You should carefully read and consider all of the information in this document, including the risks and uncertainties described below, before making an investment in our Shares. Our business, financial condition, results of operations and/or the ability to meet our financial obligations could be materially and adversely affected by any of these risks and uncertainties. The trading price of our Shares could decline due to any of these risks (or such additional risks), and you may lose all or part of your investment. In particular, we are a biotechnology company seeking to **[REDACTED]** *on the* **[REDACTED]** *of the Stock Exchange under Chapter 18A of the Listing Rules. There are unique challenges, risks and uncertainties associated with investing in companies such as ours, which may cause you to lose all or part of your investment.*

An investment in our H Shares involves various risks. You should carefully consider all the information in this document and in particular the risks and uncertainties described below before making an investment in our H Shares.

The occurrence of any of the following events could materially and adversely affect our business, financial condition, results of operations or prospects. If any of these events occurs, the trading price of our H Shares could decline and you may lose all or part of your investment. You should seek professional advice from your relevant advisers regarding your prospective investment in the context of your particular circumstances. These factors are contingencies that may or may not occur, and we are not in a position to express a view on the likelihood of any such contingency occurring. The information given is as of the Latest Practicable Date unless otherwise stated, will not be updated after the date hereof, and is subject to the cautionary statements in "Forward-looking Statements".

Our operations are subject to certain risks and uncertainties, some of which are beyond our control. We have categorised them into: (i) risks relating to the development, clinical trials and regulatory approval of our drug candidates; (ii) risks relating to our financial position and need for additional capital; (iii) risks relating to dependence on third parties; (iv) risks relating to our intellectual property rights; (v) risks relating to manufacturing and commercialisation of our drug candidates; (vi) risks relating to doing business in the PRC; (vii) risks relating to our general operations; and (viii) risks relating to the **[REDACTED]**. Additional risks and uncertainties not presently known to us or that we currently deem immaterial could also adversely affect our business and financial condition. You should consider our business and prospects in light of the challenges we face.

RISKS RELATING TO THE DEVELOPMENT, CLINICAL TRIALS AND REGULATORY APPROVAL OF OUR DRUG CANDIDATES

Our business and prospects depend substantially on the success of our drug candidates.

Our business depends substantially on the success of our drug candidates. Our ability to generate revenue and become profitable depends on our ability to complete the development of our drug candidates, obtain regulatory approvals and successfully manufacture and commercialise our drug candidates. The success of our drug candidates will depend on a number of factors, including: (i) successful completion of pre-clinical studies and clinical trials with favourable safety and efficacy data, and receipt of regulatory approvals; (ii) satisfactory performance by, and sufficient supplies from, third-party service providers engaged in our clinical development; (iii) adequate manufacturing capabilities, successful commercialisation, favourable reimbursement, and ability to compete effectively; and (iv) obtaining and maintaining intellectual property protections while avoiding infringement of third-party rights. Some of our drug candidates represent a novel approach to therapeutic needs compared with more commonly used modalities. This novelty carry inherent development risks that could result in delays and cost overruns, a substantial amount of education and training may need to be provided to patients and medical personnel, which increases our sales and marketing expenses.

Clinical drug development involves a lengthy and expensive process with uncertain outcomes

Before obtaining regulatory approval for the sale of our drug candidates, we must conduct extensive clinical trials to demonstrate the safety and efficacy of our drug candidates in humans. Our R&D costs amounted to RMB103.1 million, RMB79.2 million, RMB27.9 million and RMB37.8 million for the years ended 31 December 2024 and 2025, and the five months ended 31 May 2025 and 2026, respectively.

Failure can occur at any time during the R&D process. Before obtaining regulatory approvals to market, we must conduct pre-clinical research and clinical trials to demonstrate their safety and efficacy in humans. The results of pre-clinical studies and early clinical trials may not be predictive of later-phase success. Drug candidates in later stages may fail to show the desired safety and efficacy traits earlier. There can be significant variability in safety or efficacy results between different trials of the same drug candidate due to numerous factors. The timeline of the R&D process might be affected by various factors out of our control, including trial design, dosing and follow-up periods, which may need to be adjusted based on preliminary findings.

We may encounter unexpected difficulties while executing our clinical development plans for our drug candidates that could delay or prevent our ability to obtain regulatory approval or commercialise our drug candidates.

We may encounter unexpected difficulties in our clinical development. Such difficulties include regulatory authorities not authorising us to commence or conduct clinical trials; suspension or termination of clinical trials due to negative or inconclusive results or health and safety concerns; inability to reach agreements with CROs or trial sites; third-party contractors failing to comply with regulatory requirements or meet their contractual obligations; manufacturing issues; patient enrolment being insufficient or slower than anticipated; or adverse events caused by our drug candidates. Any of these could result in delays in obtaining, or failure to obtain, regulatory approval, approval for narrower indications than intended, or post-marketing restrictions.

