

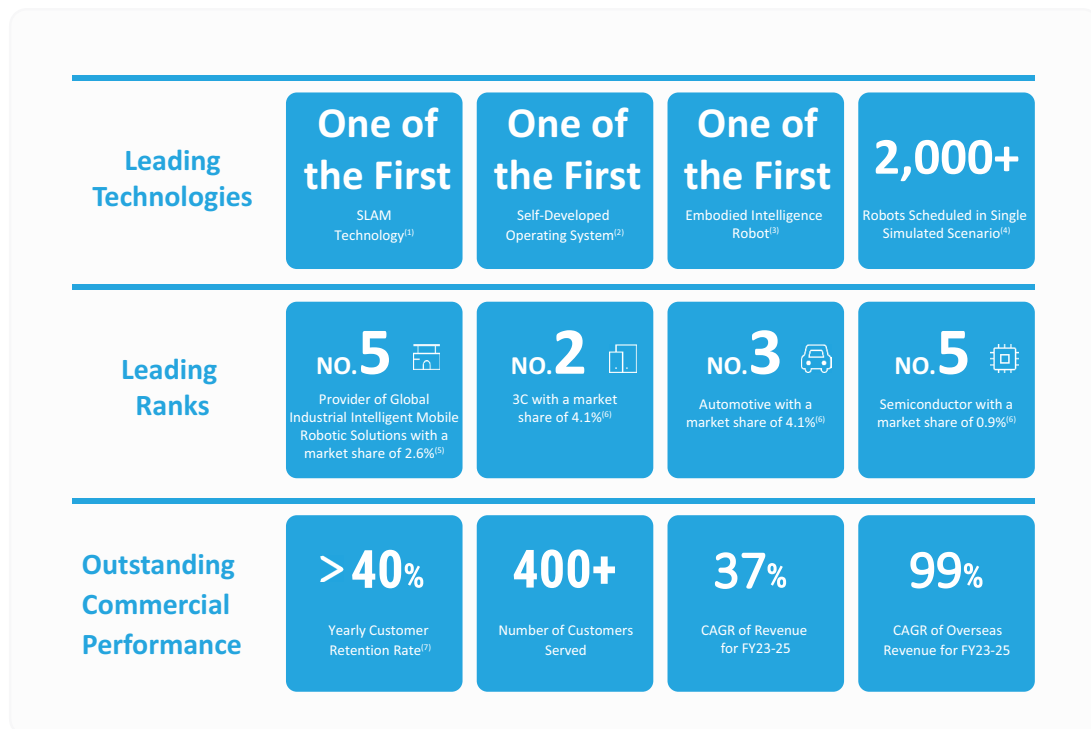
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OVERVIEW

Who We Are

We are a leader in industrial intelligent mobile robotic solutions, dedicated to empowering smart factories across a wide range of industrial scenarios. We are also an early mover in the market segment of industrial embodied intelligence robotic solutions. Our tailored one-stop robotic solutions integrate our technology platform, intelligent robots and intelligent collaborative system. We were the fourth largest provider of the industrial intelligent mobile robotic solutions in China by sales volume in 2025, with a market share of 4.0%, according to CIC. As of the Latest Practicable Date, our premier solutions had been recognized and adopted by over 400 customers worldwide, many of which are leaders in their respective sectors. Globally, we are one of the largest industrial intelligent mobile robotic solutions providers in several high-tech sectors as measured by shipment in 2025: second largest in the 3C sector, with a market share of 4.1%, third largest in the automotive sector, with a market share of 4.1% and fifth largest in the semiconductor sector, with a market share of 0.9%, according to CIC.

According to CIC, we are one of the few enterprises in the industry with self-developed full-stack technologies. We started as an early mover of industrial intelligent robotic systems engineering and a proprietary robotic operating system in China. We were among the first companies to launch SLAM technology, according to CIC. Our leadership in localization, navigation, control, and perception and manipulation technologies equip our robots with intelligence, efficiency, and reliability and safety. Powered by world modeling and multi-robot coordination technologies, our robots possess collaborative intelligence. We were among the first in China to have achieved world modeling and collaborative intelligence in industrial robotic systems, according to CIC.



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Source: CIC

Notes:

- (1) Among the first to develop SLAM technology based on prior information.
- (2) One of the first in China to have self-developed operating system for industrial intelligent mobile robots.
- (3) First wheeled embodied intelligence robot with the highest degree of freedom in industrial settings implemented in China.
- (4) One of the few enterprises capable of scheduling over 2,000 robots in single simulated scenario.
- (5) Ranked in terms of sales volume in 2025.
- (6) Ranked in terms of shipment volume in respective sector in 2025.
- (7) Calculated by dividing the difference between the number of customers in the respective year and the number of new customers in the respective year by the number of customers in the immediately preceding year, multiplied by 100%, for the year of 2023, 2024 and 2025.

We primarily offer tailored one-stop robotic solutions to our customers, empowering their smart manufacturing. Depending on customer needs, we also provide our customers with robots sold individually and related accessories, software and services. Our robots, sharing the same core technology platform, are sold either integrated in our robotic solutions under robotic solutions segments or individually under robots and others segments. All our robotic solutions include robots and are revenue generating.

Market Challenges

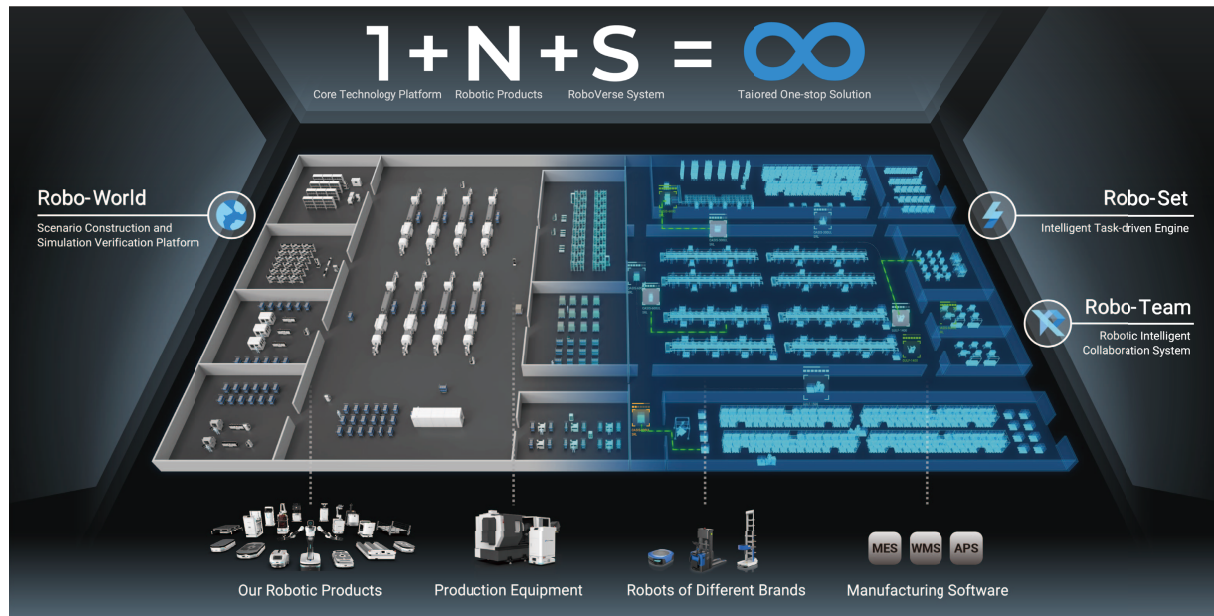
We are dedicated to providing robotic solutions in a wide range of industrial scenarios, particularly high-tech sectors such as 3C, automotive and semiconductor. These industries are characterized by complex processes, high precision requirements and rapid technological advancements. Traditional production management models increasingly face issues like inefficiency, low reliability and high labor costs, resulting in major bottlenecks in the path toward industrial transformation. Prominent specific issues include: (i) low production efficiency and high hidden costs due to labor dependence; (ii) complex production environments increase the difficulty of production management; (iii) frequent changes in production plans; (iv) high time-sensitivity of material supply; (v) poor compatibility among different types of automation equipment; and (vi) high demands for cross-departmental collaboration.

In today’s rapidly evolving industrial landscape, there is significant demand for intelligent robotic systems that can operate autonomously and collaboratively in complex manufacturing environments. According to CIC, the global market for industrial intelligent mobile robotic solutions is approximately RMB21.1 billion in 2025 and is expected to increase to RMB80.8 billion by 2030, representing a CAGR of 29.6% from 2026 to 2030. The market for industrial embodied intelligence robotic solutions is anticipated to grow from RMB2.0 billion in 2025 to over RMB15.7 billion by 2030, at a CAGR exceeding 43.7% from 2026 to 2030. This robust growth is fueled by advancements in robotic technology, the need for flexible and efficient logistics solutions and the ongoing shift towards smart manufacturing across industries, particularly high-tech sectors such as 3C, automotive and semiconductor.

Our Robotic Solutions

The philosophy of our robotic solutions is “1 + N + S = ∞.” Our tailored one-stop robotic solutions comprise our core robotic technology platform (“1”), our industrial intelligent multi-functional robotic products (“N”) and the RoboVerse System (“S”), our one-stop intelligent collaborative system, and encompass a wide range of industrial scenarios. Our goal is to provide infinite possibilities for smart manufacturing (“∞”).

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Our Core Robotic Technology Platform. Our core robotic technology platform consists of a self-developed core controller, our proprietary operating system SROS and algorithms. The operating system and algorithms are embedded in our controllers, which are installed in all our robots. Our controllers are equipped with multi-processor architecture meets high computing power, real-time response, and strict security requirements. The industrial-grade design and verification standards ensure stability and safety. The key features of our self-developed operating system SROS include efficient communication mechanism, heterogeneous processor task scheduling, high real-time performance and continuously evolving AI architecture. Our self-developed algorithms include (i) algorithms for localization, navigation and control, which is a high-precision, adaptive, robust, and self-updating multi-sensor information fusion localization system, and (ii) algorithms for perception and manipulation, which have achieved closed-loop intelligence from command understanding to action execution. The core robotic technology platform meets the demands of high computing power, real-time responsiveness and stringent safety requirements, allows for efficient processing of complex and advanced algorithms, and equips our robots with intelligence, efficiency, reliability and safety.



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Our Robotic Products. Our robotic products are built upon our core robotic technology platform, which governs essential robotic functions such as navigation, perception and manipulation. Our robotic products feature modular design — by adding modules serving different functions to the core robotic technology platform, these robotic products are versatile in application across a wide range of industrial scenarios. Our robotic products include standard robots, functional robots and embodied robots. Our standard robots offer mobility in a wide range of complex scenarios. Powered by our proprietary algorithms and advanced autonomous driving technology, standard robots can be seamlessly deployed in new scenarios without requiring any modifications to the specific scenario. Our functional robots include lifting robots, transport robots, forklift robots and tugger robots. By incorporating additional modules into the core robotic technology platform, these robots are equipped with advanced capabilities tailored to specific functional requirements. Our functional robots have lifting, drawing, and transporting functions, enabling precise execution of various tasks. Our embodied robots, including LINK, our classic industrial embodied robots, and DARWIN, our advanced embodied robots, enhance flexibility through increased DoF and enable more general capabilities through AGI. These robots are designed to adapt to and perform a series of complex tasks in a wide range of industrial scenarios. Our embodied robots are versatile tools used in manufacturing sectors, enabling humans and machines to work together seamlessly and safely.



Our RoboVerse System. Our RoboVerse System is a one-stop intelligent collaborative system. It comprises three constituent sub-systems, Robo-World, Robo-Set, and Robo-Team. Robo-World is a sophisticated platform that digitally reconstructs factory scenarios using world modeling technology, enabling precise simulation of operations and providing data-driven insights to optimize smart manufacturing solutions, thereby reducing development time and deployment risks. Robo-Set is an intelligent task engine that simplifies the creation and management of manufacturing tasks through a no-code approach, leveraging built-in templates and intelligent agents to enhance operational efficiency and adaptability. Robo-Team is a collaborative system that unifies diverse robots into a cohesive workforce by employing intelligent algorithms for efficient resource management, real-time path planning, and dynamic task allocation, ensuring robust operation and enhanced system efficiency.

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Our RoboVerse system facilitates integration and data exchange across various brands of robots by utilizing standardized communication protocols or adapting to proprietary communication protocols. Building on this foundation, the RoboVerse system incorporates standardized robotic models that unify the motion and action model frameworks of diverse robot configurations. Additionally, the RoboVerse system employs a heterogeneous mapping algorithm which enables robots with different navigation and positioning principles, such as SLAM and QR code navigation, to operate within a unified coordinate space. This innovative approach enhances interoperability and operational efficiency across multi-brand robotic systems. Customers are required to maintain continuous connectivity with our platform and the RoboVerse System in order to operate our robots.

Our robotic solutions are based on a thorough understanding of the actual needs of our customers across various industries, proprietary knowledge of specific industries, and accumulated data. We utilize our technology to simulate the real scenario of our customers’ factories, which allows us to formulate and deliver tailored one-stop solutions to our customers, enabling them to achieve robots-centric automation, digitalization, and intelligence in smart manufacturing. The openness of our software allows customers to incorporate equipment and third party robots into their automated production plan.

Our Technological Features

According to CIC, we are one of the few enterprises in the industry with self-developed full-stack technologies. We have successfully developed robotic technologies featuring intelligence, efficiency, and reliability and safety. Leveraging innovative technologies, we are well-versed to deliver tailored one-stop solutions comprising our core robotic technology platform, our industrial intelligent robotic products and the RoboVerse System.

Our core robotic technology platform consists of our core controller, our operating system, namely SROS, and algorithms, which empowers our robots with individual intelligence. Our self-developed operating system SROS is a universal robot operating system suitable for various robot forms. Its key features include efficient communication mechanism, heterogeneous processor task scheduling, high real-time performance and continuously evolving AI architecture. Our self-developed algorithms include (i) algorithms for localization, navigation and control, which is a high-precision, adaptive, robust, and self-updating multi-sensor information fusion localization system, and (ii) algorithms for perception and manipulation, which have achieved closed-loop intelligence from command understanding to action execution. Our advancements in technologies infuse individual intelligence into our robots, enabling them to think, adapt and perform tasks with autonomy.

Drawing on years of experience in research, development, and delivery of industrial intelligent robotic solutions, we have established full-stack robotic systems engineering capabilities. We develop our industrial intelligent robots in a modular design, building all robots with the same core technology platform and adding different modules of functions. This standardization of robotic components allows us to design, manufacture and upgrade our robots in a cost-effective and efficient manner.

Our RoboVerse system is based on self-developed industrial scene-oriented world modeling and mass scale multi-robot coordination technologies. The industrial scene-oriented world modeling technology integrates AI-driven modeling and prediction capabilities to enhance robots’ environmental perception and decision-making. The mass scale multi-robot coordination technology enables efficient collaboration among robots, addressing efficiency bottlenecks and complex task distribution. Powered by these technologies, our robots possess collaborative intelligence and can seamlessly adapt to a wide range of industrial scenarios without modifications.

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Our Go-To Market Strategy and Premium Customer Base

We employ a highly effective customer-centric go-to-market strategy, focusing on establishing a strong presence and cultivating long-term relationships with major and influential customers in the 3C, automotive and semiconductor sectors. By collaborating with these industry leaders, we design and deliver solutions that set new benchmarks, showcase our capabilities, and strengthen our reputation in the market. This also enhances our understanding of specific industry needs. Our partnerships with established customers encourage mid-sized and smaller customers to adopt similar solutions, further expanding our market share and solidifying our position as a trusted provider of industrial intelligent robotic solutions.

Starting from 2019, we strategically expanded our global presence, targeting key international markets including the Asia-Pacific, North America and Europe to drive growth. This global expansion enables us to deliver our solutions and products worldwide. By consistently delivering high-performance solutions tailored to the specific needs of each high-tech industry, we have built a strong foundation of trust and collaboration with our premium customers, such as Xiaomi Auto, Foxconn and OPPO.

Our Proven Success

We have achieved remarkable growth in recent years. Our total revenue increased from RMB162.2 million in 2023 to RMB250.5 million in 2024, and continued to increase to RMB301.5 million in 2025 and from RMB44.7 million in the four months ended April 30, 2025 to RMB106.9 million in the same period of 2026. Our revenue growth outpaced the increase of our cost of sales, leading to an increase in our gross profit margin, which increased from 31.6% for 2023 to 38.8% for 2024, and continued to increase to 40.5% for 2025 and remained relatively stable at 44.7% for the four months ended April 30, 2025 and 44.5% for the same period of 2026.

STRENGTHS

Market Leadership in Industrial Intelligent Mobile Robotic Solutions and Industrial Embodied Intelligence Robotic Solutions

We are a leader in providing industrial intelligent mobile robotic solutions, dedicated to empowering smart factories across a wide range of industrial scenarios. We are also an early mover in providing industrial embodied intelligence robotic solutions. In the year ended December 31, 2025, we were the fourth largest provider of the industrial intelligent mobile robotic solutions in China by sales volume, according to CIC. Our leading position strengthens our competitiveness by enabling scale efficiencies in R&D, procurement and manufacturing, which in turn support faster product iteration and a structurally lower unit cost. With a large and diversified installed base, we capture extensive operational data across use cases and environments, allowing us to continuously refine algorithms, improve reliability and deliver superior performance benchmarks. Leadership also enhances brand trust and customer preference, shortening sales, while expanding cross_sell and upsell opportunities across our portfolio.

Dedicated to providing robotic solutions for a wide range of industrial scenarios, we are trusted by customers with leading market share in 3C, automotive and semiconductor sectors. In the global market, we are one of the largest industrial intelligent mobile robotic solution providers in several high-tech sectors as measured by shipment, being the second largest in the 3C sector, the third largest in the automotive sector and the fifth largest in the semiconductor sector, according to CIC.

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The global industrial intelligent mobile robotics market is projected to grow from RMB21.1 billion in 2025 to RMB80.8 billion by 2030, with a CAGR of 29.6% from 2026 to 2030. The market for industrial embodied intelligence robotic solutions is anticipated to grow from RMB2.0 billion in 2025 to over RMB15.7 billion by 2030, at a CAGR exceeding 43.7% from 2026 to 2030. Our dedications to innovation and industry-focused solutions have enabled us to capture leading market share, reinforcing our position as a leader in industrial automation. Key drivers of market growth include the upgrade of intelligent manufacturing systems, robust demand from downstream industries, labor shortages and rising costs, alongside mature supply chains and increased policy support.

Self-Developed Robotic Technologies Featuring Intelligence, Efficiency, and Reliability and Safety

According to CIC, we are one of the few enterprises in the industry with self-developed full-stack technologies. We started as an early innovator of industrial intelligent robotic systems engineering in China and we were also one of the first in China to have developed our proprietary robotic operating system for industrial intelligent robots. We were among the first companies to pivot into the SLAM technology, according to CIC. We were also one of the first in the industry to have developed VLA for industrial scenarios, according to the same source.

Our leading advancements in localization, navigation and control, and perception and manipulation technologies equip our robots with intelligence, efficiency, and reliability and safety, infusing individual intelligence into our robots, enabling them to think, adapt and perform tasks with autonomy. Our robots achieve high-precision localization with ± 2 mm repeat accuracy, navigation, perception and manipulation. Powered by world modeling and multi-robot coordination technologies, our robots possess collaborative intelligence. They seamlessly adapt to a wide range of industrial scenarios without modifications, utilizing multi-level semantic maps, intelligent localization technology, and autonomous navigation algorithms to operate safely and efficiently even in dynamic scenarios. According to CIC, we are one of the few companies to have developed the capability of scheduling over 2,000 robots in a single simulated scenario. There are typically no more than 500 robots involved in a single real-world industrial scenario.

Premier Solutions for Smart Manufacturing across a Wide Range of Industrial Scenarios

We provide industrial intelligent robotic solutions to empower smart manufacturing across a wide range of industrial scenarios, addressing unique operational needs of our customers. Our solutions are characterized by industry-leading intelligence, efficiency, reliability and safety. Drawing on our extensive experience and deep industry expertise, we work closely with customers to develop tailored one-stop solutions that address specific challenges and enhance operational efficiency. Our tailored solutions enable seamless integration with existing factory equipment, support cross-brand and multi-model robot collaboration, and adapt to complex manufacturing processes.

Extensive Deployment by Leading Enterprises

We are dedicated to providing robotic solutions to customers in a wide range of industrial scenarios, particularly leading enterprises in high-tech sectors such as 3C, automotive and semiconductor, and have established a robust and loyal customer base with over 400 customers.

In the 3C sector, our solutions enhance production efficiency by ensuring timely and accurate material supply, adapting swiftly to varying production tasks. Based on shipment volumes of smartphones in 2025, we have served manufacturers represent up to 95% of the market share in China, according to CIC. In the automotive sector, we have provided solutions to five of the top ten

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automotive groups in China, which accounted for over 50% of the passenger car market share based on shipment volumes in 2025. The strong load-bearing capacity and high-frequency mixed-line scheduling capabilities of our robots are essential for the simultaneous production of diverse vehicle models, addressing the industry’s need for flexible and efficient manufacturing processes. In the semiconductor sector, our robots excel in high-precision, high-cleanliness scenarios, ensuring safe and accurate material handling. We have provided services to three of the top five enterprises in China’s semiconductor outsourced semiconductor assembly and test market, which collectively commanded over 70% of the market share in terms of relevant revenue generated in 2025. These accomplishments have built a broad and high-quality customer base, providing a solid foundation for sustained growth.

Visionary Management Team with Technical Expertise and Strategic Insight and Strong Support from Reputable Investors

We are led by a highly experienced management team. They have a proven track record of guiding us through periods of dynamic growth and have demonstrated their ability to commercialize products by tapping into previously unaddressed market needs. The strategic foresight, expertise and leadership of our Chief Executive Officer, Mr. Wang Yongkun, and our Chief Technology Officer, Mr. Li Hongxiang have been instrumental in our growth and success. This stable core team has worked together since our inception, leveraging their professional research capabilities, passion for their work, and forward-looking industry insights to continue to grow as a market leader.

We committed to a path of independent R&D, choosing to innovate rather than modify foreign technologies. Our team has a keen understanding of industry trends and adapts swiftly to national policy directions, expanding from the initial 3C sector to the automotive and semiconductor sectors, maintaining competitive market positioning.

We have received investment and support from strategic partners such as Xiaomi, Qiji and Bohua. Many of these investors are prominent leaders in high-tech industries, which naturally present a wide array of applications for our products and solutions. Their contributions extend beyond significant financial resources; they enhance our brand reputation, deepen our industry insights, and expand our ability to seize future opportunities through their extensive networks.

STRATEGIES

Increase Investment in the R&D of Industrial Embodied Intelligence Technologies

We plan to continue investing in the R&D of industrial embodied intelligence technologies to enhance the capabilities and diversity of our solutions. We will further develop innovative types of embodied intelligence robots to expand our product lineup, while improving the quality and cost-effectiveness of our robotic products and solutions. By refining our localization, navigation and control algorithms, we aim to boost the overall motion performance of our robots. We also envision ourselves to advance our perception and manipulation technologies to expand our robots’ capabilities to perceive and interact with the physical world. Additionally, we will continue to strengthen our capacity to build world models and achieve collaborative intelligence.

Our focus is on creating industrial embodied intelligence technologies with general application capabilities. Building on this foundation, we plan to develop smarter robotic products and solutions to meet the ever-evolving demands of industrial intelligent transformation and technological innovation.

