin, approximately 4.36% by Hangzhou Lincheng and approximately 2.82% by Dr. Shen. Hangzhou Qixin was held as to 6.33% by Mr. Yin as its sole general partner and Hangzhou Lincheng was held as to 9.24% by Mr. Yin as its sole general partner. Being the sole general partner of Hangzhou Qixin and Hangzhou Lincheng, Mr. Yin is able to control the voting rights of Hangzhou Qixin and Hangzhou Lincheng in the general meetings of the Company. Further, Mr. Yin and Dr. Shen entered into the Acting-In-Concert Agreements, pursuant to which Dr. Shen agreed to act in concert with Mr. Yin to vote in general meetings of the Company. Therefore, Mr. Yin, Hangzhou Qixin, Hangzhou Lincheng and Dr. Shen were collectively entitled to exercise approximately 62.57% of the voting rights at general meetings of the Company as of the Latest Practicable Date.

Accordingly, immediately following the completion of the **[REDACTED]** (assuming the **[REDACTED]** is not exercised), Mr. Yin, Hangzhou Qixin, Hangzhou Lincheng and Dr. Shen will control in aggregate approximately **[REDACTED]**% of the total issued share capital of the Company. As such, Mr. Yin, Hangzhou Qixin, Hangzhou Lincheng and Dr. Shen will together constitute a group of Controlling Shareholders upon **[REDACTED]** under the Listing Rules. For more details, see "*Relationship with the Controlling Shareholders*".

RISK FACTORS

We face risks including those set out in the section headed "*Risk Factors*". As different investors may have different interpretations and criteria when determining the significance of risks, you should read the "*Risk Factors*" section in its entirety before you decide to invest in our H Shares. Some of the major risks that we face include: (i) we derived a significant portion of our revenue from a limited number of customers during the Track Record Period and may continue to be exposed to the risk of customer concentration subsequent to the Track Record Period; (ii) we generate a significant portion of revenue from sales to Shenzhen MicroBT Group. Any material changes in our relationships with the related parties would have a material adverse impact on our business, financial conditions and operating results; (iii) we rely on downstream market demand for our products. Any slowdown or decrease in downstream market demand may have a material impact on us; (iv) the market in which we operate is competitive, and we may face challenges in competing effectively with existing or new participants; and (v) our R&D efforts are not guaranteed to yield the results we anticipate.

FUTURE PLANS AND USE OF [REDACTED]

Assuming an **[REDACTED]** of HK$**[REDACTED]** per H Share (being the midpoint of the range of the **[REDACTED]** stated in this document), we estimate that we will receive net **[REDACTED]** of approximately HK$**[REDACTED]** million from the **[REDACTED]** after deducting the **[REDACTED]** commissions and other estimated expenses paid and payable by us in connection with the **[REDACTED]** and assuming that the **[REDACTED]** is not exercised. In line with our strategies, we intend to use our **[REDACTED]** for the purposes and in the amounts set forth as follows: (i) approximately **[REDACTED]**% of the **[REDACTED]**, or approximately HK$**[REDACTED]**, is expected to be used to enhance our R&D capabilities, strengthen technology leadership, and further expand product matrix, as we believe these initiatives will enable us to maintain our edge across business lines; (ii) approximately **[REDACTED]**% of the **[REDACTED]**, or approximately HK$**[REDACTED]**, is expected to be used to upgrade intelligent manufacturing facilities and optimize our global supply chain, through which we expect to strengthen our manufacturing scalability and ensure timely delivery of high-performance products, meeting growing demand across the globe and improving operational efficiency; (iii) approximately **[REDACTED]**% of the **[REDACTED]**, or approximately HK$**[REDACTED]**, is expected to be used to strengthen our sales and marketing capabilities in Chinese mainland. We expect to recruit experienced sales managers and technical support staff in the upcoming four years to strengthen our presence in AI computing and ESS markets. The expanded sales and marketing team will focus on enhancing relationships with key customers, assisting the provision of tailored solutions, and ensuring responsive after-sales service, enhancing our ability to capture new opportunities and deliver superior customer experiences; (iv) approximately **[REDACTED]**% of the **[REDACTED]**, or approximately HK$**[REDACTED]**, is expected to be used for strategic upstream and peer acquisitions or investments. We plan to pursue selective acquisitions or investments to strengthen our industry chain integration and technology portfolio; and (v) approximately **[REDACTED]**% of the **[REDACTED]**, or approximately HK$**[REDACTED]**, is expected to be used for working capital and general corporate purposes.