Furthermore, the results of pre-clinical studies and early clinical trials may not be predictive of future success, and favourable initial or interim results of a clinical trial do not necessarily indicate the success of final results. Drug candidates in later stages of clinical trials may fail to show the desired safety and efficacy traits. It is also common that various aspects of the development programmes, such as manufacturing and formulation, are altered to optimise processes and results.

We may not be able to identify, discover or develop new drug candidates, or to identify additional therapeutic opportunities for our drug candidates to maintain or expand our product pipeline.

The success of our business depends in part upon our ability to identify and/or discover additional drug candidates. Some drug candidates may be technically challenging to develop and manufacture. Drug candidates that we identify may later show characteristics that make them unmarketable or unlikely to receive regulatory approvals. Our efforts may initially show promise in identifying potential indications and/or drug candidates, yet fail to yield results for clinical development for a number of reasons, including: unsuccessful research methodology; variability in safety or efficacy results between different trials; drug candidates being shown, after further study, to have harmful adverse effects or other characteristics making them unmarketable or unlikely to receive regulatory approval; or insufficient resources to identify additional therapeutic opportunities or develop suitable drug candidates internally.

Research programmes to identify new drug candidates and to develop our drug candidates for additional indications require substantial technical, financial and human resources. We may invest efforts and resources in potential drug candidates or indication expansions that ultimately prove to be unsuccessful. In addition, we may not be successful in developing additional drug candidates through licensing-in for a variety of reasons, including inability to identify appropriate drug candidates or reach agreement with the relevant counterparties or failure to develop as contemplated.

We may be unable to successfully develop or market our drug candidates or may experience significant regulatory delays, if safety, efficacy or other issues arise from any pharmaceutical product or medical treatment used, or intended to be used, in combination with our drug candidates.

If regulatory authorities revokes its approvals of the pharmaceutical products or medical treatments we intend to use in combination with our drug candidates, we may not be able to develop or market our drug candidates as combination therapies as planned. In addition, if safety or efficacy issues arise with these pharmaceutical products or medical treatments, we may also experience significant regulatory delays, and be required to re-design or terminate the relevant clinical trials. Moreover, if manufacturing or other issues result in a supply shortage, we may not be able to complete clinical development of our drug candidates.

We may allocate our limited resources to pursue a particular drug candidate or indication and fail to capitalise on drug candidates or indications that may later prove to be more profitable or for which there is a greater likelihood of success.

As we have limited financial and managerial resources, we focus our product pipeline on research programmes for selected drug candidates targeting selected indications. As a result, we may forgo or delay pursuit of opportunities with other drug candidates or for other indications that may later prove to have greater commercial potential. Our spending on R&D programmes and drug candidates for selected indications may not yield any commercially viable products. Furthermore, if we do not accurately evaluate the commercial potential or target market for a particular drug candidate, we may relinquish certain rights to that drug candidate, or we may allocate internal resources to a drug candidate in a therapeutic area in which it would have been more advantageous to enter into a partnering arrangement.

All material aspects of the research, development, manufacturing and commercialisation of biopharmaceutical products are heavily regulated.

We intend to focus our activities in China while pursuing global opportunities. There are differences in the regulatory regimes across our target markets, which increase our compliance burden. The process of obtaining regulatory approvals and complying with applicable laws requires the expenditure of substantial resources, and regulatory approval processes are lengthy, time-consuming and inherently unpredictable. Changes in government regulations or in practises relating to the pharmaceutical industry such as a relaxation in regulatory requirements or the introduction of simplified approval procedures which would lower the entry barrier for potential competitors, or an increase in regulatory requirements which may increase the difficulty for us to satisfy such requirements. Failure to comply with the applicable requirements may subject us to administrative or judicial sanctions.

Our drug candidates could fail to receive regulatory approval for many reasons, including: (i) failure to begin or complete clinical trials due to disagreements with regulatory authorities; (ii) failure to demonstrate that a drug candidate is safe and effective or, if it is a biologic, that it is safe, pure and potent for its proposed indication; (iii) failure of clinical trial results to meet the level of statistical significance required for approval; (iv) disagreement with our interpretation of data from pre-clinical studies or clinical trials; (v) failure to conduct a clinical trial in accordance with regulatory requirements or our clinical trial protocols; and clinical sites, investigators or other participants in our clinical trials deviating from a trial protocol, failing to conduct the trial in accordance with regulatory requirements, or dropping out of a trial.