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Deepen Our Expertise in Industrial Intelligent Robotic Solutions, Particularly in Industrial Embodied Intelligence Robotic Solutions

We aim to deepen our expertise in industrial intelligent robotic solutions, particularly in the rapidly growing market of industrial embodied robotic intelligence. Based on our “1 + N + S = ∞” philosophy of robotic solutions, we focuses on:

- **Core robotic technology platform:** Building a versatile robotic technology platform that integrates AI, machine learning, sensing and control systems, ensuring unified capabilities for easier updates and integration across industries.
- **Robotic products:** Developing a diverse range of robots with comprehensive functions, supported by advanced R&D equipment to enhance product robustness and application-specific functionalities.
- **RoboVerse system:** Iterating intelligent collaborative systems for smart manufacturing by advancing AI technology, expanding simulation scenarios, refining AI agents, and strengthening multimodal data collection, all backed by high-performance computing resources to accelerate AI development.

Enhance In-House Manufacturing Capabilities to Support Sustained Growth

Our production capabilities and production capacity directly impact product quality, delivery efficiency, and market competitiveness. Our Kunshan facility serves as our core production base, offering complete in-house production capabilities that ensure full control from research to delivery. We plan to further enhance our manufacturing capability and production capacity to support domestic and international market expansion. We expect to purchase production equipment and develop new production lines. We plan to deploy our robotic solutions in our new production lines, aiming to establish this new plant as an industry-leading intelligent manufacturing demonstration factory.

Expand Our Influence among Current and Future Customers, Domestically and Internationally

We plan to invest in strategic brand marketing to enhance recognition and influence in domestic and international markets, expanding marketing channels and digital efforts, media partnerships, and local outreach. We will participate in industry exhibitions and seminars to showcase our brand and share industry trends, strengthening our image among a broader customer base.

We aim to expand market influence with current customers by offering embodied intelligence robots that address a wider range of needs, enhancing operational efficiency and fostering long-term partnerships. We will also transform tailored solutions for industry leaders into standardized, scalable modules, making advanced technologies accessible to more businesses and expanding our customer base while maintaining quality. Furthermore, we are expanding globally, focusing on strategic regions like Asia-Pacific, North America and Europe, tailoring our expansion plans to regional characteristics to build a competitive industrial intelligence brand and enhance global business and brand value.

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OUR ROBOTIC SOLUTIONS

Our Solutions

We offer tailored one-stop solutions that integrate robots to assist customers in achieving robots-centric automation, digitalization, and intelligence in smart manufacturing. Our solutions are based on a thorough understanding of the actual needs of our customers across various industries, proprietary knowledge of specific industries, and accumulated data. The industrial intelligent mobile robotic solutions can adapt to various complex industrial scenario, offering higher load capacity and flexibility. Industrial embodied intelligence robots can achieve high-precision operations and flexible task execution, completing various complex assembly, and other tasks in industrial production scenarios, meeting the needs of different industries and settings.

The philosophy of our robotic solutions is “ $1 + N + S = \infty$.” Our tailored one-stop robotic solutions consist of the following elements:

The “1” — our core robotic technology platform.

The “N” — our industrial intelligent multi-functional robotic products, consisting of our standard robots, functional robots and embodied robots.

The “S” — the RoboVerse system, our one-stop intelligent collaborative system, empowering robots to autonomously operate across scenarios and tasks.

The “ ∞ ” — our commitment to provide infinite possibilities for smart manufacturing.

Our Core Robotic Technology Platform

Our core robotic technology platform consists of our self-developed core controller, our proprietary operating system SROS and algorithms. Featuring a CPU+GPU+MCU multi-processor architecture, our core controller integrates self-developed operating system SROS to meet the demands of high computing power, real-time responsiveness and stringent safety requirements. This independently developed controller allows for efficient processing of complex and advanced algorithms. Our core controller is a pivotal component that equips our robots with intelligence, efficiency, reliability and safety.

Our Robotic Products

Our robotic products are built upon our core robotic technology platform, which governs essential robotic functions such as navigation, perception and manipulation. Our robotic products feature modular design — by adding modules serving different functions to the core robotic technology platform, these robotic products are versatile in application across different in a wide range of industrial scenarios. We standardize and reuse core components such as controllers, LiDAR units and motors across different robot models. This practice streamlines new product development because we can rely on proven parts instead of validating new ones, which shortens our R&D cycle and reduces upfront costs. It also benefits our after-sales service — using the same components across the fleet lowers the chance of field failures and allows us to maintain a smaller, more focused inventory of spares, reducing maintenance complexity and cost for our customers and us.

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Our robotic products include standard robots, functional robots and embodied robots. Our robots offerings are standardized, except in rare cases we may provide slightly modified products using existing modules to fulfill customers needs.

Our Standard Robots

Our standard robots offer mobility in a wide range of complex scenarios. Powered by our proprietary algorithms — including localization, navigation and control algorithms — standard robots can be seamlessly deployed in new scenarios without requiring any modifications to the scenario, such as the addition of QR codes or magnetic strips on the floor. As customer workflows change and evolve, standard robots can be efficiently redeployed to meet changing needs. Furthermore, they are equipped with a comprehensive set of external interfaces, enabling flexible and versatile functional extensions.



Our Standard Robots have the below key features:

- **Versatile movement capabilities:** Equipped with forward, backward, in-place rotation movements, our robots offer precise navigation and localization. Certain models also support left and right lateral movements, allowing for omnidirectional navigation, which enhances maneuverability in confined spaces.
- **Flexible load capacities:** Covering load ranges up to 2,000 kg, customers can select models that best fit their specific requirements, ensuring scalability and adaptability to various operational demands.
- **High-precision navigation:** Our multi-sensor information fusion localization system achieves ± 2 mm repeat localization accuracy, maintaining ± 5 mm accuracy even in dynamic scenarios with up to 90% environmental changes.
- **Open integration:** Open electrical interfaces and standard communication protocols support easy integration with various application modules such as collaborative robotic arms and conveyor systems. This enables custom solutions tailored to specific industrial needs without extensive proprietary development efforts.
- **Advanced safety features:** Comprehensive safety systems, including emergency stop functions, obstacle detection, and overspeed monitoring, ensure safe operation in collaborative scenarios.

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Our Functional Robots

Our functional robots are engineered to adapt and perform efficiently in a variety of operational scenarios. By incorporating additional modules into the core robotic technology platform, these robots are equipped with advanced capabilities tailored to specific functional requirements. Our different types functional robots are designed to optimize material handling and logistics within industrial scenarios, each offering specialized capabilities to enhance efficiency, precision, and adaptability across various sectors.



Lifting robots: Designed for covert lifting and carrying within factories, lifting robots handle various types of carriers like material carts, racks, pallets and flat carriers. By automating intra-factory transfers, they address repetitive handling tasks and improve efficiency and accuracy. Our lifting robots support material handling from 300 kg to 2,000 kg.

Transport robots: These robots automate the transfer of trays, boxes, and other carriers between equipment interfaces, enhancing automated and precise loading and unloading functions and intelligent management within factories. They address challenges like low production space utilization and difficulties in data tracking and refined management. Equipped with our intelligent localization technology, they achieve high precision docking (± 5 mm) and flexible deployment, adapting to varying customer requirements.

Forklift robots: Forklift robots address challenges associated with intra-factory transfers, including high-density stacking, and high-level storage. They automate pallet logistics transfer, enhancing precision and efficiency. Equipped with AI-based perception and control algorithms for high-precision recognition and docking, they utilize our perception & manipulation framework. This includes a semantic-level spatial perception system that provides high-precision perception of objects, obstacles, and dynamic changes in the scenario.

Tugger robots: Tugger robots are designed to tow multiple carts, enhancing the efficient transfer of materials within industrial scenarios. Leveraging our proprietary algorithms and modular hook-and-gripper designs, tugger robots automate the identification and hooking of carts, while easily adapting to existing customer cart designs.

Our Embodied Robots

Embodied robots enhance flexibility through increased DoF and enable more general capabilities through AGI.

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LINK, our classic industrial embodied robots. LINK is generally equipped with a single robotic arm and, depending on the specific task to be performed, a special-purpose “hand” to perform the particular function, such as gripping, lifting, pushing and pulling. Equipped with these features, LINK can operate machine interfaces, manipulate objects and transfer materials and finished products. They can perform complex tasks with precision, stability and flexibility, which makes them indispensable in high-tech industries. For example, in semiconductor production, LINK helps ensure the precise transfer and handling of fragile and high-value materials such as semiconductor wafers.

DARWIN, our advanced embodied robots. A wheeled humanoid robot equipped with two arms, DARWIN breaks the limitations of single-arm operation and can complete more complex tasks through coordinated operations with multiple hand-like end-effectors, achieving over 23 DoF. Equipped with a quick-change dexterous hand system, it can rapidly switch between different hand-like end-effectors, efficiently handling tasks ranging from heavy material transport to precise manipulation of small components. DARWIN features omnidirectional chassis, enabling it to navigate complex industrial scenarios with ease and stability at speeds exceeding two meters per second. Its advanced perception system, comprising a matrix of multiple sensors, delivers 360° x 360° dynamic environmental awareness, ensuring operational safety and adaptability.

DARWIN integrates next-generation AGI technologies. Multimodal perception algorithms and a rich sensor matrix allow DARWIN to accurately and comprehensively understand spatial relationships among objects in the physical world. Equipped with end-to-end models such as VLA, DARWIN can achieve cross-task generalization in perception, decision-making, and manipulation. Through continuous high-quality data accumulation and iterative model training, it delivers high efficiency, precision, and a high success rate in task execution.

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The table below sets forth the main functions, key features and price range of our robots and features of the robotic solutions that primarily deploy the relevant types of robots.

Functions and Key Features	Features of Solutions	Price Range*
Standard Robots (DoF: 3)		
Main Function: Mobility	Our one-stop tailored robotic solutions that primarily	RMB60,000–350,000
Key Feature: Standard robots provide mobility for a variety of complex scenarios, driven by proprietary algorithms. They can move omnidirectionally, providing precise navigation and positioning.	deploy standard robots mainly serve integrators for developing automation solutions.	per unit
Functional Robots (DoF: 4 ~ 8)		
Main Function: Mobility plus additional functions (e.g. lifting, transport, stacking and towing)	Our one-stop tailored robotic solutions that primarily	RMB100,000–550,000
Key Feature: Functional robots integrate additional modules into the core robotics technology platform. In addition to mobility, they can perform advanced capabilities tailored to specific functional requirements.	deploy functional robots serve customers in a wide range of industries.	per unit
Embodied Robots (DoF: 9+)		
Main Function: General purpose functions to perform complex tasks	Our one-stop tailored robotic solutions that primarily	RMB450,000–
Key Feature: Embodied robots are equipped with enhanced flexibility through increased freedom and achieving more general-purpose functions through AGI. They can perform complex tasks across multiple industrial scenarios, enabling humans and machines to collaborate seamlessly and safely.	deploy embodied robots primarily serve customers in high-end manufacturing industries such as semiconductor business.	1,111,000 per unit

Note:

* Represents the price range of each category of robots when sold individually. The pricing of robotic solutions vary widely by projects.

The table below sets forth the number of units of each category of robot sold during the Track Record Period, which include robots both sold individually and integrated in our solutions.

	Year ended December 31,			Four months ended April 30,	
	2023	2024	2025	2025	2026
Standard Robots	237	388	501	41	119
Functional Robots	949	1,525	1,715	294	410
Embodied Robots	26	19	68	18	27
Total	1,212	1,932	2,284	353	556

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The sales of embodied robots decreased from 26 units in 2023 to 19 units in 2024, which was a normal fluctuation during the ramp-up phase, as the technology and application scenarios were in the early exploration stage. The sales volume of our embodied robots increased from 19 units to 68 units in 2025 and from 18 units in the four months ended April 30, 2025 to 27 units in the same period of 2026.

Our RoboVerse System

Our RoboVerse System is an one-stop intelligent collaborative system, comprising three constituent sub-systems, Robo-World, Robo-Set, and Robo-Team:

- Robo-World is a sophisticated platform that digitally reconstructs factory scenarios using world modeling technology, enabling precise simulation of operations and providing data-driven insights to optimize smart manufacturing solutions, thereby reducing development time and deployment risks.
- Robo-Set is an intelligent task engine that simplifies the creation and management of manufacturing tasks through a no-code approach, leveraging built-in templates and intelligent agents to enhance operational efficiency and adaptability.
- Robo-Team is a collaborative system that unifies diverse robots into a cohesive workforce by employing intelligent algorithms for efficient resource management, real-time path planning, and dynamic task allocation, ensuring robust operation and enhanced system efficiency.

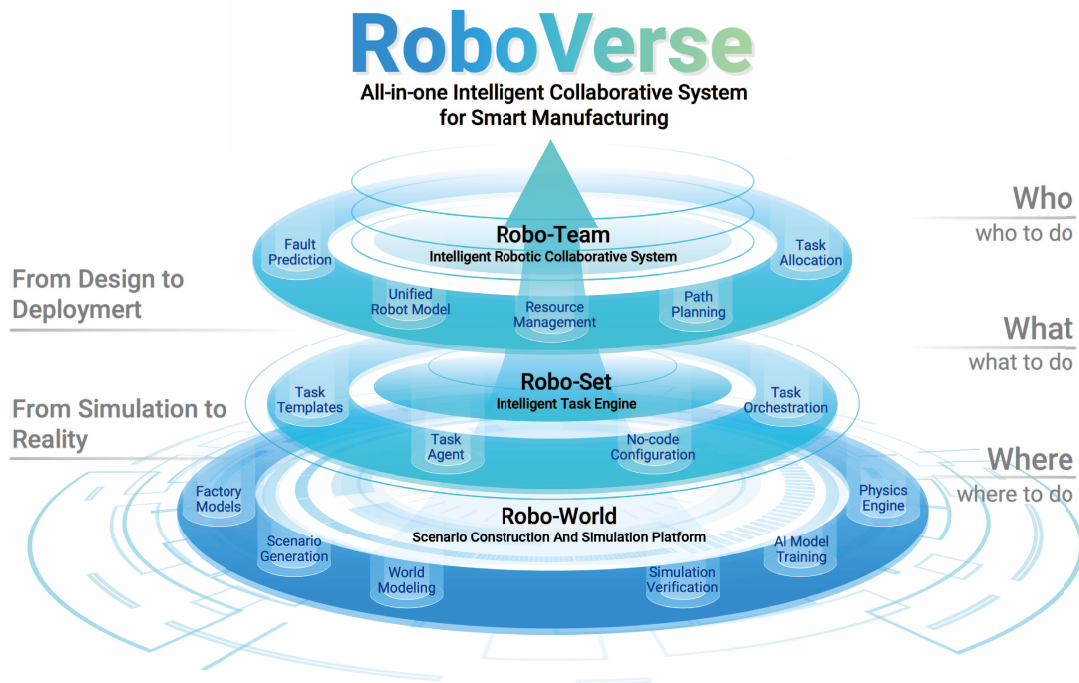
We use our RoboVerse system throughout pre-sales, delivery, and operational phases to tailor intelligent robotic solutions, simulate and manage digital factory scenarios, and enhance smart manufacturing efficiency, quality, and safety for our customers’ high-tech industry needs.

In the pre-sales phase, we utilize our RoboVerse system to gain an in-depth understanding of the customer’s needs, including products, processes, materials, factory layout, information system, and production cadence. Based on the understanding obtained in this phase, we then formulate tailored intelligent robotic solutions particular to each of our customers. Through Robo-World, we simulate a digital industrial scenario. Through Robo-Set, we simulate the operation process of the robot cluster in the customer’s factory based on production materials and layout. Through Robo-Team, we simulate the collaboration of robot cluster with dynamic task changes. Supported with RoboVerse system, we select the appropriate models and quantities of robots.

In the delivery phase, we manufacture and deliver robots to the site and deploy our robotic solutions. Building upon pre-sales simulation results, through Robo-World, we deploy an actual digital model of the factory; through Robo-Set, we assign production tasks based on production needs; through Robo-Team, we schedule and manage robot operations on-site, achieving coordinated scheduling with existing personnel, production equipment, and other robots.

In the operational phase, our customers use our robotic solutions to achieve robots-centric smart manufacturing. By improving production efficiency, reducing production costs, ensuring production quality, and enhancing production safety, our robotic solutions specifically address the challenges of complex production in the high-tech industry, meeting the dynamic production needs of the high-tech industry, as well as the high precision and time requirements for material distribution and production needs.

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Robo-World: Crafting the Intelligent Manufacturing Landscape (“Where”), Bringing Virtual World to Reality

Robo-World is a scenario construction and simulation verification platform based on world modeling. Robo-World incorporates a rich and extensive library of factory models. It can digitally reconstruct a customer’s factory quickly and accurately using information from CAD, natural language and other sources. The reconstructed model includes the key elements of factory operations. With the high-precision physics engine as the underlying driver, Robo-World can achieve precise simulation of factory operations. It generates targeted production operation simulation reports, helping customers assess the rationality of smart manufacturing solutions and determine optimization directions based on data-driven insights. This significantly reduces the time and resources required for developing and validating smart manufacturing solutions, thereby improving efficiency and reducing deployment risks.

Robo-Set: Orchestrating Intelligent Manufacturing Tasks (“What”), Simplifying Complexity with Intelligent Task Engines

Robo-Set is an intelligent task-driven engine. It helps factories quickly and efficiently build intelligent manufacturing production systems by orchestrating tasks across different production modes and processes. It drives the operation of production system through production task creation and management methods. By selecting a large number of built-in scenario and configuring task templates through a no-code approach, the process becomes highly efficient and customer-friendly, reducing reliance on specialized technical personnel. The built-in task agents continuously learn the production modes of smart factories. By inputting business requirements described in natural language, the task agents directly generate corresponding production tasks, further simplifying production process configuration and enabling rapid adaptation to changing needs. Robo-Set streamlines the creation and

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management of production tasks, enhancing operational efficiency and adaptability. By simplifying task configuration and leveraging intelligent agents, it reduces configuration time and accelerates the implementation of intelligent manufacturing systems.

Robo-Team: The Collaborative Brain of Intelligent Robots (“Who”), Unifying Diverse Robots into a Cohesive Workforce

Robo-Team is an intelligent robotic collaboration system. It supports efficient collaboration among robots of different forms and brands. It addresses the issues of poor compatibility and low collaboration efficiency found in traditional systems. Robo-Team employs various intelligent collaboration algorithms to achieve efficient resource management and allocation. Through intelligent fault prediction technology, Robo-Team monitors operational status of the robot cluster in real-time, conducts deep analysis of anomalies, and automatically adjusts scheduling strategies.

The openness of our software allows customers to incorporate equipment and third party robots into their automated production plan. In a typical manufacturing plant, materials move from the central warehouse through multiple processing stages before becoming finished goods, a journey that involves numerous production machines, software systems and internal-logistics activities. The customer’s existing business software orchestrates day-to-day production and transmits the resulting material-delivery requests to our RoboVerse platform. Because RoboVerse provides a unified set of data interfaces, it links seamlessly with the factory’s IT systems and process equipment, then dispatches and coordinates our robots to pick up raw materials, deliver them to the correct workstations, and return semi-finished or finished items, all without manual intervention. To achieve a fully one-stop solution, some customers choose to add third-party softwares like a production-scheduling application and/or hardwares like compact line-side storage units, which act as small buffer warehouses next to the production line; these optional additions are easily integrated to our solutions and extend automation across the entire manufacturing flow. By combining our robots with these complementary software modules, storage units and site-specific engineering, customers create an integrated, end-to-end automation solution tailored to their specific production requirements.

Our solutions draw on our experience and proven success in creating advanced robotic solutions from complex, high-tech manufacturing scenarios to all industries. The following case studies demonstrate how our solutions are integrated in broader intelligent manufacturing scenes and deliver exceptional value and drive success for our customers.

Case Study 1: Solution for a Leading New Energy Vehicle Super Factory

Background

A prominent new energy vehicle manufacturer embarked on constructing its strategic new energy vehicle manufacturing plant with exceptionally high standards.

Challenges

- **Accelerated project timeline:** Due to high-stake and complex nature of the project, we have to constantly solve new issues and respond to evolving decision-making process from the customer.
- **Fast-paced large-scale manufacturing:** The new energy vehicle production is characterized by numerous heavy-load process requirements, with significant variations in component specifications, dimensions and weights across different models.

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- **“Just-in-sequence” needs:** Customer imposes stringent requirements on production efficiency and materials being delivered “just in sequence.” In automotive manufacturing, production processes are tightly interconnected, with any disruptions or logistical delays potentially triggering cascading effects, leading to production halts and substantial economic losses.
- **Mixed model production:** To meet market diversification demands, automotive manufacturers widely adopt mixed-model production lines. This requires robots with robust payload capacities and high-frequency mixed-model scheduling capabilities.

Solution

We deployed over 150 robots of different models in the workshops, with all robots centrally managed and dispatched by our RoboVerse system. Our solution empowers a functionally comprehensive and highly compact automotive manufacturing facility, with 100% automation in the key processes across its several core workshops.

Our value proposition combines deep automotive experience with the RoboVerse system to design, simulate, and adjust quickly for fast deployment; robust robots with high payload and precise performance to support stable, high-capacity production; centralized dispatch and traffic control of over 150 robots on a unified map for easy monitoring, operation and maintenance, and reliable just-in-sequence delivery that reduces disruptions; and flexible, AI-driven mixed-model scheduling that adapts to frequent product changes, enables quick switching, and helps achieve 100% automation across key workshops.

Case Study 2: Solution for a Leading Smart Phone Module Mega Factory

Background

Our customer runs a mega factory focusing on manufacturing precision components related to smart phones. This project encompassed several assembly production lines, handling approximately 20,000 material movements every 24 hours, highlighting our solutions in meeting the high-frequency demands of intelligent manufacturing.

Challenges

- **Integration of complex production processes:** The factory featured dozens of distribution stations with automated sector transfer docking. The limited layout space raised additional challenges for navigation, operations and collaboration between workers and high-speed robots.
- **High-volume task assignment:** Another challenge is to manage high-capacity production (featured by approximately 20,000 material movements daily across several assembly lines) without bottlenecks or delays.
- **Rapid product iterations and high flexibility scheduling problem:** The manufacturing process involves rapid product iterations, necessitating high flexibility to accommodate diverse production needs.

Solution

We provided a comprehensive intelligent robotic solution, deploying around 50 robots, including our customized robots designed for the 3C sector, and implemented the RoboVerse system to integrate the complex production process.

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Our solution delivers precise, safe operations in dynamic environments, using intelligent localization and adaptive safety to achieve millimeter-level accuracy even with a 90% environmental change rate, enabling humans and high-speed robots to work side by side. Coordinated deployment of machinery and robots allows simultaneous debugging, shortens implementation timelines, and boosts efficiency, while automating the full assembly workflow from component assembly to final assembly. By reaching 100% automation for in-process transport and loading/unloading, we reduced headcount by over 60 workers, improved ROI with a payback within 18 months, and lowered reliance on manual labor. The system also integrates with both manual and robotic handling to support ramp-up and ensure a stable, smooth transition to full automation without disrupting existing workflows.

Our Business Model

We have adopted a transaction-based model for the sales of (i) robotic solutions, and (ii) robots and others. Robots and others primarily consist of robots sold individually and related accessories, software and services, including the RoboVerse system software, technical support services and other parts, components and accessories which are required or essential for the functioning and/or enhancing the performance of the robots and robotic solutions supplied by us. The robotic accessories, software and services are either developed by us in-house or specifically sourced by us and require our services to be integrated with robotic products or solutions. All of these are considered a single performance obligation, with one pricing and contract amount for each order. We charge our customers for the sales of (i) robotic solutions, and (ii) robots and others on one-off basis.