[REDACTED] STATISTICS

The statistics in the following table are based on the assumptions that **[REDACTED]** H Shares will be issued pursuant to the **[REDACTED]**, 155,338,690 Unlisted Shares will be converted into H Shares and the **[REDACTED]** is not exercised:

	Based on the [REDACTED] of HK$[REDACTED]	**Based on the [REDACTED] of HK$[REDACTED]**
Market capitalization of our Shares[(1)]	HK$**[REDACTED]**	HK$**[REDACTED]**
Market capitalization of our H Shares[(2)]	HK$**[REDACTED]**	HK$**[REDACTED]**
Unaudited **[REDACTED]** adjusted consolidated net tangible assets per Share[(3)]	HK$**[REDACTED]**	HK$**[REDACTED]**

Notes:

(1) The calculation of market capitalization of our Shares is based on **[REDACTED]** Shares expected to be in issue immediately after completion of the **[REDACTED]**.

(2) The calculation of the market capitalization of our H Shares is based on the **[REDACTED]** H Shares, comprising **[REDACTED]** H Shares to be issued under the **[REDACTED]** and 155,338,690 H Shares to be converted from Unlisted Shares, expected to be in issue immediately upon completion of the **[REDACTED]**.

(3) The unaudited **[REDACTED]** adjusted consolidated net tangible assets per Share is calculated after making the adjustments referred to in the section headed "*Appendix II — Unaudited* **[REDACTED]** *Financial Information*" to this document.

[REDACTED]

DIVIDEND POLICY

Upon completion of the **[REDACTED]**, we may distribute dividends in the form of cash or by other means permitted by our Articles of Association. Any proposed distribution of dividends shall be formulated by our Board and will be subject to approval by our Shareholders. A decision to declare or to pay any dividends in the future, and the amount of any dividend, will depend upon a number of factors, including our earnings and financial condition, operating requirements, capital requirements, business prospects, statutory, regulatory and contractual restrictions on our declaration and payment of dividends, and any other factors that our Directors may consider important. There is no assurance that dividends of any amount will be declared or be distributed in any year. As of the Latest Practicable Date, we did not have any dividend policy. Regulations in the PRC currently permit payment of dividends of a PRC company only out of distributable profits, which refer to after-tax profits less any recovery of accumulated losses and appropriations to statutory and other reserves that it is required to make, as determined in accordance with its articles of association and the accounting standards and regulations in China.

TARIFF POLICIES

Tariff policies in the United States and certain other countries remain subject to considerable uncertainty. See *"Business — Tariff Policies"*. Our products are incorporated into various categories of end products, which may be subsequently imported into the United States by the relevant customers, instead of ourselves. In 2023, 2024, 2025 and the three months ended March 31, 2026, our revenue directly derived from U.S. customers amounted to RMB1.1 million, RMB8.7 million, RMB12.7 million and RMB0.2 million, which accounted for 0.4%, 1.6%, 1.2% and 0.1% of our revenue in the respective periods. During the same periods, we had minimal direct exports to the United States. In addition, our customers are responsible for the tariffs, and we have adopted active measures to mitigate risk, including establishing overseas production capacity and enhancing bargaining power. As a result, we

believe that the Additional U.S. Tariffs, together with corresponding tariff measures adopted by other countries, assuming they are implemented as currently proposed, will not have a material adverse direct impact on our business or results of operations.

EXPORT CONTROL

We operate within a global supply chain, and our business may be affected by changing international export controls and economic sanction regimes, which could limit our ability to conduct cross-border transactions or expose us to compliance risks. See *"Risk Factors — We may be subject to the risks associated with international trade policies, export controls and economic sanctions, geopolitics and trade protection measures"*.

COINS ACT

Participation by U.S. persons in our **[REDACTED]** is subject to U.S. outbound investment rules. While purchases of our publicly traded shares (including **[REDACTED]**) are currently excepted, ongoing and prospective changes (such as the COINS Act), may affect our US investor base. See *"Risk Factors — We are exposed to risks associated with U.S. Executive Order 14105 and its implementing regulations that prohibit and require notification by U.S. persons for certain investments"*.

NO MATERIAL ADVERSE CHANGE AND RECENT DEVELOPMENTS

We have made commercial progress in our PSL power conversion systems and our 800 V HVDC solutions: (i) for PSL power conversion systems, we have shipped 200 kW integrated computing power system and 1 MW integrated computing power system to customers on a trial-project basis; (ii) for our 800 V HVDC solutions, we have cumulatively shipped 30 units and held orders on hand for a further 376 units. The IEC certification testing for the relevant 800 V HVDC products is currently in progress. As of the Latest Practicable Date, these solutions remained at an early stage of commercialization and the revenue contribution therefrom was minimal.

From March 31, 2026 to the Latest Practicable Date, we entered into OEM cooperation with two new OEM service suppliers in Vietnam to expand our overseas manufacturing capabilities for ESS Power Conversion products.

Our Directors confirmed that, as of the date of this document, there has been no material adverse change in our financial position since March 31, 2026, and there has been no event since March 31, 2026 that would materially affect the information as set out in the Accountants' Report in Appendix I and the Financial Information for the Three Months Ended March 31, 2026 included in Appendix IA to this document.