Regulatory authority may also require additional pre-clinical or clinical data to support approval, which may delay or prevent approval and our commercialisation plans. Approval procedures vary among countries and can involve additional product testing and administrative review periods. Seeking regulatory approvals in various jurisdictions could result in significant delays, difficulties and costs, and failure to obtain regulatory approval in any country may delay or have negative effects on the process for regulatory approval in other countries. Any delays in completing our clinical trials will increase our costs, slow down our drug candidate development and approval process, and jeopardise our ability to commence product sales and generate related revenues for that drug candidate.

The regulatory approval processes of regulatory authorities are time-consuming and uncertain. If we are unable to obtain without undue delay any regulatory approvals for our drug candidates in our targeted markets, our business may be subject to harm.

The time required to obtain approvals from regulatory authorities is unpredictable. It typically takes 10 to 15 years following the commencement of pre-clinical studies and clinical trials and depends on factors including the substantial discretion of the regulatory authorities. Additional time, effort and expense may be required to bring our drug candidates to the international markets in compliance with different regulatory processes. We may fail to receive the necessary approvals from the NMPA, the FDA, or other regulatory authorities for our drug candidates due to the following reasons: (i) disagreement in the design or implementation of clinical trials; (ii) failure to demonstrate that a drug candidate is safe and effective for its proposed indication; (iii) insufficient or suboptimal data collected from clinical trials, or failure of our clinical trial results to meet the level of statistical and medical significance required; (iv) failure of our clinical trial process to pass GCP inspections or of our clinical sites to pass audits carried out by regulatory authorities, resulting in potential invalidation of research data; (v) unexpected changes in regulations, testing requirements, or approval policies that render our pre-clinical and clinical data insufficient for approval; and (vi) deficiencies related to our manufacturing processes or facilities of third-party manufacturers.

Regulatory authorities may require more information to support approval, including additional pre-clinical or clinical data, which may result in delay or denial of regulatory approval. In the case where an approval is issued, regulatory authorities may approve fewer indications, including undesired indications, of our drug candidates than the indications we applied for, or grant approvals contingent on the performance of post-marketing clinical trials. If any of our drug candidates fails to demonstrate safety and efficacy to the satisfaction of regulatory authorities or does not otherwise produce positive results in future clinical trials, we would not be able to realise any revenue on such drug candidate.

Changes in healthcare policies, drug approval processes, and regulations may materially affect our business.

Our Group's business is subject to healthcare policies set by government across multiple jurisdictions. Changes in such policies, including governmental attitudes towards certain product categories, could result in restricted market access or heightened scrutiny for our products. Regulatory authorities responsible for drug approvals may undergo significant organisational changes that affect their capacity to review applications. For example, the FDA recently underwent a substantial reduction in workforce, resulting in missed drug approval deadlines and extended wait times for regulatory meetings. Potential similar changes at other regulatory authorities globally could have comparable effects on our approval timelines. Further changes in regulations such as the imposition of tariffs on pharmaceutical products, export controls, or other trade restrictions in any relevant jurisdiction could increase our manufacturing costs, disrupt our supply chain, or limit our ability to commercialise products in certain markets. These factors could have a material adverse effect on our business, financial condition, and results of operations.

Our clinical trial results may not be accepted by regulatory authorities across different jurisdictions, which could delay or prevent the approval of our product candidates.

Regulatory authorities in different jurisdictions may impose varying requirements for the design, conduct, and interpretation of clinical trials. Regulatory authorities may determine that our clinical trials were not conducted in accordance with applicable regulatory requirements, good clinical practice standards, or the relevant clinical trial protocols, any of which could render the data from such trials insufficient to support approval. If our clinical trial results are not accepted by regulatory authorities in one or more jurisdictions, we may be required to conduct additional clinical trials, which would be costly and time-consuming, and could significantly delay or ultimately prevent the commercialisation of our product candidates in those markets.

If we are unable to obtain approval from regulatory authorities for our drug candidates for an expedited registration pathway as innovative or breakthrough therapy, the time and cost may increase.

Regulatory authorities in other jurisdictions may have implemented expedited review programmes for drug candidates, among others, which are innovative drug applications, or which treat a serious or life-threatening condition and provide meaningful therapeutic benefit over available therapies. Any failure to obtain accelerated approvals or any other form of expedited development, review or approvals for our drug candidates could result in a longer period of time prior to the commercialisation of such drug candidate and an increase in the development expenses for such drug candidate.