Factors considered by us in pricing our robotic solutions include the types of robots to be used, technical specifications, project size, after-sales commitment, sales channel and product competitiveness. For pricing our robots sold individually, we take into account the product type, technical specifications, after-sales commitment, sales channel, and product competitiveness. Additionally, for sales in markets outside mainland China, we consider the region and required certifications. We do not generate recurring revenue through ongoing upgrades or enhancements to our robotic solutions or robots sold individually under our sales arrangements with customers.

Our delivery process covers design, component procurement, manufacturing and testing, and outbound logistics. For domestic orders of non-customized products, the lead time is typically four to six weeks, with additional 20 to 50 days for overseas shipments. Full-scale, tailored one-stop projects such as end-to-end plant automation are executed in phased milestones and generally reach completion within three to nine months, depending on scope and site conditions.

For our robotic solutions, installation services are not separately priced in the contracts. Instead, they are combined with other products or services in the contracts as one single performance obligation, which is fulfilled when the solutions are accepted by the customer. Generally, there are no significant after-sales services required, as the solutions are highly customized and have demonstrated operational effectiveness upon customer acceptance. For robots individually, installation is a simple assembly process with minimal value and is not separately priced in the contract. Consequently, the entire contract consideration is fully allocated to the product, and the revenue is recognized when the product is accepted by the customer. We provide general repairs for defects occurring during the one-year warranty period for both robotic solutions and robots. Provisions for these assurance-type warranties are initially recognized based on sales volume and historical data regarding repair and return levels. The warranty-related costs are reviewed and revised annually. After the warranty period, we may provide repair or technical support services to the customers for a fee, upon request. These services are separately priced, and the revenue is recognized once services are completed and accepted by the

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customer. The designed lifespan of our robotic products is normally five years. After this period, they can typically continue to function; however, system upgrades will no longer be available. We generally release a new generation of our robots every two years.

The following table shows the details on the contract value of our orders awarded and completed during the Track Record Period:

	Year ended December 31,			Four months ended April 30,
	2023	2024	2025	2026
<i>(RMB in thousands)</i>				
For All types of Orders				
Contract value as at the beginning of period ⁽¹⁾	138,988	164,883	121,991	168,433
Contract value of new orders ⁽²⁾	188,061	207,630	347,935	124,460
Revenue recognized ⁽³⁾	162,166	250,522	301,493	106,940
Contract value as of the end of period ⁽⁴⁾	164,883	121,991	168,433	185,953

Notes:

1. “Contract value as at the beginning of period” means the total contract value carried forward from the previous period.
2. “Contract value of new orders” means the total contract value of new orders obtained during the relevant period.
3. “Revenue recognized” means the total revenue recognized from all types of orders during the relevant period.
4. “Contract value as of the end of period” means the contract value as of the beginning of period plus the total contract value of new orders awarded to our company minus total revenue recognized during the relevant period.

The following table shows the details on the movement of the number of our robotic solution projects during the Track Record Period:

	Year ended December 31,			Four months ended April 30,
	2023	2024	2025	2026
<i>(unit)</i>				
For Robotic Solution Projects				
Number of projects as of the beginning of period.	148	172	153	108
Number of new projects obtained during the period.	265	283	327	84
Number of projects completed during the period.	241	302	372	80
Number of projects as of the end of the period.	172	153	108	112

During the Track Record Period, we noticed a general growth trend in the average contract value per project and the number of projects or orders with large transaction value, mainly because (i) we have built up the capability to handle large projects and orders, evidenced by the general increase in the number of projects completed during the Track Record Period; and (ii) the industry has reached a turning point, with customers moving beyond the trial phase and expanding the scale of their projects.

The table below summarizes details of our material robotic solution projects during the Track Record Period:

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Ranking	Project Location	Nature of Products Included in the Project	Served Industry	Contract Value	Project Status as of the Latest Practicable Date
				(RMB in millions)	
For the Year Ended December 31, 2023					
1	InnerMongolia	Functional Robots, Embodied Robots	Others	11.5	Completed
2	Ganzhou	Functional Robots	3C	9.0	Completed
3	Zhuhai	Functional Robots	New Energy	7.6	Completed
For the Year Ended December 31, 2024					
1	Taiwan	Functional Robots, Standard Robots	3C	31.2	Completed
2	Dongguan	Functional Robots	3C	4.8	Completed
3	Hangzhou	Functional Robots, Standard Robots	Others	4.2	Completed
For the Year Ended December 31, 2025					
1	Singapore	Functional Robots	Semiconductor	38.8	On-going
2	Huizhou	Functional Robots	3C	15.8	Completed
3	Hefei	Functional Robots	Automotive	14.8	On-going
For the Four Months Ended April 30, 2026					
1	Taiwan	Functional Robots	3C	24.9	On-going
2	Taiwan	Functional Robots	3C	19.25	On-going
3	Wuhan	Functional Robots	Automotive	13.7	On-going

Commercialization

We are engaged in the design, development and manufacturing of, and have achieved commercialization of, (i) robotic solutions, and (ii) robots and others. Our robotic solutions comprise our core robotic technology platform, our industrial intelligent multi-functional robotic products and our all-in-one intelligent collaborative system, the RoboVerse system. Our core robotic technology, robotic products and the RoboVerse system are self-developed. Our robotic products include standard robots, functional robots and embodied robots. See “— Our Robotic Solutions” for details. We also provide our customers with related accessories, software and services, including the RoboVerse system software, technical support services and other parts, components and accessories which are required or essential for the functioning and/or enhancing the performance of the robots and robotic solutions supplied by us. Such other parts, components and accessories mainly include controllers, LiDAR, batteries, battery modules, camera, etc. which were either designed by us or required commissioning by us or necessary accessories to suit the implementation or functioning of the robots and robotic solutions supplied by us. Customers in this segment, except for new customers purchasing a single robot (along with related accessories, software and services) for trial purposes, are typically existing customers who need these products to work in conjunction with the robots that they previously brought from us.

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According to CIC, driven by synergistic advancements in hardware and software, industrial intelligent robots have become a key force in upgrading smart manufacturing systems. Their adoption is accelerating in response to global industrial intelligence growth and robust downstream demand from sectors such as 3C, automotive, and semiconductor. By deploying industrial intelligent robots at scale and enabling collaborative operations among them, factories can achieve automated, intelligent, and flexible production processes.

Our industry consultant, CIC, confirms and our Directors are of the view that based on the information above, each of (i) robotic solutions, and (ii) robots and others fall within the robotics and automation (robot technology) sector, which is an acceptable sector of a Specialist Technology Industry as defined under Chapter 18C of the Listing Rules.

OUR CORE TECHNOLOGIES

Our core robotic technology platform consists of our core controller, our operating system SROS and algorithms, which empowers our robots with individual intelligence. Drawing on years of experience in research, development, and delivery of industrial intelligent robotic solutions, we have established full-stack robotic systems engineering capabilities. We develop our industrial intelligent robots with a modular feature, building all robots with the same core technology platform and adding different modules of functions. This standardization of robotic components allows us to design, manufacture and upgrade our robots in a cost-effective and efficient manner. Our RoboVerse System is based on self-developed industrial scene-oriented world modeling and mass scale multi-robot coordination technologies.

Core Controller

Our core controller is a pivotal component that equips our robots with exceptional performance, precision and reliability:

- **Heterogeneous multi-processor architecture:** We adopt a CPU+GPU+MCU multi-processor architecture combined with our self-developed robot operating system to fully leverage hardware performance. This architecture simultaneously meets the demands for high computational power, real-time responsiveness and stringent safety requirements. Further more, this approach enhances the scalability of computing power and provides robust support for a variety of complex AI models.
- **Industrial-grade design:** We design our electric circuits to meet to industrial-grade design standards and conduct comprehensive electromagnetic compatibility design and validation. This ensures that our robots maintain stable operation in complex industrial scenarios. Furthermore, we embed an independent security monitoring processor within our controllers and ensure that the system remains safe even under extreme scenarios.

Robot Operating System — SROS

We have developed a universal robot operating system, SROS, suitable for various robot forms, utilizing a three-tier architecture comprising a hardware abstraction layer, resource support layer and core algorithm layer. Key features include:

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- **Efficient communication mechanism:** We establish a multi-sensor data fusion communication bus and a loosely coupled asynchronous communication mechanism. Leveraging a highly optimized data serialization mechanism and “zero-copy” memory technology, processing latency is reduced to the microsecond level.
- **Heterogeneous processor task scheduling:** The operating system is capable of managing computation tasks across heterogeneous processors, ensuring optimal utilization of computing resources. Through a unified message structure and bus mechanism, the system supports horizontal scaling with additional processors to enhance overall computing power.
- **High real-time performance:** Through deterministic task scheduling, we ensure microsecond-level low-latency responses for critical system tasks, maintaining high real-time control even in robots with up to 28 motors.
- **Continuously evolving AI architecture:** This architecture is integrated with an incremental machine learning engine, building an efficient model production and deployment system. It supports operational data acquisition and efficient storage, online model updates, improving the iteration efficiency of core algorithm models and meeting various needs of intelligent manufacturing scenarios.

Localization, Navigation & Control Algorithms

We have developed a high-precision, adaptive, robust and self-updating multi-sensor fusion localization and intelligent navigation system, along with a model-based robot control system. Highlights include:

- **Multi-level semantic maps:** We develop technology for building and updating global and local semantic maps, endowing robots with environmental understanding capabilities, enhancing intelligence and operational efficiency.
- **Localization technology:** Based on multi-sensor fusion technology, the repeat localization accuracy of our robots reaches ± 2 millimeters and even with environmental changes up to 90%, maintains ± 5 millimeter precision, demonstrating excellent capability to adapt to scenarios.
- **Motion control technology:** We develop superior and generalizable algorithms that can achieve exceptional stability and execution precision across various types of robots.
- **Autonomous navigation algorithms:** Our algorithms combine neural network models with heuristic search, enabling intelligent decision-making and real-time obstacle avoidance, ensuring safe and efficient operation even in highly dynamic scenarios.
- **End-to-end navigation architecture:** We establish an industry-leading end-to-end navigation system, providing outstanding capability to adapt to scenarios and continuously optimizing through reinforcement learning (RL).

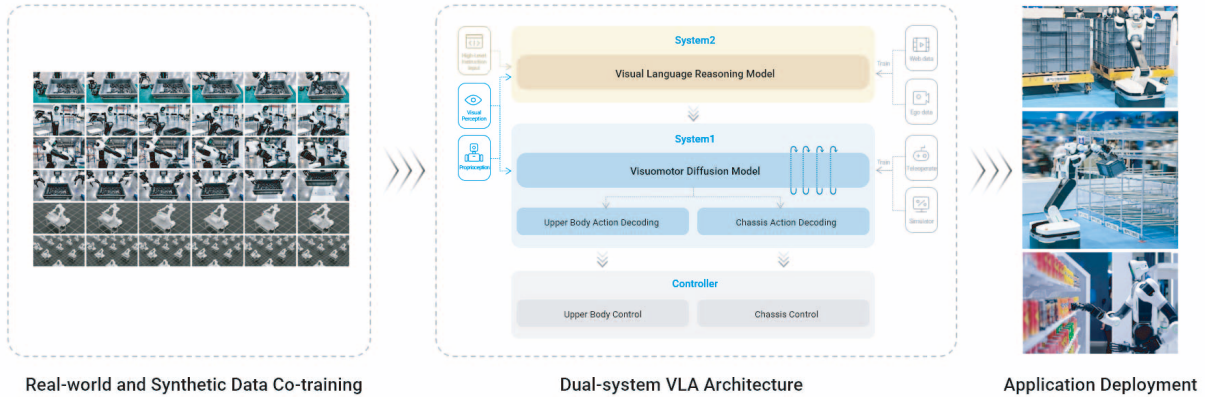
Perception & Manipulation Framework

Our robot systems achieve closed-loop intelligence from command understanding to action execution:

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- **Spatial intelligent perception:** Our high-precision spatial intelligent perception technology excels in target pose capturing and dynamic obstacle detection, improving operational efficiency and safety.
- **Multi-modal perception:** Leveraging multi-modal perception algorithms and a rich sensor matrix, robots can accurately and comprehensively understand the semantic and spatial relationships of objects in the environment.
- **Robot teleoperation and imitation learning (IL):** Through low-latency robot teleoperation technology, we achieve high-quality multi-modal data collection, accelerate the upgrade of IL skill models and enable robots to have smoother, more efficient and stable operation capabilities.
- **Intelligent decision-making model:** We have developed an embodied intelligence technology that integrates Vision-Language model (VLM) and IL. This provides robots with the ability to understand commands and dynamically combine decisions, efficiently handling dexterous operations and long-chain task scenarios.
- **Dual-System VLA Architecture:** We build a VLA model-based multi-modal intelligent execution framework with multi-modal understanding and generalization capabilities, enabling robots to comprehend complex natural language, recognize real environments and execute tasks that align with semantic expectations.

Our robotics incorporate extensive AI technologies to enhance intelligence and operational efficiency. First, multimodal-perception models trained with deep-learning methods accurately identify target objects and estimate their spatial pose, enabling precise subsequent manipulation. Second, high-quality operation data are collected through teleoperation and fed into imitation-learning pipelines, yielding vision-action models that markedly improve autonomous manipulation capability. Third, a dual-system VLA architecture allows the robots to interpret natural-language instructions and flexibly combine their individual skills, thereby completing complex, continuous tasks without additional programming.



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Robotic Systems Engineering

Drawing on years of experience in research, development, and delivery of industrial intelligent robotic solutions, we have established full-stack robotic systems engineering capabilities. Our comprehensive approach includes:

- **Mechatronic system architecture:** Developed a highly cohesive yet loosely coupled architecture, ensuring optimal performance while supporting independent iterative development and future scalability.
- **Solution rack:** Through a collaborative model that includes independent development and vertical integration, we have standardized and modularized robotic systems, subsystems and core components, achieving scenario closed-loop verification. We have accumulated over 200 high-reliability, mass-production-level common basic blocks, enhancing R&D efficiency, cost control, and quality assurance.
- **Dynamics design platform:** Our dedicated platform achieves high-precision dynamic modeling. It enables accurate measurement of dynamic coefficients and includes a database of multi-physical scenarios. Equipped with comprehensive testing and calibration systems, we have improved development efficiency by over 40% and achieved millimeter-level algorithm control precision across robot clusters.
- **Electrical and electronics engineering technology:** We have full-stack robotic electrical and electronic engineering capabilities, covering safety, reliability, electromagnetic compatibility, safety and environmental compliance and certification design.
- **Security technology:** We establish a comprehensive robotic safety system covering emergency stops, personnel detection, overspeed monitoring, hardware diagnostics, and more. This enables us to tackle safety challenges across various scenarios. We have obtained major certifications like CE certification, US UL certification, Chinese CR certification and semiconductor Semi (S2) certifications.

This comprehensive technical system addresses stringent requirements regarding safety, reliability, task success rate, operational precision and delivery efficiency, laying a solid foundation for developing high-performance robotic solutions.

Industrial Scene-Oriented World Modeling Technology

Our technology integrates AI-driven modeling and prediction capabilities to enhance environmental perception and decision-making of robots:

- **Scene generation and prediction:** We utilize generative models and dynamic evolution modeling to capture environmental features, generate realistic scenes, and predict trends, optimizing robot decision-making.
- **Sim-to-real digital simulation:** Leverages high-fidelity simulation to recreate real production line scenarios, our robots optimizes navigation and operations through reinforcement learning.

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- **Data-to-sim intelligent data platform:** This is an efficient automated training system integrating multi-modal data, enhancing scene generalization capabilities, and accelerating precise understanding and agile adaptation to complex environments of robots.

Mass Scale Multi-Robot Coordination Technology

Our technology enables efficient collaboration among robots, addressing efficiency bottlenecks and complex task distribution:

- **Multi-robot path planning (“MAPF”):** Our multi-robot path planning algorithms are designed based on MAPF, able to plan optimal paths in real-time based on path resource utilization, reducing congestion and improving resource utilization towards global optimality.
- **Heterogeneous map fusion:** Our technology integrates sensory data from multi-form robots in real-time into a unified scene description model, ensuring spatial consistency during collaboration and supporting large-scale automatic deployment.
- **Intelligent task allocation:** Combining operational research optimization algorithms and dynamic allocation techniques, we achieve real-time and efficient task distribution, improving system throughput and task execution efficiency.
- **Task agent technology:** Task agents can parse complex task requirements expressed by users in natural language, generate executable instruction flows for robots and allocate them. They support users in flexibly adjusting business needs.
- **Intelligent system fault prediction:** It monitors the operational data of robot clusters in real-time, using an AI reasoning framework to predict and diagnose issues, adjusting cluster collaboration strategies to improve efficiency and operational robustness.

RESEARCH AND DEVELOPMENT

We have always prioritized R&D as a core driver of our business growth and innovation. With strong R&D capabilities, we are one of the few companies in the industry to have self-developed full-stack core technologies, according to CIC. We are committed to spearheading the development of industrial embodied intelligence robotic technologies, achieving collaborative intelligence, and ensuring our leadership in the industrial intelligent robotic industry.

Our Key R&D Projects

To sustain our technological leadership and expand our products and solutions offerings, we are pursuing strategically important projects. The table below sets forth examples of the principal features, latest status and commercialization timetable of our ongoing key R&D projects.

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Category	R&D Project	Brief Description	Primary Objective	Current Status	Target Commercialization
Embodied Robots	Next-Generation DARWIN	Wheeled humanoid robot with embodied-AI algorithms; new version targets higher reliability, improved manufacturability, and ultra-low unit cost for large-scale production.	Improve stability, optimize manufacturability, and reduce system cost.	Under testing and validation.	Q3 2026
Embodied Robots	Next-Generation LINK	Mobile base plus integrated robotic arm for high-end industrial applications (semiconductor, 3C, etc.); combines strong mobility with precise material handling and proprietary embodied-AI for broader task generalization.	Serve high-end industrial use cases while boosting intelligence and task generalization.	In design and development stage.	Q3 2026
Standard Robots	“Zero-Deployment” EasyGO	Low-cost mobile robot for simple scenarios; onboard or built-in screen enables transition from on-site placement to live operation with no engineering effort.	Expand product line with a low-cost, zero-deployment offering.	In small-batch trial production.	Q3 2026
Core Tech Platform	World-Model-Enhanced VLA for Industrial	Enables robots to understand both visual and language instructions, improves their ability to predict future states resulting from different actions, and allows them to generate more appropriate and safer control actions.	Expand sequentially in high-value industrial scenarios.	In design and development stage.	Q4 2026
Core Tech Platform	Embodied Robot Core Controller RC100	Embodied-AI algorithms demand higher computing power and real-time responsiveness; RC100 leverages heterogeneous processor architecture and robot operating system technologies to strengthen hardware-software integration and provide a reliable computing foundation for embodied-AI algorithms.	Enhance robot system performance and reduce hardware cost.	In design and development stage.	Q4 2026

Our R&D Talents

As of April 30, 2026, our R&D team comprised 141 members. The core members of our R&D team have an average of nearly 10 years of industry experience, and many of them hold postgraduate degrees. Their leadership ensures us to remain at the forefront of industrial intelligent robotic innovation.

Mr. Hongxiang Li is our co-founder and Chief Technology Officer. Mr. Li obtained his Bachelor’s Degree in Computer Science and Technology from Harbin Institute of Technology (哈爾濱工業大學) in the PRC in June 2014 and has joined us since our inception. With nearly a decade’s experience in industrial intelligent mobile robots, he is in charge of the establishment of our core robotic technology platform, leads the research and development of our RoboVerse system, and is responsible for defining and implementing our robotic products and solutions.

Mr. Maolin Wang is our co-founder and Dean of the Innovation Research Institute. He holds a Bachelor’s degree in Communication Engineering from Harbin Institute of Technology. With nearly a decade of experience in the field of industrial intelligent mobile robots, Mr. Wang leads our team in exploring embodied intelligence and facilitates the application and implementation of cutting-edge AI algorithms in our embodied intelligent robotic solutions. He is also responsible for strategy and incubation of our innovative businesses.

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Mr. Yihao Zhao is our co-founder and Director of Robotics Research and Development. Mr. Zhao holds a Master’s degree in Mechanical Engineering from Harbin Institute of Technology. As a core R&D leader with nearly a decade’s experience, he has led our robot development efforts, including our core controller and major robotic products. He also led the team in launching our embodied intelligence robotic system architecture and product series.

Mr. Fengchi Lyu is our co-founder and Director of Algorithms. He holds a Bachelor’s degree in Light Chemical Engineering from South China University of Technology and a Master’s degree in Mechatronic Engineering from Harbin Institute of Technology. With around a decade’s experience in robot intelligent algorithm, he has led breakthroughs and innovations in key technologies, such as localization, navigation and control, perception and manipulation, and VLA model, which equip robots with intelligence.

The salient terms of agreements with management and technical staff are set out below:

Confidentiality	During and after the employment, the employee shall not, without our consent, divulge, disseminate, publish or otherwise make known to any third party, or in any way use any information, such as technical and trade secrets, belonging to us or belonging to any other party for which we have a duty of confidentiality.
Ownership of intellectual properties	We own all rights (including patent rights, copyrights, know-how and all other intellectual property rights) relating to any and all Inventions, utility models and designs, know-how etc., by the employee during the term of the employment contract, and the employee shall take best effort to help us secure full rights and protect our legitimate interests.
Non-competition	During the term of employment and the non-competition period initiated by us, employees shall not engage in any competitive behavior specified in the agreements.
Non-solicitation	During and after the employment, the employee shall not, directly or indirectly, solicit other employees.

To manage and mitigate the potential risks associated with the departure of key management or technical staff, we have implemented a set of measures and arrangements that we believe are suited to the demands of the R&D-heavy robotics industry. Our R&D management protocols aim to facilitate the systematic documentation and transfer of knowledge. This approach is intended to help preserve critical research insights and technological advancements within the organization, potentially reducing dependency on individual contributors and aiding in the onboarding of new talent. Confidentiality agreements are utilized to protect sensitive information and proprietary technologies. By binding key personnel to uphold confidentiality, we seek to mitigate the risk of intellectual property leakage, which is important for maintaining our competitive position in a rapidly evolving market.

Our information security management systems are designed to strengthen our digital infrastructure against unauthorized access and data breaches. These systems are intended to help ensure that our valuable data and research findings remain secure, even in the event of staff turnover, thereby supporting our innovation pipeline. Additionally, we enter into non-competition agreements with relevant personnel, which are intended to deter the transfer of strategic knowledge to competitors.

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These agreements are seen as instrumental in retaining our industry expertise and helping to prevent the erosion of our market position. Collectively, these initiatives help us maintain operational stability and continuity. During the Track Record Period and up to the Latest Practicable Date, to the best knowledge of our Directors, there was no legal claim or proceeding that may have an influence on the R&D of our Specialist Technology Products.

R&D Philosophy and Process

Our R&D process follows a structured development framework that integrates technology research with product application scenarios and commercialization considerations. From initial research to full-scale commercialization, we take a holistic approach to innovation, aligning each phase with rigorous decision reviews to ensure quality and market readiness.

The R&D process begins with product planning, where we identify potential new products or technology upgrades based on market demand and emerging technological trends. If the concept passes the internal concept decision review, we proceed to formalize the project initiation. Upon passing the project initiation decision review, the project moves to the next phase — development and validation. For controllers and robots, this begins with prototype development and functional verification, followed by iterative optimization cycles. Afterwards, we perform rigorous design validation to ensure the product meets all technical specifications and performance criteria. We then proceed to small batch trial production to validate the manufacturing process and identify any potential issues in a controlled environment. If the product successfully passes the release decision review, which assesses the readiness for mass production based on performance, safety, and market demand, it moves to the final stage — mass production. In the mass production phase, the newly developed product is incorporated into our product portfolio. Following the product launch, we implement comprehensive maintenance measures throughout the product lifecycle. This includes regular updates, technical support, and proactive monitoring. Our robot operation system supports over-the-air updates and remote diagnostics, allowing continuous improvement and adaptation. We engage in ongoing product management to adapt to technological advancements and maintain competitiveness. This structured R&D process, guided by rigorous decision reviews at each critical juncture, ensures that our innovations are not only technologically advanced but also market-ready and aligned with customer needs. By integrating thorough planning, meticulous development and validation, and strategic commercialization efforts, we deliver high-quality robotic solutions that drive value and support our customers’ success.

R&D Investment

During the Track Record Period, we made substantial investments in R&D, with the majority of expenses attributed to compensation for our R&D staff, material costs, testing costs, depreciation and amortization, and professional service fees. For the years ended December 31, 2023, 2024 and 2025 and the four months ended April 30, 2025 and 2026, our R&D expenses amounted to RMB56.1 million, RMB36.6 million, RMB76.7 million, RMB13.5 million and RMB29.1 million, respectively. See “Financial Information — Period-to-Period Comparison of Results of Operations — R&D Expenses” for details.

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SALES AND MARKETING

Sales

We believe that our solutions speak for themselves. Our go-to-market strategy starts with market leaders in each industry we target to enter who are also early adopters of industrial intelligent robotic solutions. We demonstrate the value of our solutions and establish our reputation through collaborating with industry leaders. Once our value has been proven, we are able to expand our solutions quickly and penetrate further and provide solutions to other players, leveraging our understanding of the industries.

We have established a professional in-house sales team. Our sales team plays a pivotal role in shaping our brand image by directly engaging with customers to present our solutions, address inquiries, and gather real-time feedback. Armed with indepth product and industry knowledge, our sales force communicates with customers to understand their evolving demands, providing insights that directly inform our product development and marketing strategies. They also work closely with our product team to ensure that they can propose the best solutions to address the pain points faced by market participants in the relevant industry verticals.

Marketing

We enhance the awareness of our brand and promote our new and existing solutions through both offline and online channels. We participate in various offline events, such as industry conferences and forums, product launches and industry salons to showcase our technological advancements and develop relationships with industry participants. By presenting our robotic solutions and exhibiting our robots in those events, we attract potential customers. We also promote our solutions through various digital marketing activities and channels such as website and social media marketing, search engine optimization and online advertising.

Based on customer needs, our sales personnel prepare and provide proposals of our robotic solutions or robots to, and handle inquiries from, potential customers. For certain customers, such as government agencies, state-owned enterprises and large-scale companies, we pursue new business opportunities through the bidding and tendering process. During the Track Record Period, we obtained eight projects with a total contract value of approximately RMB32.2 million through the bidding and tendering process. For mid- or small-scale private companies or repeat customers, we seek new business opportunities through commercial negotiations. In 2023, 2024, 2025 and the four months ended April 30, 2025 and 2026, our selling and marketing expenses were RMB57.4 million, RMB64.6 million, RMB114.2 million, RMB20.2 million and RMB42.0 million, accounting for 35.4%, 25.8%, 37.9%, 45.2% and 39.3% of our revenue in the same periods, respectively.

OUR CUSTOMERS

We have a diversified customer base across various industries, particularly high-tech sectors such as 3C, automotive, and semiconductor. Our customers are mainly manufacturers that apply our robotic solutions directly in their factories. Our customers also include system integrators that incorporate our robotic products into broader automation solutions. System integrators, with their expertise in system integration and understanding of the specific application needs of downstream industries, combine robots, supporting systems, and peripheral automation equipment from various manufacturers to deliver comprehensive robotic solutions. As a manufacturer, we focus on the research, development, and production of robots. Many domestic enterprise customers prefer to procure through system integrators with whom they have established long-term relationships, as these system integrators offer

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comprehensive service capabilities, especially for large-scale, complex robotics solution projects. System integrators typically serve as our strategic partners because their business model is inherently complementary to ours and creates aligned incentives across the value chain. Unlike our Company, system integrators do not manufacture robots themselves; they procure robotic products from us for their solutions. By selling robotic products to system integrators and having them lead deployment and after-sales support, we reduce our customer acquisition and maintenance cost, as the system integrators own the downstream customer relationship, deliver ongoing service, and manage long-term performance. This division of roles allows each party to focus on its strengths, scales market reach efficiently, and creates a durable, mutually beneficial partnership model. According to the CIC, given the distinct division of roles, there is no direct competition between us and system integrators. We also sell robots individually to customers who possess development capabilities and integrate our robots into solutions developed by them. Purchasers of individual robots are mainly system integrators and end-user manufacturers with in house automation teams. System integrators buy robots to incorporate into turnkey automation projects for their customers. End-user manufacturers acquire robots directly when they intend to develop or expand proprietary automation, retrofit existing lines, maintain control over application IP and tooling, or standardize on a common robotic platform across multiple facilities. Our customers are mainly in Chinese mainland. We remain attuned to the evolving needs of complex industrial scenarios, refining products to meet diverse market demands, thereby expanding our market reach and deepening our industry exposure.

The tables below set forth information about our customers and transactions during the Track Record Period.

	Year ended December 31,			Four months ended April 30,
	2023	2024	2025	2026
Total revenue (RMB in thousands) . . .	162,166	250,522	301,493	106,940
Number of customers	171	208	242	123
Number of new customers ⁽¹⁾	87	83	112	25
Average customer value ⁽²⁾ (RMB in thousands)	948	1,204	1,246	869
Number of transactions with customers	461	780	544	377
Average transaction value of customers ⁽³⁾ (RMB in thousands) . .	352	321	554	284
Customer retention rate ⁽⁴⁾	42.2%	52.6%	55.3%	35.9%
Net dollar retention rate ⁽⁵⁾	168%	114%	102%	31%
Customer acquisition cost ⁽⁶⁾ (RMB in thousands)	659.3	778.3	1,020.6	1,369.8

Notes:

- (1) Refers to customers who do not purchase products or solutions from us for the previous period.
- (2) Calculated by dividing the revenue generated in a given period by the number of customers in the same period.
- (3) Calculated by dividing the revenue generated in a given period by the number of transactions in the same period.
- (4) Calculated by dividing the difference between the number of customers in the respective period and the number of new customers in the respective period by the number of customers in the immediately preceding period, multiplied by 100%.
- (5) Calculated by dividing the revenue contribution of a customer in the immediately preceding period by the revenue contribution of the same customer for the current period, for the year ended December 31, 2023, 2024 and 2025 and April 30, 2026.
- (6) Calculated by dividing the total sales and marketing expenses for the relevant period by the number of new customers acquired in that same period.

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During the Track Record Period, we successfully strengthened our transactional relationships with customers, leading to an increase in average customer value and a higher average number of transactions per customer. As our relationships with customers deepened, we became more integrated into their production processes, offering additional products and services to complement their solutions. These ancillary transactions typically have lower contract values compared to the primary contracts, which has resulted in a decline in the average transaction value. Additionally, as we expand into international markets, we are partnering with integrators who typically begin with smaller-scale orders. This approach allows us to establish initial collaborations with key overseas customers, laying a strong foundation for future growth and larger orders.

During the Track Record Period, our customer acquisition cost generally increased period by period. This rise is primarily due to our proactive efforts to acquire new customers, particularly overseas customers and leading large enterprise customers across various industries, which tend to have higher acquisition costs. Additionally, our relatively high customer retention rates during the Track Record Period, combined with the inclusion of expenses related to maintaining existing customers in our total sales and marketing expenses, have also contributed to the increase.

The tables below set forth information about our top five customers during the Track Record Period.

For the year ended December 31, 2023:

Customer	Solutions Provided	Background	Year of Commencement of Business Relationship	Transaction Amount	% of Total Revenue	Credit Term and Payment Method
<i>(RMB in thousands)</i>						
Customer A . . .	Robots and Others	(1)	2019	14,897	9.2%	30-60 days; Bank transfer
Customer B . . .	Robotic Solutions	(2)	2022	13,516	8.3%	10-30 days; Bank transfer/banker's acceptance
Customer C . . .	Robotic Solutions	(3)	2021	13,334	8.2%	7-30 working days; Bank transfer/banker's acceptance
Customer D . . .	Robotic Solutions, Robots and Others	(4)	2019	10,757	6.6%	60-90 days; Bank transfer
Customer E . . .	Robotic Solutions	(5)	2022	7,292	4.5%	30-60 days; Bank transfer/banker's acceptance
Total				59,796	36.8%	

For the year ended December 31, 2024:

Customer	Solutions Provided	Background	Year of Commencement of Business Relationship	Transaction Amount	% of Total Revenue	Credit Term and Payment Method
<i>(RMB in thousands)</i>						
Customer F . . .	Robotic Solutions	(6)	2024	31,289	12.5%	7-60 days; Bank transfer
Customer C . . .	Robotic Solutions	(3)	2021	23,359	9.3%	7-30 working days; Bank transfer/banker's acceptance
Customer D . . .	Robotic Solutions, Robots and Others	(4)	2019	22,535	9.0%	60-90 days; Bank transfer
Customer G . . .	Robotic Solutions	(7)	2020	13,971	5.6%	90 days; Bank transfer
Customer A . . .	Robots and Others	(1)	2019	12,264	4.9%	30-60 days; Bank transfer
Total				103,418	41.3%	

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For the year ended December 31, 2025:

Customer	Solution Provided	Background	Year of Commencement of Business Relationship	Transaction Amount	% of Total Revenue	Credit Term and Payment Method
<i>(RMB in thousands)</i>						
Customer F . . .	Robotic Solutions	(6)	2024	25,708	8.5%	7–60 days; Bank transfer
Customer D . . .	Robotic Solutions, Robots and Others	(4)	2019	23,390	7.8%	60–90 days; Bank transfer
Customer H . . .	Robotic Solutions	(8)	2024	23,042	7.6%	30 days; Bank transfer
Customer I . . .	Robotic Solutions	(9)	2023	17,145	5.7%	60 days; Bank transfer
Customer J . . .	Robotic Solutions	(10)	2022	16,719	5.5%	60 days; Bank transfer
Total				106,004	35.1%	

For the Four Months Ended April 30, 2026

Customer	Solution Provided	Background	Year of Commencement of Business Relationship	Transaction Amount	% of Total Revenue	Credit Term and Payment Method
<i>(RMB in thousands)</i>						
Customer F . . .	Robots and Others	(6)	2024	34,376	32.1%	7–60 days; Bank transfer
Customer K . . .	Robots and Others	(11)	2025	16,572	15.5%	30 days; Bank transfer
Customer D . . .	Robotic Solutions, Robots and Others	(4)	2019	8,854	8.3%	90 days; Bank transfer
Customer L . . .	Robotic Solutions	(12)	2025	7,357	6.9%	30 days; Bank transfer
Customer G . . .	Robotic Solutions, Robots and Others	(7)	2020	5,558	5.2%	90 days; Bank transfer
Total				72,717	68.0%	

Notes:

- (1) Customer A is a privately-held limited liability company incorporated in Japan in 2005, with a capital of JPY3.0 million and principally engaged in the sales and maintenance of computer hardware and software. Customer A is an integrator.
- (2) Customer B is a privately-held limited liability company established in the PRC in 2021, with a registered capital of RMB4.5 billion and principally engaged in electricity and thermal power generation and supply. Its holding company is a listed company on the Shanghai Stock Exchange. Customer B is a manufacturer.
- (3) Customer C is a privately-held limited liability company established in the PRC in 2003, with a registered capital of RMB75.8 million and principally engaged in the manufacturing business. Customer C is a manufacturer.
- (4) Customer D consists of a number of subsidiaries of a listed company incorporated in Taiwan in 1971, which is listed on the Taiwan Stock Exchange with a market capitalisation of approximately NT\$1 trillion as at December 31, 2024, and is principally engaged in the provision of power and thermal management solutions. Customer D is a manufacturer.
- (5) Customer E is a privately-held limited liability company established in the PRC in 2020, with a registered capital of RMB20.0 million and principally engaged in instrument and meter manufacturing. Customer E is a manufacturer.
- (6) Customer F is a privately-held limited liability company incorporated in Hong Kong in 1990, with a paid-up capital of HK\$309.5 million and principally engaged in the industrial supplies business. Customer F is a manufacturer.
- (7) Customer G consists of a number of subsidiaries of a listed company incorporated in Taiwan in 1974, which is listed on the Taiwan Stock Exchange with a market capitalisation of approximately NT\$3 trillion as at December 31, 2024, and is principally engaged in the provision of electronics contract manufacturing services. Customer G is a manufacturer.
- (8) Customer H is a privately-held limited liability company established in 1989, headquartered in Guangdong province, China, and principally engaged in the business of appearance structure and module solutions for smart devices. Customer H is a manufacturer.
- (9) Customer I is a company listed on the Stock Exchange. It was founded in 2010, headquartered in China, and principally engaged in the design, development and sale of smartphones, smart devices and IoT based consumer electronics. Customer I is a manufacturer.

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- (10) Customer J is a privately-held limited liability company established in the PRC in 1987, with a registered capital of RMB41 billion and principally engaged in providing information and communications technology solutions. Customer J is a manufacturer.
- (11) Customer K is a company founded in 1853 and headquartered in Tokyo, Japan. It is a global engineering and heavy-industry conglomerate and listed on Tokyo Stock Exchange. Customer K is a manufacturer.
- (12) Customer L is a company founded in 1964 and headquartered in the PRC. It is an automobile and commercial vehicle manufacturer and listed on the Shanghai Stock Exchange.

During the Track Record Period and up to the Latest Practicable Date, we did not experience any material delay in delivery, or customer acceptance, of robotic products and solutions.

Except for Customer I and one of our Shareholders belong to the same group, none of our Directors, their close associates or any Shareholders which, to the knowledge of our Directors, own more than 5% of our share capital as of the Latest Practicable Date, or have any interest in any of our five largest customers. Our Directors confirm that the transactions with Customer I were conducted on an arm’s length basis.

The salient terms and conditions of our agreements with customers are set out below:

- **Product delivery:** Typically, we are responsible for delivering products to the customer’s designated location.
- **Payment term:** We typically require payment in installments: an initial portion of the purchase amount is paid upon signing the contract, a second portion upon our shipment of the ordered products, a third portion upon receipt and acceptance, and the final installment upon the expiration of the warranty period. Some customers may opt to pay the full lump sum upon receipt and acceptance.
- **Warranty:** We typically offer a warranty period of 12 months for both our solutions and robots and related products. The warranty covers general repairs of defects during the warranty period, with certain exclusions for misuse or damage caused by external factors.
- **Credit term:** We typically offer a credit period up to 90 days to our customers.
- **Product return policy:** We generally do not allow product returns after the customers’ acceptance.
- **Termination:** Generally, the contract can be terminated upon mutual agreement.

After-Sales Services

We are dedicated to providing comprehensive after-sales support that adapts to the changing needs of our customers. Within the warranty period, we deliver repair and maintenance services at no cost. Once the warranty period concludes, we continue to offer assistance. Replacement parts are billed at cost, while labor services are available for a fee. Our team ensures that customers receive the necessary help to maintain optimal product performance. During the Track Record Period and up to the Latest Practicable Date, there had been no material claims between customers and us regarding product returns and refunds.

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Our after-sales service team is available 24/7 to provide continuous support. Our team is equipped to address various technical issues, ensuring swift resolution. We are committed to respond to customer requests within 6 hours, and help customers address issues within 7 days. We offer ongoing technical support through multiple channels, including manuals, online resources, and on-site visits. Our team is trained to provide guidance and assistance, helping customers make the most of our products. By offering dependable, responsive, and cost-effective after-sales support, we help customers minimize disruptions and maximize the value they gain from our solutions. Our focus is on customer satisfaction, ensuring our solutions continue to meet their needs effectively.

OUR SUPPLIERS

We source a diverse range of raw materials essential for the production of our robots from our suppliers, such as power batteries, motors, LiDAR, structural components, forklifts and charging pile. We predominantly procure these materials from domestic suppliers, and we are progressively incorporating domestically manufactured components into our supply chain. At present, all imported core components utilized in our products have domestic alternatives, underscoring our strategic focus on enhancing supply chain resilience and fostering local innovation.

The salient terms and conditions of our agreements with suppliers are set out below:

- **Delivery:** Suppliers are generally responsible for delivering the raw materials to our designated locations in accordance with the agreed delivery schedule.
- **Quality control:** All components must comply with applicable national and industry standards as well as our technical specifications. We conduct inspections upon delivery and reserve the right to reject or return non-compliant goods.
- **Payment:** Payments are subject to satisfactory completion of our inspection process and formal acceptance of the delivered materials.
- **Credit term:** Our suppliers typically grant us a credit term of 90 days.
- **Warranty period:** Suppliers generally provide us with a warranty period of 12 to 36 months from the date of acceptance.
- **Confidentiality:** Suppliers must keep all technical and commercial information confidential, both during and after the term of the agreement.
- **Termination:** Generally, the contract can be terminated upon mutual agreement.

The tables below set forth information about our top five suppliers during the Track Record Period.

For the year ended December 31, 2023

Supplier	Products/Services Provided	Background	Year of Commencement of Business Relationship	Transaction Amount	% of Total Procurement Amount	Payment Term and Method
				(RMB in thousands)		
Supplier A	Automation control components	(1)	2018	7,958	9.1%	60/90 days; Bank transfer/banker's acceptance
Supplier B	Forklifts	(2)	2021	4,630	5.3%	30 days; Bank transfer/banker's acceptance

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Supplier	Products/Services Provided	Background	Year of Commencement of Business Relationship	Transaction Amount	% of Total Procurement Amount	Payment Term and Method
				(RMB in thousands)		
Supplier C	Buffer racks	(3)	2022	4,275	4.9%	5 working days–6 months; Bank transfer/ banker’s acceptance
Supplier D	Charging pile	(4)	2019	3,768	4.3%	30 days; Bank transfer/ banker’s acceptance
Supplier E	LiDAR	(5)	2018	3,575	4.1%	Shipment upon receipt of payment; Bank transfer/banker’s acceptance
Total				24,206	27.7%	

For the year ended December 31, 2024

Supplier	Products/Services Provided	Background	Year of Commencement of Business Relationship	Transaction Amount	% of Total Procurement Amount	Payment Term and Method
				(RMB in thousands)		
Supplier F	ASRS System	(6)	2022	15,740	18.5%	90 days; Bank transfer/ banker’s acceptance
Supplier A	Automation control components	(1)	2018	5,326	6.3%	90 days; Bank transfer/banker’s acceptance
Supplier G	6-axis robotic arms	(7)	2022	3,937	4.6%	90 days; Bank transfer/banker’s acceptance
Supplier H	Docking station	(8)	2022	3,784	4.4%	10 working days; Bank transfer and banker’s acceptance
Supplier I	PCBA	(9)	2018	3,357	3.9%	30 days; Bank transfer/ banker’s acceptance
Total				32,144	37.7%	

For the year ended December 31, 2025

Supplier	Products/Services Provided	Background	Year of Commencement of Business Relationship	Transaction Amount	% of Total Procurement Amount	Payment Term and Method
				(RMB in thousands)		
Supplier F	ASRS System	(6)	2022	22,632	14.5%	90 days; Bank transfer/banker’s acceptance
Supplier A	Automation control components	(1)	2018	11,209	7.2%	90 days; Bank transfer/banker’s acceptance
Supplier J	Forklift truck and accessories	(10)	2024	9,234	5.9%	Pro-rata payments: prepay 30%, pay 30% within 10 working days after delivery, pay 35% within 10 working days after signing completion reports and pay the remaining 5% payment within 30 working days after the expiration of the quality warranty period
Supplier C	Buffer racks	(3)	2022	6,169	3.9%	5 working days-6 months; Bank transfer/banker’s acceptance
Supplier E	LiDAR	(5)	2018	5,228	3.3%	Shipment upon receipt of payment; Bank transfer/banker’s acceptance
Total				54,472	34.8%	

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For the Four Months Ended April 30, 2026

Supplier	Products/Services Provided	Background	Year of Commencement of Business Relationship	Transaction Amount	% of Total Procurement Amount	Payment Term and Method
				<i>(RMB in thousands)</i>		
Supplier F	ASRS System	(6)	2022	30,930	27.9%	90 days; Bank transfer/banker's acceptance
Supplier A	Automation control components	(1)	2018	8,396	7.6%	90 days; Bank transfer/banker's acceptance
Supplier K	Vertical lift door mechanism	(11)	2025	6,593	6.0%	10 to 90 days; Bank transfer
Supplier L	LiDAR	(12)	2025	5,427	4.9%	60 days; Bank transfer/banker's acceptance
Supplier M	Automation processing components	(13)	2022	3,341	3.0%	60/90 days; Bank transfer/banker's acceptance
Total				54,687	49.4%	

Notes:

- Supplier A is a privately-held limited liability company established in the PRC in 2007, with a registered capital of RMB150.0 million and principally engaged in manufacturing computers, telecommunications and other electronic equipment. Its holding company is a listed company on the Shanghai Stock Exchange.
- Supplier B is a privately-held limited liability company established in the PRC in 2001, with a registered capital of RMB31.2 million and principally engaged in manufacturing of electrical machinery and equipment.
- Supplier C is a privately-held limited liability company established in the PRC in 2018, with a registered capital of RMB1.0 million and principally engaged in the sales of machinery equipment and electronic products.
- Supplier D is a privately-held limited liability company established in the PRC in 2016, with a registered capital of RMB19.1 million and principally engaged in manufacturing of electrical machinery and equipment.
- Supplier E is a privately-held limited liability company established in the PRC in 2006, with a registered capital of €4.0 million and principally engaged in the sales of machinery equipment and electronic products.
- Supplier F is a privately-held limited liability company established in the PRC in 2015, with a registered capital of RMB5.0 million and principally engaged in industrial robot manufacturing.
- Supplier G is a privately-held limited liability company established in the PRC in 2019, with a registered capital of RMB5.0 million and principally engaged in industrial robot manufacturing.
- Supplier H is a privately-held limited liability company established in the PRC in 2011, with a registered capital of RMB110.0 million and principally engaged in manufacturing computers, telecommunications and other electronic equipment. Its holding company is a listed company on the Shenzhen Stock Exchange.
- Supplier I is a listed company established in the PRC in 2003, which is listed on the Shenzhen Stock Exchange with a market capitalisation of approximately RMB7 billion as at December 31, 2024, and is principally engaged in electronics manufacturing services.
- Supplier J is a privately-held limited liability company established in the PRC in 2016, with a registered capital of RMB8.0 million. It is a company principally engaged in the sales of machinery equipment.
- Supplier K is a limited liability company established in China in 2008 with a registered capital of RMB5.0 million, and is primarily engaged in the manufacture of automation equipment.
- Supplier L is a limited liability company incorporated in Hong Kong, China in 1994, and is primarily engaged in the sales of products and solutions for factory automation and logistics automation.
- Supplier M is a limited liability company established in China in 2010 with a registered capital of RMB1.0 million, and is primarily engaged in the manufacture of raw materials required for automation equipment.

During the Track Record Period and up to the Latest Practicable Date, we did not experience any significant fluctuation in prices set by our suppliers, material breach of contract on the part of our suppliers, or material delay in delivery of our orders from our suppliers.