Our future approved drugs will be subject to ongoing regulatory obligations and continued regulatory review, which may result in significant additional expense. We may face penalties and other negative consequences if we fail to comply with these regulatory requirements or experience unanticipated problems with our future approved drugs.

If regulatory authorities approve any of our drug candidates, its manufacturing processes, labelling, packaging, distribution, adverse event reporting, storage, advertising, promotion and record-keeping will be subject to extensive and ongoing regulatory requirements on pharmacovigilance. These requirements include submissions of safety and other post-marketing information and reports, registration, random quality control testing, adherence to any chemistry, manufacturing, and controls ("**CMC**"), variations, continued compliance with current cGMPs, and GCPs and potential post-approval studies for the purposes of licence renewal.

Any regulatory approvals we receive may also be subject to limitations on the approved indicated uses or conditions of approval, or may require post-marketing studies. Further, we may face risks of revocation in relation to the conditional approval we obtain. For example, we intend to seek conditional approval for our $KRAS^{G12C}$ inhibitor based on our phase 2 clinical trial data in $KRAS^{G12C}$ inhibitor-resistant patients. Such conditional approval, if granted, may be revoked by the NMPA if we fail to complete the required registrational clinical trials within the prescribed timeframe or if the trial results do not confirm the expected clinical benefit. This could materially and adversely affect our business, financial condition and results of operations. See "Business — Our Drug Candidates — Clinical-stage Drug Candidates — Our Core Product - GH21" for details.

In addition, after a drug is approved, there could be a subsequent discovery of previously unknown problems with it, including manufacturing issue, or failure to comply with regulatory requirements. This may result in: (i) restrictions on marketing or manufacturing, withdrawal from the market, or product recalls; (ii) refusal by regulatory authorities to approve pending applications or supplements to approved applications filed by us or suspension or revocation of license approvals; (iii) product seizure or detention, or refusal to permit the import or export of our drug candidates; and (iv) imposition of civil, administrative or criminal penalties. Any government investigation of alleged violations of law could require us to expend significant resources and could generate negative publicity. Moreover, regulatory policies may change and prevent, limit or delay regulatory approval of our drug candidates. If we are not able to maintain regulatory compliance, we may lose approvals obtained previously and may not achieve or sustain profitability.

Our and/or others' failure to make filings or obtain or renew certain approvals, licences, permits and certificates required for our business may materially and adversely affect our business, financial condition and results of operations.

Applicable laws require that we and/or relevant third parties to make various filings with, or obtain and maintain various approvals, licences, permits and certificates from, relevant authorities. These are subject to periodic renewal and/or reassessment, and the standards may change from time to time. Any failure to make filings or obtain or renew any approvals, licences, permits and certificates necessary for our operations may result in enforcement actions including fines or orders issued by the relevant regulatory authorities causing operations to cease, and may include corrective measures requiring capital expenditure or remedial actions, which in the future could materially and adversely

affect our business, financial condition and results of operations. In addition, evolving interpretation of existing laws or introduction of new regulations may impose additional filing or approval requirements, and failure to comply could restrict our business operations.

If we encounter difficulties enroling subjects in our clinical trials, our clinical development activities could be delayed or otherwise adversely affected.

The timely completion of clinical trials depends, among other things, on our ability to enrol a sufficient number of subjects who remain in the trial until its conclusion. We may experience difficulties in subject enrolment in our clinical trials for a variety of reasons, including: (i) the severity of the disease under investigation; (ii) the design of the trial, such as the subject eligibility criteria defined in the protocol, the size and nature of the patient population, and the size of the study population required for analysis of the trial's primary endpoints; (iii) our ability to recruit clinical trial investigators with the appropriate competencies and experience, to obtain and maintain subject consents, and to monitor patients adequately; (iv) clinicians' and patients' perceptions of the potential advantages and side effects of the drug candidate compared to other available therapies, including any new drugs or treatments that may be approved for the indications we are investigating; (v) the risk that subjects enrolled in clinical trials will not complete a clinical trial and may drop out prematurely; and (vi) the availability of approved therapies that are similar in mechanism to our drug candidates. In addition, our clinical trials may compete with our competitors' clinical trials for drug candidates that are in the same therapeutic areas as our drug candidates. Such competition will likely reduce the number and types of subjects available to us. Delays in subject enrolment may result in increased costs or may affect the timing or outcome of the planned clinical trials.

Adverse events or undesirable side effects caused by our drug candidates, whether as monotherapy or used in combination therapies, could interrupt, delay or halt clinical trials, delay or prevent regulatory approval, limit the commercial profile of an approved label, or result in significant negative consequences following any regulatory approval.