To the best of our Directors' knowledge, none of our Directors or their respective close associates or any person who, to the knowledge of our Directors, owned more than 5% of our issued share capital, had any interest in any of our five largest suppliers in each year during the Track Record Period.

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Supplier Management

We have developed a comprehensive supplier management system designed to ensure product quality, delivery reliability, services and efficiency in the supply of raw materials, while also taking costs into consideration. We have established a robust procurement management system that clearly delineates roles and responsibilities, organizes dedicated teams for procurement and cost management, and integrates project procurement engineers and strategic procurement engineers into these teams.

We uphold stringent requirements for supplier admission, assessment, and auditing throughout the supplier lifecycle. Our supplier assessment process evaluates quality, supply reliability, cost, technology and service indicators. We employ a tiered management strategy, incorporating rewards for excellence, supervised improvement plans, and the removal of underperforming suppliers, thereby optimizing our supplier base and maintaining our competitiveness.

Furthermore, to promote environmental, social, and governance practices among our suppliers, we typically require them to sign a supplier quality assurance agreement, social responsibility commitment, and integrity commitment, ensuring that our suppliers align with our values and standards, fostering a responsible and sustainable supply chain. During the Track Record Period, over 90% of our suppliers signed integrity commitment with us.

OVERLAPPING OF CUSTOMERS AND SUPPLIERS

According to CIC, the industrial intelligent robotic solutions industry comprises multiple specialized segments, including component design and manufacturing, robot design and development, manufacturing, assembly and integration, and algorithm and software development. To satisfy the evolving demands of customers, market players in the industry often procure products or services from peers to deliver comprehensive solutions. As a result, it is common for upstream and downstream enterprises within the industry to engage in transactions with each other as both suppliers and customers.

We are a solutions provider in the industrial intelligent robotics ecosystem. On the one hand, we procure raw materials from other industry participants to support our product development and solutions offering. On the other hand, these enterprises may also procure our robotic solutions, robots and related products to enhance their own capabilities. This overlap between customers and suppliers reflects the highly interconnected nature of the intelligent robotics ecosystem facilitating mutual growth and innovation across the industry.

Customer E, being our fifth largest customer in 2023, was also our supplier in 2023 and 2025. We mainly sold robotic solutions to Customer E, and procure AGV systems from them. In 2023, 2024, 2025 and four months ended April 30, 2026, our sales to Customer E amounted to RMB7.3 million, RMB2.6 million, RMB1.7 million and RMB13.9 thousand, accounting for 4.5%, 1.1%, 0.6% and 0.01% of our total revenue, respectively. In 2023, 2024, 2025 and four months ended April 30, 2026, our purchases from Customer E amounted to RMB188.6 thousand, nil, RMB148.0 thousand and nil, respectively, and accounted for 0.2%, nil, 0.1% and nil of our total procurement costs for the corresponding year.

Supplier A, being one of our five largest suppliers for each year/period during the Track Record Period, was also our customer in 2023. We procured automation control components from Supplier A during the Track Record Period, and had a sale of ancillary products to one of the subsidiary of Supplier A in 2023 for an amount of RMB8.8 thousand.

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Supplier G, being our third largest supplier in 2024, was also our customer in the four months ended April 30, 2026. We procured six-axis robotic arms and TM labels from Supplier G during the Track Record Period, and sold robots and other products including batteries, charging equipment and software systems to Supplier G in the four months ended April 30, 2026. In the four months ended April 30, 2026, our sales to Supplier G amounted to RMB285.4 thousand, accounting for 0.3% of our total revenue. In the four months ended April 30, 2026, our purchases from Supplier G amounted to RMB1.8 million and accounted for 1.6% of our total procurement costs for the corresponding period.

Negotiations of the terms of our sales to and purchases from the overlapping customers and suppliers were conducted on a project-by-project/standalone basis and purchases were neither interconnected nor inter-conditional with each other. The gross profit margins for sales to overlapping customer-suppliers are similar to those for sales to customers who are not our suppliers. Our Directors confirmed that all of our sales to and purchases from these overlapping customers and suppliers were entered into after due consideration taking into account the prevailing purchase and selling prices at the relevant times, conducted in the ordinary course of business under normal commercial terms and on arm’s length basis.

PRODUCTION

We formulate production schedules and plans according to the market demand, taking into consideration the level of our stock and utilization rates of our production facilities. We have implemented a set of internal production and operation policies to promote our compliance with applicable national and international industry standards. We carry out regular inspections to assess the conditions of our production facilities and conduct necessary repairs and maintenance. We have also introduced and implemented a stringent reporting system to all the accidents and malfunction of the equipment and keep all the relevant records.

Our Production Processes

We have established a comprehensive production manufacturing system that integrates production plan, raw materials procurement and management, production, quality control and packaging and storage.

- **Production plan:** Following the design phase, we establish a production plan guided by key milestones identified during the project kickoff meeting. Weekly sales and operations planning (S&OP) meetings are conducted to confirm project delivery plans for the upcoming two weeks, resulting in a rolling plan that directs suppliers in material delivery and secondary plans for semi-finished product production and master production schedule for finished products.
- **Material management:** We formulate our material procurement plans based on our master production schedule and the status of our raw materials, work-in-progress and finished products, inventory and in-transit material status to generate material procurement plans. Through kit completeness checks, we form the weekly material delivery plan, and request delivery of materials from suppliers, as well as formulate our secondary plan for semi-finished product production.
- **Manufacturing:** We have pioneered the introduction of assembly line production modes in the robotics industry, tailored to the characteristics of different products. We have established three types of production lines: the semi-automatic production line, single-piece flow production line and flexible custom product line. In addition, we incorporate automation system in our production

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processes to ensure product consistency, and utilize information technology to achieve data sharing and real-time communication, eliminating paper-based processes through electronic dashboards and paperless workflows.

- **Quality control:** Quality control is a critical component of our production process, encompassing initial inspections during production, regular and random in-process quality control (IPQC) inspections, and independent quality engineers conducting comprehensive tests on finished products. All products must pass 100% inspection before being stored, ensuring they meet our stringent quality standards.
- **Storage and delivery:** Prior to shipment, products undergo a second quality check to mitigate potential risks during storage. Packaging adheres to strict standards, with export packaging protocols established for overseas transportation. This ensures that high-quality products are delivered to our customers, maintaining the integrity and reliability of our offerings throughout the storage and delivery process.

Our Production Facility

As of the Latest Practicable Date, we have one production facility located in Kunshan, Jiangsu Province, with a gross floor area of approximately 6,129.27 square meters. Our Kunshan Robots Production Base is designed with production lines tailored to the characteristics of various products, including a semi-automatic line, a single-piece flow line, and a flexible custom product line. The facility also includes a pre-assembly area for semi-finished products, a warehousing and logistics area, and a quality inspection area. As we continue to expand our business scale, we plan to establish new production lines to accommodate the growing demand.

The following table sets forth the details of our production facility during the Track Record Period.

Period	Designed Production Capacity ⁽¹⁾	Production Volume ⁽²⁾	Utilization Rate ⁽³⁾
Year ended December 31, 2023	2,000 units	1,633 units	81.7%
Year ended December 31, 2024	2,000 units	1,578 units	78.9%
Year ended December 31, 2025	2,000 units	2,417 units	120.9%
Four months ended April 30, 2026	896 units	1,366 units	152.5%

Notes:

- (1) The designed capacity for each period is calculated based on the maximum output a production facility can achieve under ideal conditions, considering factors such as equipment capabilities, labor availability, and operational hours. More specifically, it is calculated based on the hourly capacity and the operating hours of relevant product lines for such period. The operating hours are calculated by multiplying 8 hours per day by 250 working days per year. For the four months ended April 30, 2026, the calculation is based on 80 working days and an estimated annual designed production capacity of 2,800 in 2026. According to CIC, our calculation basis of designed capacity is consistent with industry norm.
- (2) The production volume refers to the actual output for the relevant period.
- (3) Utilization rate is calculated by dividing the actual production volume by the designed production capacity for the relevant period.

We achieved utilization rates of approximately 80% in 2023 and 2024, and an a utilization rate of approximately 120% in 2025 and 152% in the four months ended April 30, 2026. To guarantee delivery, we utilized flexible overtime system and temporary worker and achieved utilization rate of above 100%.

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Our Directors are of the view that (i) the COVID-19 pandemic had negative impact over our business in the first quarter of 2023 due to the temporary factory closure under COVID-19 policies; and (ii) the outbreak and spread of COVID-19 had no material adverse impact on our business operations and financial condition during the Track Record Period and up to the Latest Practicable Date, on the basis that (a) our revenue and gross profit increased period by period during the Track Record Period, (b) as the COVID-19 pandemic has subsided since early 2023, our business and the operations had resumed to normal and we do not anticipate further adverse impact on our business and financial performance, and (c) as the COVID-19 policies were relaxed and lifted, the impact of the pandemic on our business was gradually diminishing.

We have leased a new production facility in Wuxi City, Jiangsu Province. The new production facility will comply with cleanliness production standards (Class 100 cleanroom system) and intelligent manufacturing capability standards (integrated Industry 4.0 smart production line system). It will complement the functions of the existing production base. In addition to enhancing the production capacity of standard and functional robots, it will also focus on producing functional robots specifically for certain special industries and high-end manufacturing. The requisite licenses and approvals for construction of this production facility have been obtained. As of the Latest Practicable Date, we have commenced trial operation in certain areas of the new production facility, with the rest of the facility still under renovation. We anticipate to commence full operation in the fourth quarter of 2026.

For reference and illustration purpose only, set forth below is a highly hypothetical analysis on the payback period and breakeven points in respect of our new production facility in Wuxi to be completed and commenced production under our plan and it is not indicative of our future performance as our revenue, expenses and operating results may vary from period to period in response to a variety of factors beyond our control. We consider that a production facility achieves breakeven when the revenue it generates is able to cover its costs and expenses arising in the same year on an accounting basis. The production scale required to achieve breakeven varies depending on various factors, including but not limited to general economic and market conditions, market demands, utilization rate of our production facility, market competition and costs of production. We consider that a production facility achieves investment payback when the total future net cash flow generated from operating activities since the commencement of commercial production is able to cover the total investment amount. The time required to achieve investment payback also varies depending on various factors, including those mentioned above and the capital expenditure such as costs of machinery and equipment. The anticipated total investment for the new production facility is approximately HK\$131 million. The designed annual production capacity of the new production facility is expected to be 800 units when the commercial production commences and will gradually increase to 8,000 units in 2030. The expected annual revenue is calculated by multiplying the estimated annual sales volume of robots (on the basis of the designed annual production capacity which will increase gradually) by an expected average selling price of our robots. It is estimated that, based on our Directors’ knowledge and experience, the expected payback period for the investment in the new production facility will be approximately three years, with the investment cost anticipated to be recovered by 2028 and that breakeven could be achieved by 2027.

LOGISTICS AND INVENTORY MANAGEMENT

We leverage our own warehouse for storing work-in-progress, finished products and certain components and raw materials, and we engage third-party logistics service providers for delivery services. Finished products that have passed quality inspections are delivered by the logistics service providers from our production facility directly to our customers or to locations specified by our customers.

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Our inventories include raw materials, work-in-process, finished goods and contract fulfillment costs. We have set up a comprehensive inventory management system to cover the of inventory storage, acceptance and dispatch, monitor the status of inventories and conduct inventory counting. As of December 31, 2023, 2024 and 2025 and April 30, 2026, our inventories were RMB110.5 million, RMB59.4 million, RMB63.6 million and RMB122.5 million, respectively. See “Financial Information — Discussion on Key Items of Consolidated Statements of Financial Position — Inventories.” We have a strict inventory control policy to monitor our inventory levels to minimize obsolete inventory. Through close coordination with our customers and suppliers, we are committed to carrying less raw materials and in-process products and lowering our inventory risk.

QUALITY CONTROL

Quality control and assurance are integral to our operations, ensuring that our products meet the highest standards of safety and performance. We have implemented a comprehensive quality management system to help ensure that all products comply with national and industry standards, such as ISO9001, ISO45001, ISO14001 and ISO27001 standards, covering all aspects of our operations, and are committed to preventing any significant quality incidents. We have established a comprehensive set of internal quality management policies and rigorous quality management procedures to regulate product quality control throughout all relevant aspects of our operation. Our quality control procedures involve multiple stages of inspection: incoming quality control for materials received from suppliers, process quality control for monitoring quality of work-in-progress and final quality control for finished goods, preventing non-conforming products from being shipped. These procedures are aligned with industry practices, ensuring that our products consistently meet high-quality standards. Our quality assurance framework is designed to uphold the integrity and reliability of our products, supported by a dedicated team. The quality department is responsible for overseeing the quality engineering team, supplier quality team and process quality team. These teams are responsible for managing product quality comprehensively, spanning from product development and production processes to supplier management, ensuring quality at every stage.

We have not experienced any significant product returns, liability claims, or legal issues related to product safety or quality control during the Track Record Period, nor have we had any product or service recalls up to the Latest Practicable Date.

INFORMATION TECHNOLOGY

We utilize a number of information technology systems to manage all aspects of our operations, including but not limited to procurement, production, inventory management, financial reporting and human resources. Information technology systems including (i) the Operations Platform, which is an enterprise management system providing comprehensive solutions for sales, delivery, supply and production-related activities; (ii) the Supplier Relationship Management System, which is a comprehensive solution focused on procurement-related activities, facilitating collaboration and information exchange between internal procurement personnel and external suppliers; and (iii) the Enterprise Resource Planning System, which is an integrated enterprise management software that consolidates core business processes such as finance, supply chain, production, sales and human resources, are critical to our business among our collective integrated information systems.

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The capabilities and the stability of our IT infrastructure are vital to our business operations. The IT department performs system checks, data back-ups, system maintenance and other activities to secure the continual operation of the critical IT systems and facilities. During the Track Record Period and up to the Latest Practicable Date, we did not experience any material failure or general breakdown of our IT systems which had resulted in a material adverse impact on our overall business operations.

INTELLECTUAL PROPERTY

As of the Latest Practicable Date, we had 155 issued patents, including 29 invention patents, and 57 pending patent applications in the PRC. As of the Latest Practicable Date, we had 11 copyrights and 19 registered trademarks in use in the PRC, one registered trademark in Hong Kong, and four international domain. See the section headed “Appendix VI — Statutory and General Information — 2. Further Information about Our Business — 2.2. Our Intellectual Property Rights” in this document for more information of intellectual property rights that are material to our business. We self-developed and self-owned all of our material intellectual property rights for both of our robotic solutions and robots and related products. All of our material intellectual property rights are attributing to and protecting both our robotic solutions and robots and related products. The table below sets forth our core invention patents.

No.	Patent Title	Application Number	Application Date	Authorization Date	Country
1	A SLAM Method and Device Based on Prior Information	2017108267141	2017/09/14	2020/07/03	China
2	A Dynamic Pallet Recognition and Localization Method, System, and Medium Based on Kinect	2017108299157	2017/09/15	2020/06/26	China
3	An AGV with Automatic Alignment Device and Its Alignment Method . . .	2017114091692	2017/12/22	2024/05/31	China
4	A Tight-Coupled Vision SLAM Method, Terminal, and Computer-Readable Storage Medium .	2018800010298	2018/03/06	2022/04/12	China
5	A Multi-Degree-of-Freedom Charging Pile Mechanism	2018105789892	2018/06/07	2019/05/03	China
6	An Automatic Guided Vehicle and Warehouse Storage System	2019800001363	2019/02/13	2021/08/27	China
7	A Robot Task Allocation Method and Device.	2019101588511	2019/03/01	2021/11/05	China
8	A Robot Path Planning Method and Device.	2019101623500	2019/03/04	2022/04/29	China
9	An Obstacle Detection Method and Device.	2019107822141	2019/08/23	2022/05/27	China

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No.	Patent Title	Application Number	Application Date	Authorization Date	Country
10	A Filtering Method and Device, Electronic Equipment, and Computer Storage Medium	2019107839195	2019/08/23	2021/07/23	China
11	Logistics Robot Equipment and Handling Method	2020102589410	2020/04/03	2020/09/01	China
12	A Multi-Degree-of-Freedom Charging Pile Device	2020103092176	2020/04/20	2020/07/31	China
13	A Calibration Method, Device, and Equipment for a Mobile Robot	2020113016395	2020/11/19	2022/01/25	China
14	Pallet Access Method, Device, Computer Equipment, and Storage Medium	2022104568827	2022/04/28	2025/03/11	China
15	Omnidirectional Mobile Equipment and Industrial Application Mobile Robot	202210833426X	2022/07/15	2024/07/02	China
16	A Dynamic Charging Pile Recognition and Localization Method and System Based on Kinect	2017108277321	2017/09/14	2020/05/22	China

We did not in-license any material intellectual properties, nor did we outsource any material R&D processes to, or undertake any R&D in collaboration with, any external third parties.

With respect to applicable industry-specific standards, definitions, and classifications in relation to the provision of robotics solutions and robots, the Ministry of Industry and Information Technology of the People’s Republic of China (MIIT) has issued the “Industrial Robot Industry Standardization Requirements (2024 Edition)” (《工業機器人行業規範條件(2024版)》), which states that enterprises should ensure that products falling within the applicable scope of the following standards comply with these standards (or their international equivalents): GB/T 15706, GB/T 5226.1, GB/T 16855.1, GB/T 38326, GB/T 38336, GB 11291.1, GB 11291.2, GB/T 36008, GB/T 10827.4.

Because China has not yet introduced a single, robotics-specific standard, we certify our products under a multilayer compliance framework. Domestically, we conform to national regulations that govern machinery safety, electrical integrity, electromagnetic compatibility and battery protection, thereby meeting the fundamental requirements for operation within the PRC. For the European market, our robots are assessed against the CE directives, including rules for driverless industrial vehicles, functional safety of control systems, electrical systems and electromagnetic compatibility, which together enable unrestricted circulation across the European Economic Area. In North America, we obtain certification under the UL program for automated mobile platforms, aligning our products with the safety expectations of United States and Canadian regulators. When projects call for deployment in specialized settings such as semiconductor fabs or clean-room environments, we also adopt the relevant sector guidelines that address equipment safety and contamination control.

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We fully comply with the relevant intellectual property laws and regulations. We have established internal management policies to manage intellectual property registration, filing, and application. Our intellectual property team centrally manages and safeguards our intellectual property throughout all operational stages, ensuring protection against infringement. We also engage third-party professionals for legal support in our intellectual property endeavors.

We require that all R&D contracts with domestic and international entities or individuals must include provisions for intellectual property protection. These contracts are reviewed by the intellectual property team and require senior management approval. We have implemented reward and penalty systems to encourage innovation and enhance intellectual property protection awareness among employees.

To prevent the infringement of others’ intellectual property, we have implemented a rigorous management process. Prior to initiating product and technology development projects or modifications, the intellectual property team works with relevant departments to conduct patent literature searches and analyses, offering corresponding corrective recommendations and preventive measures to avoid duplication of research or infringement. During the development and completion phases, the intellectual property team continuously tracks and searches patent literature and trademarks, strengthening the identification and mitigation of related risks, and thereby promoting the standardized management of intellectual property.

During the Track Record Period and up to the Latest Practicable Date, we had not been subject to any material disputes or claims for infringement upon third parties’ intellectual property rights. Based on the Joint Sponsors’ due diligence, the Joint Sponsors are not aware of any circumstances suggesting the contrary to the above.

COMPETITION

Driven by the demand for smart manufacturing system upgrades, robust downstream demand growth, rising labor costs, maturing supply chain and industrial ecosystem and strengthened policy support, the global market size of industrial intelligent mobile robotic solutions increased from RMB6.6 billion in 2021 to RMB21.1 billion in 2025, with a CAGR of 33.8%, and is expected to further increase to RMB80.8 billion in 2030, with a CAGR of 29.6% from 2026 to 2030, according to CIC. Against the backdrop of AGI’s rapid advancement, industrial embodied intelligence robots with collaborative arms and based on wheeled mobile platforms are poised to become the advanced intelligent form catering to complex and dynamic multi-scenario manufacturing demands. According to CIC, the global market size for industrial embodied intelligence robotic solutions surged from RMB0.6 billion in 2021 to RMB2.0 billion in 2025, representing a CAGR of 35.0%, and is projected to increase to RMB15.7 billion in 2030 at a CAGR of 43.7% from 2026 to 2030.

The global industrial intelligent mobile robotic solution industry is relatively fragmented. In terms of relevant robot units sold of global industrial intelligent mobile robotic solutions in 2025, the top five participants collectively account for 35.6% of the market share. In this highly competitive sector, we were the fourth largest provider of industrial intelligent mobile robotic solutions in China by sales volume in 2025, according to CIC. The global industrial embodied intelligence robotic solution industry is very fragmented. Benefitting from the growth potential of industrial intelligent mobile robotic solution and embodied intelligence robotic solution markets, we believe our full-stack proprietary and

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open compatible software architecture, continuous product innovation and modular development capabilities, in-depth understanding of manufacturing scenarios and industry expertise will enable us to grasp the market potential and achieve continuous growth.

SEASONALITY

We are subject to seasonality that impacts our financial performance, driven by our customers’ business practices. Typically, we record higher revenue during the fourth quarter, primarily because (i) many customers tend to concentrate their order placements and/or complete their inspection toward the end of the calendar year driven by their annual budget practices, and (ii) customers generally tend to schedule their procurement before the end of the year in China and in advance of the major holidays in overseas markets, many of which are in the fourth quarter, to avoid potential supply chain issues associated with the holidays. According to CIC, such seasonality is generally prevalent in the industrial intelligent robotic solutions industry.

The seasonal trends we have experienced in the past may not be indicative of our future operating results. See “Risk Factors — Risks Related to Our Business and Industry — Our sales are subject to seasonal fluctuations.”

EMPLOYEES

As of April 30, 2026, we had 453 full-time employees, among which a few were based outside of the PRC. The following table sets forth the number of our employees by function as of April 30, 2026:

Function	Number of Employees
Management	9
Sales and marketing	70
Delivery and services	109
R&D	141
Production and supply chain	84
General and administrative	40
Total	453

Our ability to attract, retain and motivate employees is critical to our success. We primarily recruit our employees through recruitment agencies, on-campus job fairs, referrals, and online channels including our website and social networking platforms. We believe that we offer our employees competitive compensation so that we are able to attract and retain qualified personnel and maintain a stable core management team. We place significant emphasis on employee career development, and offer comprehensive training and development programs. These programs are aimed at enhancing employees’ comprehensive quality and professional competencies, fostering their professional growth, broadening career advancement opportunities, and ultimately contributing to our sustainable development.

We enter into standard labor, confidentiality and non-compete agreements with our key employees. The non-compete restricted period typically expires six months to two years after the termination of the employment relationship, and we agree to compensate the employee with a certain percentage of his or her pre-departure salary during the restricted period.

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As required by laws and regulations in China, we participate in a number of employee social security plans organized by municipal and provincial government including, among others, pensions, medical insurance, unemployment insurance, maternity insurance, unemployment insurance, work-related injury insurance and housing fund plans through a PRC government-mandated benefit-contribution plan. We are required by PRC law to contribute to employee benefit plans at specific rates based on employee salaries, bonuses, and certain allowances, up to limits set by local regulations. During the Track Record Period, we met these requirements in all material respects without incurring any significant administrative fines or penalties. During the Track Record Period, our PRC subsidiaries engaged third-party human resources agencies to pay social insurance premiums and housing provident funds for several employees per their request, and we did not make full social insurance and housing provident fund contribution for certain employees in strict compliance with relevant laws and regulations. As of the Latest Practicable Date, we had not received any notice for payment of penalties of social insurance premium and housing provident funds from the competent authorities, nor any administrative penalty or labor arbitration application from employees for the agency arrangement with third-party human resources agencies. For details, please refer to “Risk Factors — Risks Related to Our Business and Industry — We may be subject to fines and penalties as a result of non-compliance with certain PRC laws and regulations regarding social insurance and the housing provident fund during the Track Record Period” in this document.