Adverse events ("**AEs**") caused by our drug candidates, whether as monotherapy or used in combination therapies, could cause us or regulatory authorities to interrupt, delay or halt clinical trials and may result in a narrowed scope of indications or a more restrictive label, a delay or denial of approval by regulatory authorities, or a significant change in our clinical protocol or even our development plan. These risks are heightened when our drug candidates are developed or commercialised in combination with third party drugs, as AEs may arise from the interaction between the agents, from the third-party drug itself, or from combination-specific toxicities that may not be fully characterised until later stages of development or post-marketing.

Trials revealing a high or unacceptable severity or prevalence of AEs could be suspended or terminated, and regulatory authorities could order us to cease development or deny approval. AEs related to our drug candidates may also affect subject recruitment or the ability of enroled subjects to complete the trial, and could result in potential liability claims. In the context of combination therapy, AEs attributed to the third-party drug component may still give rise to product liability claims against us (if the collaboration arrangement does not exclude this possibility), particularly where the combination regimen is marketed or prescribed as a single treatment protocol. Furthermore, our ability to manage or investigate such AEs may be dependent on the cooperation of third-party partners whose data sharing and safety reporting practices may not be fully aligned with ours.

Additionally, if we or others identify undesirable side effects caused by our drug candidates after regulatory approval, this may lead to the following consequences: (i) regulatory authorities may withdraw their approvals or revoke their licenses; (ii) we may have to suspend marketing; (iii) regulatory authorities may require additional warnings; (iv) regulatory authorities may require the establishment of a Risk Evaluation and Mitigation Strategy as a condition of approval, which may restrict distribution and impose burdensome implementation requirements on us; (v) we may be required to change the way the drug candidate is administered, or conduct specific post-marketing studies, or remove such drug products from the market; (vi) we could be subject to regulatory investigations, government enforcement actions, or litigation proceedings and held liable for harm caused to subjects or patients; and (vii) our reputation may suffer.

Negative results from off-label use of our future drug products could materially harm our business and expose us to liability.

Off-label drug use is prescribing a product for an indication, dosage or in a dosage form that is not in accordance with regulatory approved usage and labelling. There is a risk that our drug candidates, upon regulatory approval, may be subject to off-label use in a patient population, dosage or dosage form that has not been approved. This may render our drug candidates less effective or ineffective and may cause adverse reactions. These occurrences may create negative publicity, expose us to liability and lead to delay of clinical trials and may ultimately result in failure to obtain regulatory approval for our drug candidates.

We invest substantial and intend to strengthen our resources in R&D to develop our drug candidates and enhance our technologies, but cannot guarantee successful outcomes.

For the years ended 31 December 2024 and 2025, and the five months ended 31 May 2025 and 2026, our R&D costs amounted to RMB103.1 million, RMB79.2 million, RMB27.9 million and RMB37.8 million, respectively. We must continue to invest significant resources to develop or acquire technologies to continue to strengthen our technical capabilities in the development and manufacture of our drug candidates. Failure to do so may render our previous efforts obsolete.

RISKS RELATING TO OUR FINANCIAL POSITION AND NEED FOR ADDITIONAL CAPITAL

We had negative cash flow from operating activities in the years ended 31 December 2024 and 2025, and we may need substantial additional funding, which may not be available on acceptable terms to us, or at all.

Our operations have consumed substantial amounts of cash since our inception. For the years ended 31 December 2024 and 2025, we recorded net cash flows used in operating activities of RMB107.0 million and RMB81.7 million, respectively. For the five months ended 31 May 2026, we recorded net cash flows from operating activities of RMB419.7 million, representing a turnaround from net cash flows used in operating activities of RMB28.7 million for the five months ended 31 May 2025. We may experience net cash outflow from our operating activities for the foreseeable future. If we are unable to maintain adequate working capital, we may default in our payment obligations and may not be able to meet our capital expenditure requirements.

In the years ended 31 December 2024 and 2025, we relied on external financing, primarily through **[REDACTED]**. Since our angel financing, we received a total of RMB807.4 million. We expect our expenses to increase significantly as we advance the clinical development of our various clinical stage drug candidates, continue R&D of our pre-clinical stage drug candidates, initiate additional clinical trials of, and seek regulatory approvals for, these and other future drug candidates and expand our manufacturing capacity. Our future capital requirements will depend on many factors, including: (i) the number and development requirements of the drug candidates we pursue; (ii) the scope, progress, timing, results and costs of researching and developing our drug candidates, and conducting pre-clinical and clinical trials; (iii) the cost, timing and outcome of regulatory review of our drug candidates; (iv) the cost and timing of future commercialisation activities, including manufacturing, marketing, sales and distribution of our drug candidates; (v) any cash received from commercial sales of drug candidates; (vi) our ability to establish and maintain strategic partnerships, collaboration, licensing or other arrangements and the financial terms of such agreements; (vii) the cost, timing and outcome of preparing, filing and prosecuting patent applications, maintaining and enforcing our intellectual property rights and defending any intellectual property-related claims; (viii) the extent to which we acquire or license other drug candidates and technologies; and (ix) our headcount growth and associated costs.