PATH TO PROFITABILITY

We are at the early stage of commercialization of our robotic solutions. We have experienced sustained business growth as we successfully commercialize new products and solutions during the Track Record Period. During the Track Record Period, attributable to our continuous endeavors in R&D, product development, and continuously expanding high-quality customer base, the sales volume of our robots increased from 1,212 units in 2023 to 1,932 units in 2024 and continued to increase to 2,284 units in 2025 and from 353 units in the four months ended April 30, 2025 to 556 units in the same period of 2026. As a result, our revenue increased at a CAGR of 36.3% from RMB162.2 million in 2023 to RMB301.5 million in 2025, and continued to increased by 139.1% from RMB44.7 million in the four months ended April 30, 2025 to RMB106.9 million in the same period of 2026. Benefiting from the solid foundation we have built and the momentum we have seized, we believe that we are able to maintain sustainability and growth of our business. Our gross profit increased by 89.8% from RMB51.2 million in 2023 to RMB97.2 million in 2024, and continued to increase by 25.7% to RMB122.2 million in 2025, and increased by 138.0% from RMB20.0 million in the four months ended April 30, 2025 to RMB47.6 million in the same period of 2026.

Historical Loss-making

Despite our rapid growth, our revenue had yet been able to fully cover the various costs and expenses incurred during the Track Record Period. We were loss-making during this period. Eliminating impact of share-based payment and [REDACTED], our adjusted net losses (non-HKFRS measure) improved from RMB94.9 million in 2023, to RMB39.3 million in 2024 and further improved to RMB35.0 million 2025, and from RMB27.1 million in the four months ended April 30, 2025 to RMB23.8 million in the same period of 2026. The significant reduction in our adjusted net loss (a non-HKFRS measure) in 2024 was primarily driven by revenue expansion, which increased our gross profit by RMB46.0 million compared to 2023. Notably, our overseas revenue nearly tripled in 2024, supported by deeper penetration into markets such as Hong Kong and Thailand, and we witnessed strong demand from customers in key industries such as 3C and automotive.

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Our recurring net losses and adjusted net losses (non-HKFRS measure) during the Track Record Period were primarily due to the following reasons:

- During the Track Record Period, our cost of sales amounted to RMB111.0 million, RMB153.4 million, RMB179.3 million, RMB24.8 million and RMB59.4 million for the years 2023, 2024, 2025 and the four months ended April 30, 2025 and 2026, respectively, represented 68.4%, 61.2%, 59.5%, 55.3% and 55.5% of total revenue for each corresponding period. Since 2023, following the lifting of pandemic-related containment measures, and the successful development and continuous optimization of our next-generation of robots based on our core robotic technology platform with improved product versatility and enhanced modularity, we achieved a substantial reduction in our production and delivery costs. Additionally, the increased utilization of domestically sourced components further contributed to a decrease in material costs. Despite these improvements, the elevated costs of sales during the earlier period remained a significant factor in our net loss. As we were still in the early stage of development, our business scale has not yet reached a volume high enough to fully enjoy cost advantages from economies of scale.
- The intelligent robotic solution industry are highly R&D-intensive, requiring substantial upfront investments in developing proprietary core technologies, product development and upgrades, as well as acquiring and retaining R&D talent to build competitiveness. Innovations in areas like robotic systems engineering, SLAM technology are essential to our business, necessitating significant financial and time commitments. Additionally, there is a high demand for product upgrades and technology iterations. While revenues may grow, a considerable portion is reinvested into further development. Since our inception, we have achieved key breakthroughs in the development of our robotic technologies, significantly enhancing the robustness, adaptability and efficiency of our solutions. In 2023, we successfully developed a hybrid scheduling collaboration algorithm based on swarm intelligence for large-scale robots, capable of scheduling over 2,000 robots in a single simulated scenario. In 2024, we upgraded our robot operating system to a next-generation architecture oriented towards AI, incorporating multi-layer semantic maps, intelligent localization technology and autonomous navigation algorithms, laying a solid foundation for the efficient development of VLA model. These efforts resulted in significant R&D expenses during the Track Record Period, totaling RMB56.1 million, RMB36.6 million, RMB76.7 million, RMB13.5 million and RMB29.1 million in 2023, 2024, 2025 and the four months ended April 30, 2025 and 2026, respectively. Our investments in developing core technologies and products have been substantial, yet they have not fully entered the return phase.
- As an early mover in the intelligent robotic solution sector, we face the challenge of educating potential customers about the value and functionality of our products. In addition, establishing a robust sales network and a broad customer base for companies in their startup and early commercialization stages, like us, involves significant investments. To expand our customer base and promote brand awareness, especially in overseas markets, we have incurred substantial expenses related to participating in exhibitions, maintaining customer relationships, travel and sales commissions. These efforts are aimed at driving the adoption of our robotic solutions in competitive global markets. While these advertising and promotional efforts are essential for long-term success, they have contributed to short-term losses. Our selling and marketing expenses were RMB57.4 million, RMB64.6 million, RMB114.2 million, RMB20.2 million and RMB42.0 million in 2023, 2024, 2025 and the four months ended April 30, 2025 and 2026, respectively.

Despite temporary losses, following years of substantial upfront investments in R&D, market education, and sales and marketing during our early commercialization stage, we believe we will be able to achieve economies of scale that position us to break even in the near term. We believe, as our

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business scale grows, the cost to acquire and serve each additional customer will decrease as our brand recognition strengthens and sales pipeline matures, unit production costs will decline as production volumes increase, and we will gain greater bargaining power with component suppliers, obtaining more favorable pricing and payment terms, enabling us to achieve sustainable unit economics and improve profitability.

Our net operating cash outflows throughout the Track Record Period were primarily because we were still during our early high-growth development phase, where our sales revenue and the corresponding cash collections were not yet sufficient to offset the substantial cash requirements for core operations include significant upfront payments to suppliers for raw materials and components, payroll for R&D and other employees, and other operating expenses essential for market expansion, such as sales and marketing activities, resulting in a temporary negative operating cash flow position. We believe this phase is transitional until we achieve greater scale, operational efficiency and market penetration.

Our net cash used in operating activities in 2023, 2024, 2025 and the four months ended April 30, 2026 was RMB120.1 million, RMB27.2 million, RMB86.7 million and RMB64.5 million, respectively. During the Track Record Period, we consistently recorded net cash outflows from operations with fluctuations, which was generally in line with our loss before tax position and changes in working capital items that negatively affected our operating cash flows, as reflected in the procurement of raw materials and inventories and increase in trade receivables as we scaled our operations. More specifically, these items primarily include (i) increases in inventories and trade and bills receivables, and decreases in trade payables in 2023, (ii) increase in trade and bills receivables in 2024, (iii) increase in inventories, trade and bills receivables, restricted cash and trade payables in 2025 and (iv) increases in inventories and prepayments, other receivables and other assets, and decrease in contract liabilities in the four months ended April 30, 2026. Additionally, significant factors included adjustments for non-cash and non-operating items such as write-down of inventories to net realizable value, depreciation and amortization, and share-based payment expenses also contributed to our recurring net operating cash outflow positions during the Track Record Period.

We believe that our proprietary core technologies, product development capabilities, industry expertise and high-quality customer base provide a solid foundation for our sustainable long-term growth. Going forward, we plan to maintain sustainability and achieve profitability by driving sustainable revenue growth and business scale and effectively managing our costs and expenses.

Driving Sustainable Revenue Growth and Business Scale

- **Strengthen our industry leading position in industrial intelligent robotic solution sector:** Driven by the demand for smart manufacturing system upgrades, rising labor costs and maturing supply chain and industrial ecosystem, the global market size of industrial intelligent mobile robotic solutions is expected to grow from RMB21.1 billion in 2025 to RMB80.8 billion in 2030, with a CAGR of 29.6% from 2026 to 2030, according to CIC. Against the backdrop of AGI’s rapid advancement, the global market size for industrial embodied intelligence robotic solutions is projected to increase from RMB2.0 billion in 2025 to RMB15.7 billion in 2030 at a CAGR of 43.7% from 2026 to 2030, according to the same source. In the year ended December 31, 2025, we were the fourth largest provider of the industrial intelligent mobile robotic solutions in China by sales volume, according to CIC. Benefitting from the growth potential of industrial intelligent robotic solution market, we believe our full-stack proprietary and open compatible software architecture, continuous product innovation and modular development capabilities, in-depth understanding of manufacturing scenarios and industry expertise will enable us to grasp the

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market potential and achieve continuous revenue and business scale growth. Our embodied robots include LINK, our classic industrial embodied robots, and DARWIN, our advanced embodied robots, which enhance flexibility through increased DoF and enable more general capabilities through AGI. LINK can be applied cost-effectively and on a large scale to scenarios such as computer numerical control machine loading and unloading, biopharmaceuticals, semiconductors, and wafer manufacturing loading and unloading. By leveraging our accumulated high-quality customer base, we can quickly increase the sales of LINK. DARWIN targets high-value-added industrial scenarios, such as machine loading and unloading in the semiconductor industry and assembly operations and loading and unloading in the AI intelligent server industry. It replaces manual assembly and loading and unloading processes, helping high-value-added industry clients achieve more comprehensive automation. Our embodied robots are used for high value-added scenarios and are capable of solving more complex problems, thereby enhancing our customers’ productivity. Consequently, our customers are willing to pay higher prices for embodied robots, which enable us to achieve higher gross profit margin. The price range for our embodied robots is between RMB450,000 and RMB1,111,000 per unit. In comparison, our standard robots are priced between RMB60,000 and RMB350,000 per unit, while our functional robots are priced between RMB100,000 and RMB550,000 per unit. On the other side, for the mainstream models of each type of our robots, our latest bill of materials ranges from RMB107,600 to RMB274,530 for embodied robots, RMB12,930 to RMB18,180 for standard robots and RMB16,920 to RMB68,230 for functional robots.

- **Upgrade and optimize our robotic solutions:** Our robotic solutions are subject to rapidly evolving technological advancements and customer demands. We plan to further upgrade and optimize our robotic technology platform, our robotic products and the RoboVerse system to enhance their adaptability and keep pace with the fast iterations of products in our customers’ underlying industries. We continually advance our proprietary robotics platform under a disciplined product roadmap that delivers upgrades to our controller, SROS operating system and core algorithms, which allows us to constantly enhance the functionality and performance of our robots. This includes optimizing localization and navigation algorithms to achieve higher positioning accuracy and operating speed, which will increase the competitiveness of our products and solutions. We are also deploying VLA and other advanced AI algorithms to raise perception and general-purpose operating capability, which will allow us to deploy our solutions in complex tasks with lower costs and to enhance operating cash outflows. Finally, we are integrating the latest upgrades in sensors and mass-production processes to continue delivering premier products and solutions while steadily reducing material costs, which is expected to increase gross margin. Given that our technology platform is integral to all our products and solutions, we do not anticipate that ongoing technological advancements will significantly alter our revenue distribution across product types, geographic regions, or the industries we serve. We aim to develop more versatile and quickly deliverable robots with enhanced modular and configurable designs to achieve better production and deployment efficiency, greater adaptability and intelligence of our robots in industrial settings at lower costs, thereby expanding their applicability across a wider range of industrial production scenarios and serving a broader customer base from industry leaders to mid-tier customers.
- **Strengthen collaborations with existing customers and attract new customers:** By aligning closely with the evolving needs of our customers, we have cultivated long-standing partnerships with key customers, driving significant business through repeat orders and large-scale deployments. We are dedicated to cultivating deeper relationships with existing customers through multiple expansion pathways, including both the increasing deployment of robotic solutions in their production facilities and the upgrades of their legacy robotic solutions. By broadening our

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tailored one-stop solutions to encompass additional stages of our customers’ production workflows, we become more deeply embedded in their operations, thereby increasing their reliance on and loyalty to our platform, which would enhance our revenue and cash flow. At the same time, we are broadening our network of integrator partners in high-growth sectors and harnessing our technology platform to deliver new, sector-specific products. For example, we partner with a PRC system integrator specializing in motion-control systems and intelligent grinding/polishing equipment. We provide them with our industrial embodied robot platform, which they integrate with robotic arms and business software to cater to high-end smartphone module factories. Additionally, we supply a leading PRC system integrator in the PCB industry with our industrial embodied robot, which they enhance with specific loading and unloading mechanisms for core substrate factories. In the overseas market, we collaborate with a Hong Kong-based system integrator who augments our solutions with application software and overseas delivery services to support AI module OEMs. We also work with a globally leading system integrator that offers comprehensive design, construction and maintenance services to jointly deliver fully automated material handling and loading and unloading solutions for smart semiconductor factories. We will further collaborate with integrator partners to enhance comprehensive robotic solutions, such as the LINK automated loading and unloading solution for advanced semiconductor packaging scenarios, the heavy-duty body handling solution for new energy vehicle manufacturers, and the automated server handling solution for AI server assembly and testing scenarios, which are considered as “high growth sectors” as advised by CIC.

We have established localized service capabilities in regions such as (i) Japan, (ii) Taiwan, China and (iii) certain Southeast Asia countries. We will further deepen cooperation with integrator partners to serve more customers and sell scenario-based products and solutions to customers of more diversified industries in these markets. Additionally, we will continue to expand into new market regions, such as North America and Europe, with the support of local integrator partners. In parallel, we will deepen our relationships with leading global manufacturers that can roll out projects at scale, especially in underserved geographic regions where they plan to expand. By supporting these initiatives, we will sharpen our capabilities in those markets and extend our partner ecosystem. By developing new scenarios and solutions for existing customers, we achieve market expansion. Additionally, we leverage our accumulated high-quality industry-leading customer knowledge and mature scenario-based solutions to quickly gain the trust of new customers and promote business growth. By continuously enriching our one-stop solutions and enhancing localized service capabilities in different countries and regions, we increase our customer retention. We plan to expand our sales force and enhance marketing and brand awareness promotion efforts, such as expositions, saloons, through our integrated sales network and targeted online advertisement campaigns, to attract new customers, driving the adoption of our robotic solutions in competitive global markets. These marketing strategies will help us improve customer penetration and improve our cash flow. We keep deepening our relationship with integrators and manufacturers by selling different types of products and solutions, which are complementary to each other. As our customers continue to grow their intelligent manufacturing capabilities, the trust we have cultivated through our reliable products help us obtain higher value contracts from them, which expands our market share and increases our revenue. We aim to increase our revenue from international markets and continue to explore opportunities to serve new, high-growth industries. However, we do not anticipate that these marketing strategies will significantly change our revenue mix by product type in the near term.

- **Further expand overseas markets:** We plan to expand our business beyond Chinese mainland and bring our solutions to global customers. We are expanding globally, focusing on strategic regions such as Asia-Pacific, North America and Europe with expansion plans tailored to regional

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characteristics, aiming to build a competitive industrial robotic solution brand. In the Asia-Pacific region, we focus on leading manufacturing hubs, including Japan, South Korea, Thailand, Malaysia, Singapore, Vietnam, Taiwan, Australia and India. This region accounts for approximately 25%-30% of global industrial robotics shipments, and we target high-end electronics, automotive and semiconductor applications with end-to-end embodied industrial robotics solutions for production environments, particularly logistics transfer and automated loading/unloading. In the North America, we plan to expand in U.S., Mexico and Canada, which together represent approximately 25%-30% of global industrial robotics shipments. Customers in North America prioritize mature, integrated, scenario-based solutions and place strong emphasis on compliance and safety, including CE and UL certifications. As we expand localized services and flagship projects, our brand awareness continues to build and demand is growing steadily. In Europe, key countries of expansion include Germany, Hungary, Italy and the United Kingdom; the region accounts for approximately 15% of global industrial robotics shipments. The market emphasizes localized service, compliance and rapid deployment. We hold leading advantages in solution maturity and completeness, responsiveness, regional service coverage and total cost of ownership, and demand for our robotic products and solutions continues to expand as we deepen partnerships with local integrators and accumulate regional reference cases. We also aim to enhance our international market competitiveness by strengthening worldwide solutions delivery capabilities. We also plan to strategically grow our sales team and actively participate in international industry exhibitions and technical forums to elevate our brand recognition and technological influence globally.

Continually Improving Profitability

- **Enhance product competitiveness:** We aim to develop and launch higher-margin solutions and enhance our pricing power. In particular, we will focus on robotic solutions that command premium pricing and higher margins compared to basic robotic solutions with pricing advantage driven by both the technical sophistication and measurable impact on customer operations. We constantly engage in R&D of the next-generation industrial intelligent robots. As of the Latest Practicable Date, we have commercialized all our embodied robots, including DARWIN, the first wheeled embodied intelligence robots with the highest degree of freedom in industrial settings implemented in China. We are developing embodied intelligence VLA model and accumulating high-quality real data from vertical industrial scenarios to construct a world model for industrial applications, in order to enhance the cross-scenario and cross-task generalization capabilities of our embodied robots. Our embodied robots are priced between RMB400 thousand to RMB1 million, exceeding the industry range by 10–20%, according to CIC, and lead the industry in core operating metrics regarding intelligence, efficiency and reliability and safety. We are one of the few enterprises capable of scheduling over 2,000 robots in a single simulated scenario. The competitiveness of our products is evidenced by our increased sales volume during the Track Record Period. By continuously innovating and upgrading our robotic solutions, we plan to offer more competitive products with advanced features and functionalities that meet evolving customer needs, thereby differentiating our offerings from competitors and justifying premium pricing.
- **Modular and configurable designs:** We are committed to implementing modular and configurable designs for our robots, enabling us to offer versatile, flexible and adaptable solutions that cater to a wide range of application scenarios. Our modular design decomposes a robot system into functional modules, which are cross-model reusable hardware or software units. For instance, from a hardware perspective, a standard robot is partitioned into core modules such as the core controller, power unit, communication unit, LiDAR sensor components, vision sensor components, battery components and drive motor components. These modules are interchangeable

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across various standard robot models, such as the Oasis 300E, Oasis 300EL, Oasis 600E and Oasis 1200E, all of which utilize identical core controllers, power units, communication units and sensor components. From a software perspective, our united SROS operating system is deployed across different robot models, which allows for quick adaptation to specific robot models through quick parameter configuration or enabling/disabling features, avoiding divergent firmware branches, reducing software development and maintenance costs, and further contributing to overall cost efficiency.

By comparing the Oasis 300E (which employs modular design) with its predecessor, the Oasis 300C (non-modular design), we observe a reduction in material quantity by approximately 50%, a decrease in the number of material suppliers and a reduction in the variety of post-sale spare parts by approximately 30%. When comparing the Oasis 300E and Oasis 600E, both of which are products of the same generation and utilize modular design, the material reuse rate for these two models of robots is approximately 36%. These observations are based on the 2025 versions of the bills of materials and spare-parts lists for the Oasis 300E and Oasis 600E, and the 2022 versions for the Oasis 300C. This approach not only reduces procurement, inventory and production costs but also improves scalability and ensures timely deployment across diverse project needs. The reusability of core modules significantly shortens the product validation cycle during new product and solution development stage, thereby accelerating the development speed and reducing time-to-market, lowering development costs and simplifying manufacturing processes, which in turn reduces errors and waste. Additionally, these designs facilitate quicker deployment and faster delivery times, ultimately enhancing customer satisfaction and expanding our market reach. We incorporate standardized components into our modular design, enhancing efficiency and reducing the variety of post-sale spare parts and the cost of post-sale maintenance. As of the Latest Practicable Date, our standard and functional robots have fully adopted modular design. We have successfully developed the fifth-generation core controller, VC500, which stands as one of the most crucial modules within our robots. Compared to its predecessor, the VC500 integrates the functionalities of robot power management and the communication unit, thereby enhancing the module’s functional integration. This advanced controller is already being applied in the development of our latest generation of robotic products, showcasing our commitment to innovation and efficiency. We continue to invest in the performance, reliability, cost-effectiveness, manufacturability and maintainability of the mechatronic systems of our robots, aiming to enhance the competitiveness and mass production capabilities of our robotic solutions.

- **Optimize product costs:** To optimize our product costs and enhance our profitability, we are increasing the proportion of self-developed critical components in our robotic solutions. We have successfully developed and already applied several key components in our products, including core controller, vision sensors, power unit, and communications unit. These components are essential to our robots and represent a substantial portion of the overall product cost. For example, compared with purchasing a similarly specified industrial-grade core controller, adopting our self-developed core controller reduces costs by approximately 70%. Likewise, relative to procuring third-party vision sensors, our self-developed vision sensors reduce costs by approximately 85%. We are in the designing phase of developing a flexible, high-performance computing unit that can be connected to the core controller via a high-real-time software bus, allowing for scalable computational power. We are also designing a series of high-torque, low-cost robotic joint modules, which are critical to embodied robots and a major cost driver. Additionally, we are in the planing stage of high-flexibility gripper end-effectors, which are crucial for the operational capabilities of embodied robots. By deepening our in-house R&D capabilities, we achieve direct material cost savings through streamlined designs, and higher product margin retention as we internalize value-added components rather than paying supplier premiums.

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In addition to internalize value-added components, we also plan to optimize our supplier chain to reduce procurement costs. As we expand in scale, we expect to have more bargaining power with suppliers to negotiate for lower costs. In addition, we plan to enhance production efficiency by strategically integrating our proprietary industrial robotic solutions into our production lines, thereby elevating the level of automation within our manufacturing processes and achieving lower overall product costs.

- **Reduce solution deployment costs:** We plan to lower our robotic solution deployment costs by leveraging AI-powered deployment software and tools, enabling remote and automated deployment processes, thereby significantly reducing commissioning time and enhancing operational efficiency. By integrating advanced machine learning modules into our robots and software systems to assist deployment and delivery, we enable autonomous self-learning and self-commissioning capabilities, which streamline the deployment process and reduce reliance on highly skilled field engineers. This innovation reduces on-site commissioning, allowing our deployment teams to handle more projects simultaneously while lowering labor costs. Additionally, the system’s adaptive capabilities minimize reconfiguration efforts when production layouts change, further improving long-term service margins. By transforming robotic deployment from a labor-intensive process into a AI-powered automated solution, we will be able to achieve higher project throughput with lower marginal costs, directly contributing to improved profitability. We plan to leverage our integrated sales network to provide localized maintenance services and reduce labor costs.

We manage our cost structure through several strategic initiatives. By implementing modular and configurable designs, we reduce production costs, enhance scalability, and decrease R&D time, which collectively improve cost efficiency and market reach. Additionally, we optimize product costs by increasing the proportion of self-developed components, streamlining designs, and enhancing production efficiency through automation, thereby achieving material cost savings and higher product margins. Furthermore, as sales volumes increase, we achieve lower average cost and leverage AI-powered deployment tools to lower deployment costs, reduce reliance on skilled labor, and improve long-term service margins. These efforts collectively contribute to margin improvement over time.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE

Corporate Governance

Board Diversity: We uphold the principle of board diversity in the selection of directors, taking into full account a wide range of factors including gender, age, cultural and educational background, competencies, skills, professional experience, independence, and knowledge. Currently, the Board of Directors comprises seven members, including one female Director, representing 14.29% of the Board. For further details, please refer to the section titled “Directors and Senior Management.”

ESG Governance: We embed a sustainability philosophy into our strategic decision-making and daily operations, established an ESG Management Policy (《ESG管理制度》) to define our ESG governance framework and clarify the responsibilities. An ESG Management Committee, established under the Board of Directors, responsible for the overall ESG affairs, including monitoring laws and regulations, identifying and managing material ESG risks and opportunities, an ESG Working Group has been established to be responsible for specific implementation. The Board of Directors convenes no

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fewer than once annually to review ESG performance reports submitted by various departments, to continuously enhance the Company’s ESG governance capabilities. Looking forward, we will continue to improve our ESG governance mechanisms to ensure robust support for the implementation of ESG issues.

Business Ethics: We strictly comply with the Anti-Unfair Competition Law of the People’s Republic of China (《中華人民共和國反不正當競爭法》) and other regulations, unequivocally prohibit fraud, bribery, corruption, money laundering, etc. To uphold integrity within the supply chain management, all categories of suppliers are required to sign a Integrity Commitment (《廉潔承諾書》) during the onboarding process, and suppliers in breach of this commitment will be placed on a blacklist. Meanwhile, to address potential violations of business ethics, we have established multiple reporting channels — including email, WeChat, DingTalk, and Feishu — accessible to employees and business partners. Whistleblowers’ legal rights are strictly protected, and all personal information is handled with strict confidentiality. As of the end of the reporting period, we were not involved in any pending or concluded legal proceedings related to corruption.

ESG Materiality Assessment

Based on the nature of our operations and strategic direction, we have conducted targeted identification and assessment of ESG-related risks through a formal risk evaluation process. Our Company has adopted corresponding mitigation measures across various risk topics to reduce potential exposure. The following table presents the identified material ESG-related risk topics the Company assessed and prioritized, along with their associated potential impacts, and corresponding mitigation measures:

Risk Topics	Potential Impacts	Mitigation Measures
Environmental Compliance Management	Non-compliance with environmental regulations may result in fines/administrative penalties, lawsuits/legal action, suspension of operations, and reputational damage. This increases compliance costs and undermines market competitiveness.	We have established an ISO 14001 Environmental Management System. It systematically identifies environmental risks, ensures compliance through the execution of environmental management plans and quarterly reviews, and reduces related risks with developed emergency response plans.
Addressing Climate Change	Climate change intensifies extreme weather, threatening supply chains and production safety. Under China’s “Dual Carbon” Goals, a failure to advance the low-carbon transition may lead to compliance risks, rising carbon costs, and diminished market competitiveness.	We have formulated a Natural Disaster Emergency Response Plan (《自然災害應急預案》) and established an emergency response team to address disasters such as floods and typhoons. We have also set up extreme weather monitoring and early-warning mechanisms, conduct regular reviews of high-risk areas, and enhance staff disaster preparedness through drills and training.
Packaging and Material Use.	Failure to optimize packaging or adopt eco-friendly materials may result in penalties and increased procurement and waste management costs.	We recycle materials such as cartons and PE bags and promote supplier recovery programs. This reduces packaging usage and resource waste, while also lowering operational costs.

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Risk Topics	Potential Impacts	Mitigation Measures
Employee Health and Safety	Failure to provide a safe working environment or strengthen safety awareness may result in occupational injuries, staff turnover, and higher operational costs.	Our facilities in Shenzhen and Kunshan are ISO 45001 certified. We maintain workplace safety and compliance through regular risk inspections, employee health check-ups, emergency drills, safety training, and the provision of personal protective equipment.
Employee Development and Training	Failure to improve the talent development framework may lead to a shortage of key talent, skill gaps, exacerbated employee turnover, and a weakened long-term competitive position for the Company.	We have established dual promotion pathways, implemented a structured training program with an annual minimum 24-hour learning requirement, and continuously optimize through evaluations to support employee growth and organizational development.
Sustainable Supply Chain Management	Failure to incorporate ESG into supplier management may result in supply chain disruptions and reputational damage. As ESG requirements tighten, it may also hinder order acquisition and increase costs.	During supplier admission, we prioritize those with relevant certifications and require signing compliance and social responsibility commitment documents. We provide improvement guidance and support to high-risk suppliers, systematically reducing ESG risks in the supply chain.
Product Quality and Safety.	Inadequate quality review and risk assessment may affect product quality, leading to decreased customer satisfaction, an increased risk of product recalls, and higher costs.	We have established an ISO 9001 quality management system, implementing end-to-end quality control, continuously optimizing supplier and inspection procedures, and driving continuous improvement through initiatives like “Quality Week” and monthly reviews.
Customer Relationship Management	Failure to effectively collect and respond to customer demands, or insufficient sensitivity to market trends, may impact business performance and revenue.	We continuously optimize the complaint handling mechanism to ensure closed-loop resolution. We also conduct annual customer satisfaction surveys and proactively collect feedback through multiple channels such as phone calls and interviews, in order to stay aligned with market dynamics.
Compliance and Risk Control	The lack of a sound compliance system and risk control mechanisms may hinder the Company’s ability to prevent operational misconduct, impacting business continuity, revenue, and costs.	We have established a risk identification and response process, developed a risk register for categorized management, and provide annual compliance training to new employees to strengthen risk prevention and control capabilities.

ESG Risk Management

We place strong emphasis on risk and compliance management and have established a suite of internal policy documents, such as the Risk and Opportunity Control Procedures (《風險與機遇控制程序》) to provide regulatory support for safe and compliant operations. We have implemented a structured three-tier risk management framework consisting of the Board of Directors, the management representative, and department heads, with clearly defined roles and responsibilities, and standardized procedures to oversee risks associated with the Company’s operations and regularly report on risk management matters.

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We have established systematic risk management procedures and methodologies to identify, analyze, evaluate, and mitigate risks in key areas, with regular monitoring and improvement. We have also standardized incident response procedures to ensure timely and effective handling of unforeseen events. As of the end of the reporting period, we had not recorded any compliance violations.

Environmental Responsibility

Environmental Compliance Management: We rigorously follow the Environmental Protection Law of the People’s Republic of China (《中華人民共和國環境保護法》) and other environmental laws and regulations. We set up internal systems, such as the Environmental Operation Control Procedures (《環境運行控制程序》), to systematically identify, evaluate, and effectively control its environmental aspects, and proactively minimizes the potential adverse impacts of our operations and production activities on the environment and natural resources. We have obtained ISO 14001 certification for our environmental management system and have not been subject to administrative penalties or negative publicity for environmental-related violations during the reporting period.

Waste Management: We adhere to the Law of the People’s Republic of China on Prevention and Control of Environmental Pollution by Solid Waste (《中華人民共和國固體廢物污染環境防治法》) and other related laws and regulations, and formulates internal systems, such as the Solid Waste Management Rules (《固體廢棄物管理規定》), ensuring full process waste control, maximize waste recycling. We coordinate with local sanitation departments for the proper disposal of all generated solid waste. We maintain the Solid Waste Disposal Account (《固體廢棄物處理台帳》) for waste registration and explicitly prohibits the open burning of chemicals or any other waste. Our robot production business focuses on research and development, assembly, and integration, and does not involve high energy consumption or high waste discharge processes, so the amount of waste generated is limited. We have signed a Hazardous Waste Collection Service Contract (《危險廢物收集服務合同》) with a third-party company that has the qualifications for hazardous waste recovery and treatment. We actively promote the comprehensive utilization of resources by classifying and recycling waste, and have set and achieved a management target of 100% waste recycling and disposal rate. The following table presents the historical non-hazardous waste generation data.

Metrics	Unit	2023	2024	2025	Four months ended April 30, 2026
Total non-hazardous waste.	Tonne	54.4	49.8	72.9	29.4
Non-hazardous waste intensity	Tonne/RMB million of revenue	0.3	0.2	0.2	0.3

Addressing Climate Change: We fully recognize the business risks posed by climate change. In response to global climate governance requirements, we have established a climate risk identification, assessment, and management system, while consistently implementing mitigation measures.

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Name of Risk	Risk Description	Potential Impact	Mitigation Measures
Physical Risk			
Extreme weather such as rainstorms and typhoons .	Climate change intensifies extreme weather (such as typhoons, rainstorms).	Extreme weather can disrupt logistics, damage facilities, affect public supply, leading to production cessation, equipment damage, and increasing costs.	<ul style="list-style-type: none"> Our Company has developed an emergency plan for natural disasters, established an emergency team, and established a weather monitoring and early warning mechanism to promptly issue warnings, strengthen facility protection, and systematically reduce the operational risks of extreme weather through regular inspections and educational training.
Transitional Risk			
Policy and legal impacts .	<p>Strengthen corporate disclosure requirements, especially under the “dual carbon” policy, significantly elevate reporting standards for clean energy and carbon emissions.</p> <p>The regulatory is becoming increasingly stringent.</p>	<p>Strict information disclosure regulations pose compliance risks to our Company, and potential violations may lead to operational interruption and reduced revenue.</p> <p>Our Company or suppliers illegally discharge hazardous waste may face administrative penalties, which could affect normal operations.</p>	<ul style="list-style-type: none"> We would disclose environmental and social matters that meet the requirements of the Stock Exchange, reflecting the Board’s involvement in ESG, we also identify and response to ESG-related risks proactively, and disclose quantitative environmental data, which would lay the foundation for improving ESG compliance. Our Company has formulated internal systems such as Environmental Operation Control Procedures (《環境運行控制程序》) and Environmental Factor Identification and Evaluation Control Procedures (《環境因素識別與評價控制程序》) to standardize environmental behavior and reduce related risks.
Technological risks	The development of products or technologies may not keep pace with trends in sustainable transformation.	The increasing demand for environmental protection products and energy-saving technologies has driven up costs.	<ul style="list-style-type: none"> We actively promote the green upgrading of core components during the product design and development stages, achieving comprehensive reductions in product energy consumption through advancements in battery technology.
Market risk .	Heightened public awareness of environmental protection has resulted in a growing consumer preference for low-carbon products and sustainable manufacturing.	Failure to meet the demand for low-carbon products in a timely manner may lead to a decline in the Company’s sales and operating income.	<ul style="list-style-type: none"> Our company incorporates supplier environmental performance into the evaluation to promote sustainable development of the supply chain, and integrate energy-saving concepts into product design and development, reduce carbon emissions throughout the entire product lifecycle, and develop low-carbon products that meet market demand.

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Name of Risk	Risk Description	Potential Impact	Mitigation Measures
Reputational risk	Stakeholders are increasingly focused on climate change and related ESG information.	Shift in focus may affect consumer preferences and capital market expectations, thereby affecting our Company’s operations and revenue.	• We have established a climate risk management mechanism, including extreme weather response measures, to reduce reputation risks. At the same time, it is planned to regularly identify major issues and actively incorporate feedback from stakeholders such as clients and investors, to strengthen communication and response.

Greenhouse Gas (“GHG”) Emission: Our GHG emissions predominantly stem from indirect emissions associated with the consumption of outsourced electricity. The table below presents our historical quantification data for GHG emissions. The GHG emissions intensity metrics, calculated per RMB million of revenue, are relevant for peer group benchmarking, and our actual performance exceeds the industry average.

Metrics	Unit	2023	2024	2025	Four months ended April 30, 2026
Direct Greenhouse Gas Emissions (Scope 1)⁽¹⁾	Tonne CO ₂ e	0	0	0	0
Indirect Greenhouse Gas Emissions (Scope 2)	Tonne CO ₂ e	330.6	264.1	256.8	96.6
Indirect Greenhouse Gas Emissions (Scope 3 — Category 6; Business Travel)⁽²⁾	Tonne CO ₂ e	212.6	179.8	187.8	80.0
Total Greenhouse Gas Emissions (Scope 1 and Scope 2)	Tonne CO ₂ e	330.6	264.1	256.8	96.6
Total Greenhouse Gas Emissions (Scope 1, 2 and 3)	Tonne CO ₂ e	543.2	443.9	444.6	176.6
Greenhouse Gas Emissions Intensity (Scope 1,2 and 3)	Tonne CO ₂ e/RMB million of revenue	3.3	1.8	1.5	1.7

Notes:

- (1) Our business operations do not involve the direct consumption of fossil fuels. Going forward, we will continue to enhance our energy management system and further improve our energy consumption monitoring and indicator control, aiming to increase energy efficiency and strengthen transparency in data.
- (2) Emission data from upstream and downstream of the value chain has not been included in the statistics. This disclosure of Scope 3 emissions is limited to greenhouse gas emissions generated from business air travel. Moving forward, we will phase in enhancements to the travel management system while building a robust Scope 3 emissions tracking framework by implementing standardized indicator controls, aiming to achieve full transparency in value-chain carbon footprint disclosure and drive improvement in low-carbon management efficiency.

Energy and Resource Use: We rigorously adhere to the Energy Conservation Law of the People’s Republic of China (《中華人民共和國節約能源法》), formulate the Energy Conservation and Reduced Energy Consumption Management Standards (《節能降耗管理規範》) and various internal management systems to govern its energy usage, and a dedicated position is established to oversee the implementation of energy conservation measures among employees and to address any irregularities promptly. To promote resource conservation and emission reduction, we have set the following targets: monthly electricity consumption ≤ 13,000 kWh, quarterly water consumption ≤ 80 cubic meters, and a 10% year-over-year reduction in water consumption by 2025. Furthermore, we continuously reform and optimize the design and processes of the entire product range in line with the requirements of CE (Conformité Européenne) certification, aiming to decrease energy and raw material consumption.

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To reduce daily operational energy consumption and resource waste, we have taken measures such as posting water-saving and energy-saving slogans, implementing air conditioning and lighting control, promoting paperless office work, strengthening production material and quality management, etc. to reduce energy consumption and resource waste, and promoting employees’ awareness of conservation through morning meetings. In daily operations, the main resources we consume are water and electricity. The following table presents energy and resource consumption during the previous reporting period.

Metrics	Unit	2023	2024	2025	Four months ended April 30, 2026
Purchased electricity consumption	kWh	564,541	450,961	483,924	182,111
Electricity Consumption intensity	kWh/RMB million of revenue	3,481	1,800	1,605	1,703
Water consumption	Tonne	438	251	324	196
Water intensity	Tonne/RMB million of revenue	2.7	1.0	1.1	1.8

Social Responsibility

Information Security: We strictly adhere to the relevant laws and regulations, including the Cybersecurity Law of the People’s Republic of China (《中華人民共和國網絡安全法》). We have established internal management supporting policies, a comprehensive information security management system, and internal management measures. Our suppliers are required to sign a Supplier Confidentiality Agreement to ensure they do not disclose any of our confidential information, thereby fully safeguarding our information security. For further details, please refer to the “Data Privacy and Security” section.

Customer Management: We strictly adhere to the Law of the People’s Republic of China on the Protection of Consumer Rights and Interests (《中華人民共和國消費者權益保護法》) and other relevant regulations. We have established internal systems to oversee sales and service processes and are continuously improving our complaint handling mechanism. Customers can submit complaints via email, our website, or a dedicated hotline, and we will promptly analyze, resolve, and track each case to closure. Through annual satisfaction surveys and feedback collected by our business personnel, we continuously understand customer needs and optimize our services. The sales and after-sales teams receive regular training and review service processes and key points in weekly, bi-weekly, monthly, and quarterly meetings. During the Track Record Period, we received no customer complaints regarding product quality, service, or customer usage.

Supplier Management: We comply with relevant laws and regulations, including the Bidding Law of the People’s Republic of China (《中華人民共和國招標投標法》). We have developed internal systems such as the Supplier Management Procedures (《供應商管理程序》), Procurement Control Procedures (《採購控制程序》), and have established a clear procurement management system with defined roles and responsibilities. We incorporate ESG criteria, such as quality and safety, into supplier assessments. For suppliers with notable quality issues, we regularly provide coaching and training led by quality engineers to drive their continuous improvement. For further details, please refer to the “OUR SUPPLIERS” section.

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Occupational Health and Safety: We strictly adhere to laws and regulations, including the Workplace Safety Law of the People’s Republic of China (《中華人民共和國安全生產法》). We have established internal systems such as the Employee Health Management Rules (《職工健康管理規定》), the Environmental Safety Management Rules (《環境安全管理規定》), the Workplace Safety Management Standards (《安全生產管理規範》), clearly defining safety checks in work processes, electrical safety, production area regulations, and workshop preventive measures, thereby systematically managing occupational health and safety activities. All work activities undergo occupational health and safety assessments with dedicated personnel assigned. To safeguard employee health, we organize annual health check-ups for all staff. The General Affairs and Supply Chain departments conduct quarterly and daily inspections to manage key environmental factors and hazardous sources, analyze non-compliances, and develop improvement plans. We have formulated emergency response plans for potential incidents such as electric shock, fire, and typhoons to reduce accident risks. In the event of a work-related injury, it will be handled strictly in accordance with the Workers’ Compensation Insurance Ordinance (《工傷保險條例》) and internal agreements. We regularly conduct internal safety training and provide external training for safety personnel. The Company aims for “zero safety casualties and zero occupational diseases.” As of the end of the reporting period, no workplace fatalities have been reported.

PROPERTIES

As of the Latest Practicable Date, we did not own any real property.

As of the Latest Practicable Date, we leased seven properties in the PRC with an aggregate gross floor area of approximately 23,413 square meters from third parties. These properties were used primarily as premises of offices, production and storage. Our lease agreements in respect of the abovementioned leased properties generally have lease terms ranging from six months to three years.

Pursuant to PRC laws and regulations, property lease agreements must be registered with the local branch of the Ministry of Housing and Urban-Rural Development of the PRC to obtain the property leasing filing certificates. As of the Latest Practicable Date, all of our lease agreements were not registered with the relevant authorities. According to our PRC Legal Advisor, the failure to complete such registration process does not affect the legality, validity or enforceability of the relevant property lease agreements, but the competent housing authorities may order us to register the lease agreements in a prescribed period of time and a maximum penalty of RMB10,000 may be imposed for the non-registration of each lease agreement. As of the Latest Practicable Date, we have not received ownership certificates or other proof of authorizations of four properties we leased from the lessor. Despite the lack of certain ownership certificates of our leased properties, those leased properties are easily replaceable and do not serve as the primary production sites for us, we believe that alternative property can be readily secured and that any relocation would have minimal impact on our operations. During the Track Record Period, we have not fully obtained construction permits, completed as-built acceptance filings, or fire protection filings for certain of our construction projects due to the historical legacy of the relevant lands or properties, which could subject us to administrative penalties including orders of correction and fines. We have not received regulatory inquiries and administrative penalties imposed on us during the Track Record Period and up to the Latest Practicable Date. We have conducted inquiries and interviews with the competent governmental authorities which confirmed that, in general, the failure to do so will not result in penalties against us. Based on such interviews, our PRC Legal Advisor is of the view that, such defect of such leased properties would not have a material adverse impact on our continued use of such construction projects. For more details, see “Risk Factors

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— Risks Related to Our Business and Industry — Our leased property interests may be defective, and our right to lease the properties could be challenged due to such defects. Additionally, failure to renew our current leases or locate desirable alternatives could materially and adversely affect our business.”

During the Track Record Period and up to the Latest Practicable Date, we had not been subject to any material penalties arising from the non-registration of our lease agreements, had not experienced any dispute arising out of, or in relation to, our leased properties, and had not received any notices or administrative penalty decisions from the relevant authorities requiring us to complete lease registration filings for certain leased properties.

INSURANCE

As a product manufacturer and service provider, we are liable for infringement caused by product defects or malfunctions in accordance with relevant laws and regulations and contractual agreements. For more information, please refer to “Regulatory Overview — Regulations Relating to Product Quality.” Our PRC Legal Advisor is of the view that, during the Track Record Period and up to the Latest Practicable Date, we have not been held liable for any material product defects or malfunctions.

We believe we have adequate insurance coverage for our business operations by implementing all mandatory insurance policies required by PRC laws and regulations. As mandated by PRC laws, we maintain standard employee-related insurance, which includes pension, maternity, unemployment, work-related injury and medical insurance. Furthermore, we maintain product liability insurance to mitigate risks associated with product defects or malfunctions, even though such coverage is not mandatory under applicable PRC laws. We do not maintain insurance policies covering damages to our IT infrastructure or information technology systems. Overall, as advised by CIC, we believe our insurance coverage align with general market practices within the industry. Taking into account of the foregoing, the Directors are of the view that we have maintained sufficient insurance to cover our business and operations. During the Track Record Period and up to the Latest Practicable Date, there is no material insurance claims related to our business that have been filed. For more information, please refer to “Risk Factors — Risks Related to Our Business and Industry — We have limited insurance coverage, and any claims beyond our coverage may result in substantial costs and a diversion of resources.”

RISK MANAGEMENT AND INTERNAL CONTROL

We are dedicated to the establishment and maintenance of a robust risk management and internal control system. We have adopted and continually improve our internal control system consisting of policies and procedures that are appropriate for our business operations, across critical areas of our business, including financial reporting, IT, compliance, intellectual property, human resources, and investment management. Furthermore, we conduct periodic reviews of the implementation of our risk management policies and internal control measures to ensure their effectiveness and sufficiency.

We are committed to promoting a compliance culture and adopt policies and procedures on various compliance matters, including the Stock Exchange’s requirements on corporate governance and environmental, social and governance matters.

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Our Board is collectively responsible for establishing and implementing such risk management mechanisms and overseeing our overall risk management. Our Directors are of the view that our current internal control measures are adequate and effective to ensure compliance with relevant laws and regulations.

Operational Risk Management

Operational risk refers to the risk of direct or indirect financial loss resulting from incomplete or problematic internal processes, personnel mistakes, IT system failures or external events. We have established a series of internal procedures to manage such risk. We take a comprehensive approach with regard to operational risk management, and we have implemented a mechanism with detailed and decentralized responsibilities and clear rewards and punishment systems. Our information technology, human resources, finance and operations departments are collectively responsible to ensure the compliance of our operations with internal procedures. In the event of a major adverse event, the matter will be escalated to our legal department to take appropriate measures. Through effective operational risk management, we expect to control operational risks within a reasonable range by identifying, measuring, monitoring and containing operational risks to reduce potential losses.

Human Resources Risk Management

We provide regular and specialized training tailored to the needs of our employees in different departments. These trainings enable our staff to improve their skill sets and better address our customers’ needs. We have in place an employee handbook approved by our management and distributed to all our employees, which contains internal rules and guidelines regarding best commercial practices, work ethics, fraud prevention mechanisms, negligence, and corruption.

Financial Reporting and Risk Management

We have in place a set of accounting policies in connection with our financial reporting risk management, such as financial report management policies, treasury management policies, and reimbursement management policies. We have various procedures in place to implement accounting policies, and our financial department reviews our management accounts based on such procedures.

Credit Risk Management

We seek to maintain strict control over our outstanding receivables and have implemented a policy to minimize credit risk. We maintain regular communication with our customers, address potential payment issues proactively, and conduct detailed risk assessments. Our finance department conducts regular reviews of overdue accounts and recoverability of our outstanding balances, prioritizing high-value or long-overdue balances, and when appropriate, provides for impairment of these trade receivables. For significantly overdue accounts with no resolution, we escalate to legal proceedings.

Audit Committee Experience and Qualification and Board Oversight

To monitor the ongoing implementation of our risk management policies, we have established an Audit Committee to review and supervise our financial reporting process and internal control system on an ongoing basis to ensure that our internal control system is effective in identifying, managing and mitigating risks involved in our business operations. See “Directors and Senior Management — Board of Directors.”