Moreover, as we obtain regulatory approvals for our clinical stage drug candidates, we expect to incur significant commercialisation expenses related to product manufacturing, marketing, sales and distribution. However, financing may be unavailable in amounts or on terms acceptable to us. If we are unable to raise capital, we could incur losses and be forced to delay, reduce or terminate our R&D

programmes or commercialisation efforts. Furthermore, the incurrence of indebtedness would result in increased debt service obligations and could result in operating and financing covenants restricting our operations or our ability to pay dividends.

We had net current liabilities and net liabilities during the Track Record Period.

As of 31 December 2024 and 2025 and 31 May 2026, we had net current liabilities of RMB592.3 million, RMB757.3 million and RMB412.3 million, respectively. Our net liabilities amounted to RMB635.7 million, RMB778.7 million and RMB379.2 million, respectively, as of 31 December 2024 and 2025 and 31 May 2026. Our deficit position was primarily due to our redemption liabilities owed to our **[REDACTED]** and our accumulated losses from operating activities. A net current liabilities position can expose us to the risk of shortfalls in liquidity, in which case our ability to raise funds, obtain bank loans and declare and pay dividends will be materially and adversely affected.

We have a limited operating history, which may make it difficult to evaluate our current business.

Since 2014 and to date, our operations have focused on organising and staffing our Company, business planning, raising capital, establishing our differentiated and robust pipeline of innovative drug candidates centred around the RAS signalling pathways and synthetic lethality mechanism. As of the Latest Practicable Date, we had not generated any revenue from the drug candidates we are developing. All of our portfolio drugs are under development. We have not obtained regulatory approvals to market, and have not commercially manufactured or commercialised any such drug candidates. Our limited operating history may make it difficult to evaluate our current business and reliably predict our future performance. We may encounter unforeseen expenses, difficulties, complications, delays and other factors. If we do not address these risks, our business will suffer and may cause potential investors to lose all of their investment.

We have incurred significant net losses since inception and till the end of 31 December 2025. We anticipate that we may continue to incur net losses and may fail to profit in the future. You may lose all of your investment.

Investment in the development of biopharmaceutical products is highly speculative as it entails substantial upfront expenditures and significant risks that a drug candidate may fail to gain regulatory or marketing approvals or become commercially viable. In the years ended 31 December 2024 and 2025, we financed our operations primarily through bank loans and **[REDACTED]** of the **[REDACTED]**. We had not generated any revenue from the sales of commercialised products as of the Latest Practicable Date, and we continue to incur significant expenses related to our ongoing operations. As a result, we have incurred significant net losses since our inception. For the years ended 31 December 2024 and 2025, our losses amounted to RMB151.8 million and RMB143.5 million, respectively, mainly resulting from costs and expenses incurred by our R&D activities, amounting to RMB103.1 million and RMB79.2 million, respectively. See "Financial Information — Consolidated statements of profit or loss and other comprehensive income — R&D Costs". Our ability to profit depends significantly on our success in advancing drug candidates into later stages of clinical development, and obtaining regulatory approvals, which we may not be able to do in a timely manner or at all.

We expect to continue to incur net losses as we carry out certain activities, including: (i) advance the clinical trials and pre-clinical studies for our product pipeline; (ii) seek to discover, develop or in-license additional drug candidates and further expand our product pipeline; (iii) seek regulatory approvals to commence commercialisation; (iv) manufacture our drug candidates for clinical trials and commercial sale, and commercialise those for which we may obtain regulatory approval; (v) the timing and amount of milestone and other payments that we receive from or pay to third parties; (vi) develop, maintain, expand and protect our intellectual property portfolio; and (vii) attract and retain skilled personnel. Our net losses have had, and will continue to have, an adverse effect on our working capital and Shareholders' equity. Our failure to become and remain profitable may affect investors' perception of the potential value of our Company and could impair our ability to raise additional capital, expand our business or continue our operations. Failure to become and remain profitable may also adversely affect the market price of our H Shares which could cause potential investors to lose all or part of their investment.

If we fail to effectively manage our anticipated growth or execute on our growth strategies, our business, financial condition, results of operations and prospects could suffer.

We are a biopharmaceutical company with a differentiated and robust pipeline of innovative drug candidates centred around the RAS signalling pathways and synthetic lethality mechanism. Pursuing our growth strategies has resulted in, and will continue to result in, substantial demands on capital and other resources. In addition, managing our growth will require, among other things, our ability to continue to identify and develop promising drug candidates, effective coordination and integration of potential new facilities and new teams, hiring and training of personnel, effective cost control, sufficient liquidity, effective and efficient financial and management control, effective quality control, and management of our suppliers to leverage our purchasing power.

We may need to obtain substantial additional financing to fund our operations and expansion, and if we fail to do so, we may be unable to complete the development and commercialisation of our drug candidates.

During the Track Record Period, we financed our operations primarily through bank loans and **[REDACTED]** from **[REDACTED]**. We expect to fund our future operations primarily with existing cash, cash and cash equivalents, and **[REDACTED]** from the **[REDACTED]**. Upon the successful commercialisation of our drug candidates, we expect to fund our operations in part with sales income. Changes in our ability to fund our operations may affect our cash flow and results of operations. We may require substantial additional capital to meet our operating cash requirements, especially to fund our R&D activities, commercialisation of our drug candidates and development of manufacturing capabilities. Our future funding requirements will depend on many factors, including clinical trial and regulatory costs, commercialisation and manufacturing preparations, milestone and royalty payments, intellectual property expenses, acquisitions, and headcount growth. As our business expands, we may seek additional funding through equity **[REDACTED]**, debt financings, licence and collaboration arrangements and other sources, which may not be available on terms favourable or commercially reasonable to us or at all. Our ability to raise funds will also depend on the prevailing financial, economic and market conditions and factors from other aspects which are beyond our control. See also "— Risks Relating to Our General Operations — Disruptions in the financial markets and economic conditions could affect our ability to raise capital". If adequate funds are not available on a timely basis, we may be required to delay, limit, reduce or terminate pre-clinical studies, clinical trials or other R&D activities, or the commercialisation of one or more of our drug candidates.

Raising additional capital may cause dilution to our Shareholders, restrict our operations or require us to relinquish rights to our technologies or drug candidates.

We may seek additional funding through equity **[REDACTED]**, debt financings, collaborations or licensing arrangements. Raising additional capital through the sale of equity or convertible debt securities could dilute existing ownership interests and may include terms that adversely affect holders of our H Shares. Additional debt could result in increased fixed payment obligations and restrictive covenants, such as limitations on our ability to incur additional debt or issue additional equity, limitations on our ability to acquire or licence intellectual property rights. In addition, issuance of additional equity securities, or such possibility, may cause the market price of our H Shares to decline. In the event that we enter into collaborations or licensing arrangements, we may be required to relinquish or licence our rights to technologies or drug candidates on unfavorable terms.

We had a limited number of suppliers during the Track Record Period and the loss of one or more of our key suppliers could disrupt our operations.

Purchases from our five largest suppliers in each year/period during the Track Record Period accounted for 34.5%, 32.9% and 56.8% of our purchases for the respective year/period, and purchases from our largest supplier in each year/period during the Track Record Period accounted for 12.0%, 9.8% and 44.2% of our purchases for the respective year/period. We expect to continue our purchases from these suppliers. The stability of operations and business strategies of our suppliers are beyond our control. If any of them terminate their business relationship with us, we may encounter difficulty in finding a replacement of equal quality at a similar price.

RISKS RELATING TO DEPENDENCE ON THIRD PARTIES

We rely on third parties to monitor, support and/or conduct clinical trials and pre-clinical studies of our drug candidates. If these third parties do not successfully carry out their contractual duties or meet expected timelines, we may not be able to obtain regulatory approval for, or commercialise, our drug candidates, and our business could be materially affected.

We rely upon third-party CROs, clinical trial sites, consultants and other third parties to conduct and support pre-clinical studies and clinical trials. We do not have full control over their activities or the quality, timing and cost of these studies. We are responsible for ensuring that each study is conducted in accordance with applicable protocol and standards, and our reliance on third parties does not relieve us of our regulatory responsibilities. If we or any of our third-party partners fail to comply with applicable regulatory requirements, including cGMP, the clinical data generated may be deemed unreliable and regulatory authorities may require us to perform additional clinical trials before approving our marketing applications. In addition, our pivotal clinical trials must be conducted with product produced under GMP regulations. Failure to comply with these regulations may require us to repeat clinical trials, which would delay the regulatory approval process.