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In addition to our internal control department, we have also established an internal audit department which is responsible for reviewing the effectiveness of internal controls and reporting issues identified and improving our internal control system and procedures by identifying internal control failures and weaknesses on an ongoing basis. The internal audit department reports any major issues identified to the Audit Committee and Board of Directors on a timely basis.

DATA PRIVACY AND SECURITY

In providing our robotic solutions, we engage in certain data-related activities to ensure their functionality and efficiency. For instance, we may access data related to the design, development, production and functionality of our robotic solutions, including production line and equipment layout in manufacturing workshops, appearance and technical specifications of equipment, type of materials, shape of products, and other information related to production and facilities. We comply with our customers’ confidentiality requirements and do not disclose their data without their prior consent.

During the use of our robotic products, we do not collect any personal data or information from customers. During the course of our business operation, with the prior consent of our customers, suppliers and other business partners, we collect and maintain their contact information to the extent necessary and in accordance with the applicable laws and regulations on data privacy and security. We have taken measures to maintain the confidentiality of such information to ensure regulatory compliance. We have set up an access control system for personal information in our internal system so that it cannot be viewed without proper authorization or exported in bulk. We set up firewalls to prevent information loss or leakage caused by cyber-attacks. In addition, we from time to time examine the security of our data storage system. We strictly restrict the range of data that our employees are authorized to access based on their role and function. We continue to pay close attention to the legislative and regulatory developments in cybersecurity and data protection and conduct routine cybersecurity and data protection compliance checks and rectification to keep pace with regulatory developments.

During the Track Record Period and up to the Latest Practicable Date, we did not experience any material data leakage or data loss, nor did we encounter any significant unauthorized use of personal information belonging to customers, suppliers, other business partners or employees.

As of the Latest Practicable Date, we have not encountered any disputes, controversies, or lawsuits related to violations of information security laws and regulations. Our PRC Legal Advisor is of the view that we are in compliance with the relevant PRC laws and regulations relating to cybersecurity and data protection in all material aspects.

LICENSES AND PERMITS

Our Directors, as advised by our PRC Legal Advisor, confirm that, during the Track Record Period and up to the Latest Practicable Date, we had complied with relevant PRC laws and regulations in all material respects and had obtained all material licenses, approvals and permits from relevant PRC authorities for our operations in Chinese mainland.

We currently do not expect any material impediment in timely renewing our material permits and licenses as they expire, if applicable. For more information about the laws and regulations that we are subject to in the PRC, please see “Regulatory Overview.”

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The following tables set out the material licenses and permits held by us as of the Latest Practicable Date:

Holder	License/Permit/Approval	Issue Authority	Issuance Date	Expiration Date
Our Company	Business License	Wuxi Municipal Administration for Market Regulation	June 20, 2025	N/A
Our Company.	Import and Export Goods Consignee and Consignor Registration Certificate	Wuxi Custom Bureau	June 24, 2025	December 31, 2099
Standard Robot (Kunshan) Co., Ltd.	Import and Export Goods Consignee and Consignor Registration Certificate	Kunshan Custom Bureau	June 11, 2025	December 31, 2099
Standard Robot (Kunshan) Co., Ltd.	Registration Receipt for Stationary Pollution Sources	N/A	October 16, 2021	October 15, 2026

IMPACT OF INTERNATIONAL TRADE, OUTBOUND INVESTMENT AND OTHER TRADE POLICIES

Impact of U.S. Export Controls Laws and Regulations

Background

During the Track Record Period, we had business dealings with several customers and suppliers who are on the Entity List administered by the BIS (each, a “**Covered Entity**”). Our Group sold products and provided services to a total of 13 customers who are on the Entity List. The revenue recorded from such sales of products and provision of services from customers on the Entity List represented 1.68% of the total revenue in 2023, 3.02% in 2024, 6.20% in 2025 and 0.82% for the four months ended April 30, 2026. The increase in sales to the Covered Entity customers for 2025 was primarily driven by the combined effect of the good performance of our products and the significant demand for robotic products from Customer J, being an existing Covered Entity customer, which resulted in large orders from that customer. For the the year ended December 31, 2025, the revenue recorded from the sales to Customer J amounted to RMB16.7 million and represented 5.5% of the total sales for the period. We have also sourced certain components from three suppliers who are on the Entity List and the transaction amounts with them are of negligible amount.

The products sold and services provided to the Covered Entity customers by us during the Track Record Period were primarily used as automated logistics equipment for warehouse and production lines and thus were not intended for military applications. Such products and services included (i) products assembled by us in our own manufacturing plants using parts and goods procured from third-party suppliers (“**Assembled Products**”) and (ii) parts and goods procured by the Group from third-party suppliers which were on-sold to the Covered Entity customers (“**On-Sold Products**”). During the Track Record Period, revenue recorded from sales of On-Sold Products to the Covered Entity customers represented 0.20%, 0.18%, 0.22% and 0.07% of the Group’s total revenue for the years ended 31 December 2023, 2024, 2025 and for the four months ended April 30, 2026, respectively. With respect to the Assembled Products, we typically provided design blueprint to outsourced manufacturers, and the design blueprint will specify the required integrated circuits (“**IC**”) for the

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printed circuit board assembly (“PCBA”) to be used for the Assembled Products. The outsourced manufacturers then procured the IC and other parts according to the design, supplied the IC, PCBA and other parts to us for assembling into final products. As such, we only have very few in-house manufacturing equipment.

In addition, (a) all of our manufacturing activities are conducted in China; (b) our procurements are all made in China from Chinese suppliers (including Chinese agents of US vendors); and (c) all of the technologies used in our production are proprietary technologies developed by our Company.

However, we used certain software and items origin from the U.S. during our blueprint design process, which involves comparing multiple technical solutions or device options, and then selecting the one most suitable for the product. These include Dassault Systèmes’ Solidworks 3D CAD software and the GNU Compiler Collection (“GCC”) software. We also procured a total of 140 micro controller units (“MCUs”) manufactured by an international manufacturer, with an aggregate purchase amount of RMB8,218, solely for use in our design process in 2023; thereafter, we use MCUs manufactured by Chinese manufacturer to replace the MCUs from the international manufacturer.

As the MCUs manufactured by the international manufacturer were evaluated by us as one of several comparative options alongside MCUs manufactured by Chinese manufacturers. As we have ultimately chosen the domestically produced MCUs for use in our production manufacturing, our Directors are of the view that the MCUs procured from the international manufacturer were not considered as a key component in the blueprint design process and therefore not material to our solutions or products offerings. Additionally, we used several items of U.S. origin during our design process. These items were primarily hardware components used for logical control, data processing, signal interfacing and power connectivity and were certified as EAR99 by the relevant supplier in its supplier confirmation.

Relevant U.S. Export Control Restrictions

The Entity List administered by the BIS imposes tailored licensing requirements on exports, reexports, or in-country transfers of items subject to the EAR to parties on the list pursuant to § 744.16 of the EAR (15 CFR § 744.16). Any person dealing with a party on the Entity List must first obtain a license from the BIS before any item subject to the EAR can be supplied to such party—regardless of the destination country. License applications involving Entity-List parties are generally presumed to be denied and most license exceptions cannot be used for transactions with parties on the Entity List. This essentially made it difficult (if not impossible) to obtain the required license to sell or supply items subject to the EAR to persons on the Entity List. Any violation of the license requirement will risk severe civil and criminal penalties.

Under the EAR, in general, a foreign-made item is subject to the EAR if it incorporates controlled U.S.-origin content which accounts for 25% or more of the total value of such foreign-made item. This is the so-called de minimis rule. Foreign-made item for the purposes of the de minimis rule refers to foreign-made commodity, foreign-made software and foreign-made technology, which does not include services.

A few Covered Entity customers to which we supplied goods and services are on the Entity List with Footnote 1 designation, making them subject to the Entity List Foreign Direct Product (FDP) Rule under the EAR. Under the FDP rule, certain foreign-produced items that are the direct product of U.S. technology or software, or made from plants or equipment that are themselves direct products of U.S.

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technology or software, are also subject to the EAR when destined for entities with Footnote 1 designation. The practical effect of this rule is that any in-country transfer of such foreign-produced or foreign-made products within China to these Footnote 1 designated entities would require a license from the BIS, and a license application in such a case is generally reviewed with a presumption of denial.

Analysis of U.S. Export Control Risk

We have carried out a comprehensive review of the bill of materials (“**BOM**”) for each of the Assembled Products that was supplied to the Covered Entities during the Track Record Period. We have also identified (i) all suppliers whose goods were supplied to the Covered Entity customers during the Track Record Period and (ii) all suppliers from whom we have procured goods for use in our blueprint design process. We have obtained confirmations from the relevant suppliers of these products. According to these supplier confirmations, none of the Assembled Products and On-Sold Products incorporated U.S.-origin goods, nor are they the direct products of U.S. technology and U.S. software or made from plants or equipment that are themselves direct products of U.S. technology or software. On such a basis, the Assembled Products and On-Sold Products sold to the Covered Entity customers are not subject to the EAR under the de minimis rule, as advised by our International Sanctions Legal Advisor.

In relation to the U.S.-origin software and items we used during our blueprint design process, the Dassault Systèmes’ software is Solidworks 2020 Professional Version and based on the relevant supplier confirmation, it is classified as EAR 99 item. As such, this software does not fall into the controlled software specified in the relevant FDP rule in section 734.9(e)(1) of the EAR. Regarding the GCC software, it is an open-source software freely downloadable from public source; in addition, it does not contain encryption source code. According to section 734.3(b)(3) of the EAR, software that has been made available to the public without restrictions on further dissemination are not subject to the EAR unless it is an encryption software classified under ECCN 5D002. Since the GCC software contains no built-in cryptographic routines that would trigger ECCN 5D002, it is treated as publicly available, non controlled software not subject to the EAR. With respect to the MCUs sourced from the international manufacturer, according to the relevant supplier confirmation, the ECCN number for such MCUs is 3A991.a. Under the EAR, items with ECCN 3A991.a classification are subject to anti-terrorism controls pursuant to Supplement No.1 to Part 774 of the EAR, with licensing requirements applicable to destination countries listed in AT Column 1 of Supplement No.1 to part 738 of the EAR. As China is not listed in AT Column 1, exports of these MCUs to China where our Company is located are not subject to the licensing requirements under the anti-terrorism controls. Finally, in respect of the other U.S. items specified above which were used during our blueprint design process, since the relevant supplier certified the classification of these items as EAR99, they do not fall into the scope of controlled items specified in the relevant FDP rule in section 734.9(e)(1) of the EAR either. Based on the above, our International Sanctions Legal Advisor concluded that although the Dassault Systèmes’ software, the MCUs sourced from the international manufacturer and other U.S. items we used during our blueprint design process are subject to EAR, the use of such software and items does not trigger the relevant FDP rule applicable to Covered Entity customers with Footnote 1 designation to which we supplied products.

The Entity List restrictions do not apply to procurement. Therefore, our purchase of items from the three suppliers who are on the Entity List during the Track Record Period did not give rise to export control implications.

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Based on the above key facts, relevant factors and analysis, our International Sanctions Legal Advisor advised us that our sales of the Assembled Products and On-Sold Products to the Covered Entity customers and our use of the relevant U.S.-origin software and items for the blueprint design process during the Track Record Period are not subject to material U.S. export control risks, and our provisions of services and sales of products to Covered Entity customers did not implicate actual or potential violation of the EAR during the Track Record Period and up to the Latest Practicable Date. Subject to our ongoing compliance with the export controls compliance measures as detailed below, our International Sanctions Legal Advisor is of the view that the U.S. export control restrictions have not had, and are not expected to have, a material adverse impact on our Group’s business operations or financial performance.

Export controls compliance measures

We have adopted internal control measures on customers to mitigate risks in light of the applicable export controls laws and regulations. We have implemented a know-your-customer process to assess the background of our customers. Apart from that, we have introduced protective contractual provisions requiring customers to provide compliance representations or alternatively have notified customers reiterating our commitment to complying with all applicable export controls laws and the prohibition on any unauthorized use, resale or transfer of our products for military use, government intelligence, and massive surveillance. In addition, we also keep abreast of the latest development in applicable export control laws and regulations to ensure continued adherence to the latest legal and regulatory requirements. To facilitate implementation of these internal control measures, we are in the process of establishing a compliance committee comprising three members, including an executive Director and two other members of our senior management.

Based on the above, our Directors are of the view, and the Joint Sponsors (based on independent due diligence works conducted) concur that, subject to our ongoing compliance with the export controls compliance measures, the impact of the current U.S. export controls laws and regulations on our business is generally limited and manageable. Hence, the U.S. export control restrictions do not have material adverse impact on our Group’s business operations or financial performance. For details of the U.S. export control laws and regulations, please refer to “Regulatory Overview – U.S. Export Control Laws and Regulations.”

Impact of the Final Rule

The Final Rule, which took effect on January 2, 2025, imposes investment prohibition and notification requirements on U.S. Persons for a wide range of investments in entities associated with China (including Hong Kong and Macau) that are engaged in activities relating to three sectors: (i) semiconductor and microelectronics, (ii) quantum information technologies, and (iii) AI systems. For details of the Final Rule, please see “Regulatory Overview – Final Rule by the U.S. Department of the Treasury”.

According to the Final Rule:

- (a) we are “a person of a country of concern” under the Final Rule as we are a joint stock company established in the PRC;

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- (b) the term “AI system” under the Final Rule means (a) a machine-based system that can, for a given set of human-defined objectives, make predictions, recommendations, or decisions influencing real or virtual environments—i.e., a system that (1) uses data inputs to perceive real and virtual environments; (2) abstracts such perceptions into models through automated or algorithmic statistical analysis; and (3) uses model inference to make a classification, prediction, recommendation, or decision; or (b) a data system, software, hardware, application, tool, or utility that operates in whole or in part using a system described in (a) above. Our robot system’s positioning and perception functions use deep learning-based methods to improve performance in some operating tasks. Our standard robots are powered by our proprietary algorithms and our embodied robots utilize artificial general intelligence to perform complex tasks in various industrial scenarios. Thus, the systems adopted by these robotic products fall within the broad definition of “AI system” under the Final Rule.
- (c) Under the Final Rule, notifiable transactions include developing any AI system that is intended by the “covered foreign person” to be used for the control of robotic system. As we engage in activities involving developing certain AI systems for the control of robotic systems (which is an activity described in the definition of “notifiable transaction”), we are likely to be deemed a “covered foreign person” under the Final Rule and certain of our business activities are considered “covered activities” as defined under the Final Rule. As a result, investments by U.S. Persons in us likely constitute “notifiable transactions” of the Final Rule.

Nevertheless, investments by persons other than U.S. Persons as defined under the Final Rule are not subject to the Final Rule. In addition, the Final Rule provides an exception to “notifiable transactions” permitting U.S. Persons to invest in our publicly traded securities, provided that (i) the investment does not grant the U.S. Person rights beyond standard minority shareholder protections with respect to the covered foreign person, and (ii) our shares are officially available for public trading following an [REDACTED] on a securities exchange in any jurisdiction, including non-U.S. exchanges such as the Stock Exchange. See “Regulatory Overview — Final Rule by the U.S. Department of the Treasury” for further details on the requirements of the publicly traded securities exemption.

Based on the above, our Directors are of the view that the impact of the Final Rule on our Group is generally limited and manageable. Nonetheless, the Final Rule may increase the compliance burden on U.S. investors if any of them intend to purchase our H Shares prior to the [REDACTED] or in connection with the [REDACTED], or if future U.S. investors intend to make other types of “covered transactions”.

For details, please refer to “Risk Factors – Risks Relating to Our Business and Industry – The U.S. government’s new China-focused Outbound Investment Program may adversely affect our business, financial condition, and results of operations”, because they may need to make their own determination on whether they are permitted to invest in us, whether the transaction qualifies for the relevant exemption and whether they may have any notification obligations under the Final Rule.

Impact of Other Trade Policies

The U.S. government has, in recent years, imposed some trade policies or actions relating to tariffs and investigations in the semiconductor industry. For example, the trade and tariff tension between the U.S. and China intensified since early 2025 and negotiations on tariffs between the two

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countries are still ongoing, creating uncertainties on trades and exports between the U.S. and China. We do not maintain material export sales to the U.S. market and we do not have presence and operations in the U.S. During the Track Record Period, we derived less than 1% of revenue from products sold to the United States in 2024 and less than 3% in 2025 and for the four months ended April 30, and nil revenue from products sold to the United States in 2023. We have not experienced any cancellation of orders since early 2025 as a result of the increase in U.S. tariffs. Notwithstanding the ongoing trade tensions between China and the United States, our revenue and sales volume both increased during the Track Record Period. Our revenue increased from RMB162.2 million in 2023 to RMB250.5 million in 2024, and continued to increase to RMB301.5 million in 2025. Correspondingly, our sales volume of robots increased from 1,212 units in 2023 to 1,932 units in 2024, and continued to increase to 2,284 units in 2025. The continuous improvement in our financial and operating metrics with respect to revenue and sales volume has demonstrated that our Group has not experienced any immediate financial or operational impact arising from the increased U.S. tariffs.

Nevertheless, we remain cognizant of the broader implications of U.S. tariff policies on global trade dynamics. In particular, the imposition of tariffs on certain goods has led to a reallocation of export flows, with some suppliers diverting shipments originally intended for the U.S. to alternative markets, including those in Asia and Europe. This shift may increase the level of supply in certain non-U.S. markets to which we sell our products. This in turn may potentially exert downward pressure on the pricing and margins of our products.

We plan to monitor the potential secondary effects on our supply chain, including changes in sourcing costs, lead times, and supplier behaviour, which may arise from broader trade tensions and tariff-related adjustments. While these impacts have not materially affected our operations to date, we remain vigilant and responsive to evolving market conditions.

Based on the above facts and analysis, our Directors are of the view, and the Joint Sponsors (based on independent due diligence works conducted) concur, that the U.S. export control laws, the U.S. outbound investment policies, and the U.S. tariffs would not have any material adverse impact on our business operations or financial performance.

LEGAL PROCEEDINGS AND COMPLIANCE

Legal Proceedings

We may from time to time become a party to various legal, arbitral or administrative proceedings arising in the ordinary course of our business. During the Track Record Period and up to the Latest Practicable Date, we had not been a party to, and were not aware of any threat of, any material legal, arbitral or administrative proceedings, against us or our Directors that could, individually or in the aggregate, have a material adverse effect on business, financial condition and results of operations.

Compliance

We are subject to various regulatory requirements and guidelines issued by regulatory authorities. During the Track Record Period and up to the Latest Practicable Date, we had not been and were not involved in any material non-compliance incidents that have led to fines, enforcement actions or other penalties that could, individually or in the aggregate, have a material adverse effect on business, financial condition and results of operations.

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During the Track Record Period and up to the Latest Practicable Date, we engaged third-party human resources agencies to pay social insurance premiums and housing provident funds for several employees per their request, and we did not make full social insurance and housing provident fund contribution for certain employees in strict compliance with relevant laws and regulations. We estimate that the shortfall amount that we may be required to contribute to social insurance and housing provident fund for these employees would be approximately RMB7.5 million, RMB9.5 million, RMB11.3 million and RMB5.3 million in 2023, 2024, 2025 and the four months ended April 30, 2026, respectively. Our PRC Legal Advisor is of the view, that the risk of the competent authorities requiring us to pay shortfalls with respect to the social insurance and housing funds and/or take the initiative to impose penalties on us is remote, given that: (i) during the Track Record Period and up to the Latest Practical Date, no material administrative action, fine or penalty had been imposed by the relevant regulatory authorities on the Group with respect to the such shortfalls, (ii) our Company and our relevant subsidiary have completed interviews with relevant competent authorities, in which, the relevant competent authorities have confirmed that, they will not proactively impose penalties or require the recovery or supplementation of historical underpayments or non-payments of social insurance contributions or housing provident fund contributions by companies; (iii) during the Track Record Period and up to the Latest Practical Date, the Group had not subject to material labour disputes; and (iv) the Company has promised that, in the event that relevant competent authorities order the Group to pay or make up for any unpaid social insurance premiums and housing provident fund contributions within a specified time limit, the relevant companies will complete the payment within the specified time limit. Based on our PRC Legal Advisor’s view above, we did not make any provision for the shortfall in our social insurance and housing provident fund contributions during the Track Record Period and up to the Latest Practicable Date.

Pursuant to the Interpretation II of the Supreme People’s Court of Issues Concerning the Application of Law in the Trial of Labor Dispute Cases (《最高人民法院關於審理勞動爭議案件適用法律問題的解釋(二)》), any agreement between an employer and an employee for the non-payment of social insurance or any employee undertaking to waive such payment shall be determined as void by the people’s court. Considering (i) no employee has brought a lawsuit or arbitration in respect of payment of social insurance; and (ii) we have provided an indemnification undertaking for any unpaid social insurance premiums and housing provident fund contributions, our Directors believe that the implementation of the aforementioned judicial interpretation would not have a material adverse effect on our business or financial results. Our PRC Legal Advisor is of the view that (i) the aforementioned judicial interpretation does not expand our penalty exposure; (ii) the aforementioned judicial interpretation does not repeal the PRC social insurance laws and regulations currently in force; and (iii) no employee has brought any lawsuit or arbitration in respect of payment of social insurance and none of our pending litigation or arbitration is applicable to the aforementioned judicial interpretations. For more information, please refer to “Risk Factor — we may be subject to fines and penalties as a result of non-compliance with certain PRC laws and regulations regarding social insurance and the housing provident fund during the Track Record Period.” Subject to the policy restrictions and adjustments of the relevant competent authorities, we plan to rectify such non-compliance and make full and timely contributions to social insurance and housing provident funds by the end of 2026.

We lease our office and manufacturing facilities, and our leasehold interests may be adversely affected by defects in the leased properties. For more information, please refer to “Risk Factor — Our leased property interests may be defective, and our right to lease the properties could be challenged due to such defects. Additionally, failure to renew our current lease or locate desirable alternatives could materially and adversely affect our business.” Due to historical reasons, we are unable to confirm the legal validity of the ownership and use rights of the relevant properties, nor complete the property lease registration procedures — an issue that cannot be rectified by us. Nevertheless, we believe that the continued use of these leased properties will not result in material disputes, third-party claims, or administrative penalties. Furthermore, we are of the view that, if required, the Group would be able to

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readily secure comparable alternative properties, and any associated relocation costs and expenses would not be material. At present, there are no plans to change the current locations of our office and manufacturing facilities.

AWARDS AND RECOGNITIONS

During the Track Record Period and up to the Latest Practicable Date, we received numerous recognitions for our technologies as well as our solutions. Some of the significant awards and recognition we received are set forth below.

Award Year	Award/Recognition	Awarding Institution/Authority
2024.	Guangdong Province Manufacturing Single Champion Enterprise (廣東省製造業單項冠軍企業)	Guangdong Provincial Department of Industry and Information Technology of the People’s Republic of China
2024.	“Gaogong Golden Ball Award” Annual Overseas Enterprise (“高工金球獎”年度出海企業)	Gaogong Robotics
2024.	Global Gazelle Companies List (2024胡潤全球獵豹企業榜)	Hurun Report
2023.	National Specialized and New “Little Giant” Enterprise (國家級專精特新「小巨人」企業)	MIIT
2023.	2023 China Automation Society Technology Invention Award First Prize (2023中國自動化學會技術發明獎一等獎)	China Association of Automation
2023.	Leading Enterprise Award in the Robotics Industry (機器人產業領軍企業獎)	Shenzhen Robotics Association
2023.	Guangdong Province Intelligent Manufacturing Ecosystem Partner (廣東省智能製造生態合作夥伴)	Guangdong Provincial Department of Industry and Information Technology of the People’s Republic of China