Similarly, if other third parties fail to meet expected deadlines, adhere to protocols or otherwise perform in a sub-standard manner, the clinical trials of our drug candidates may be compromised, delayed, suspended or terminated, or our data may be rejected by regulatory authorities. The use of these third parties may require us to disclose confidential information concerning the subjects enroled in our clinical trials from time to time, which could increase the risk of information misappropriation. In addition, we may not be able to enter into arrangements with alternative third parties in a timely manner or do so on commercially reasonable terms, if our existing relationships with these third parties terminate. Switching or adding third parties involves additional cost and delays.

The development and commercialisation of GH21 in combination therapy depends on the availability of third-party drugs, and any disruption to their supply or collaboration could delay or impede our progress, and may expose us to product liability risks associated with the combination regimen.

The development and future commercialisation of GH21 in combination therapy involve the use of third-party drugs as part of the combination regimen. Any significant shortage of supply from third parties or open market, quality defect, manufacturing disruption, or withdrawal of regulatory approval for these drugs could delay our clinical trials or limit the commercial viability of any approved combination therapy. In addition, changes in our collaboration partners' development priorities or termination of our agreements could affect the efficiency and timeline of our combination development strategy. Adverse events arising from the third-party drug component in a combination regimen may expose us to product liability claims even if such events are not directly attributable to GH21. Any of these occurrences could adversely affect our business.

We will rely on third parties to manufacture our drug products for clinical development, and expect to rely on third parties to supply raw materials for manufacturing and/or manufacture our drug products when approved. Our business could be harmed if these third parties fail to deliver sufficient quantities of raw materials or drug products or fail to do so at acceptable quality or price levels.

We plan to outsource certain manufacturing activities to reputable CDMOs in China. See "Business — Collaborations with CDMOs". Going forward, we intend to continue to engage third-party CDMOs to manufacture our drug candidates. Reliance on third-party CDMOs exposes us to certain risks: (i) we may be unable to identify CDMOs on acceptable terms; (ii) our CDMOs may have limited capacity, which may affect production; (iii) our CDMOs are subject to periodic inspections and other government regulations by regulatory authorities. We do not have full control over our CDMOs' compliance with these requirements; (iv) our CDMOs may not be able to execute our manufacturing procedures and other logistical support requirements appropriately, or may otherwise fail to perform as agreed; (v) our CDMOs may violate the intellectual property rights of third parties and they may not properly obtain, protect, maintain, defend or enforce our intellectual property rights or may use our intellectual property or proprietary information in a way that gives rise to litigation that could

jeopardise our intellectual property or proprietary information or expose us to potential liability; (vi) our CDMOs could terminate their agreements with us in a premature manner; (vii) raw materials and products procured by certain CDMOs may not be readily obtainable elsewhere, and interruptions or price increases in such supply could adversely affect our business; and (viii) disasters, labour disputes, unstable political environments and other events beyond our control may interrupt the manufacturing process. Each of these risks could delay or prevent the completion of our clinical trials or the approval of our drug candidates, result in higher costs, or adversely impact commercialisation of our Core Product GH21.

We had a concentration of customers during the Track Record Period.

Revenue from all our four customers in 2024, three customers in 2025 and four customers in the five months ended 31 May 2026, amounted to RMB4.7 million, RMB1.3 million and RMB557.7 million, accounting for 100%, 100% and 100% of our sales for the respective year/period. Revenue from our largest customer in each year/period during the Track Record Period amounted to RMB4.3 million, RMB1.0 million and RMB557.4 million, accounting for 91.4%, 75.6% and 99.9% of our sales for the respective year/period. Our five largest customers in each year or period of the Track Record Period primarily consisted of pharmaceutical companies to which we provided technical services. For further details, see "Business — Our Customers".

As a substantial amount of revenues were generated from a relatively small number of major customers during the Track Record Period, in the event that the existing major customers cease to engage us for our products and services, and we are unable to find new customers with similar attributable revenue within a reasonable period of time or at all, our business and profitability may be adversely affected. In addition, if any of such customers default or delay on their payment or settlement of our trade receivables, our liquidity, financial condition and results of operations may be adversely affected.

RISKS RELATING TO OUR INTELLECTUAL PROPERTY RIGHTS

If we are unable to obtain and maintain adequate patent and other intellectual property protection for our drug candidates, third parties could develop and commercialise products and technologies similar or identical to ours and compete directly against us.

Our commercial success depends, to a certain extent, on our ability to obtain, maintain, defend and enforce our intellectual property rights. We seek to protect our intellectual property primarily through patent filings, trade secrets and pharmaceutical regulatory protection. This process is expensive and time-consuming, and we or our business partners may not be able to file and prosecute all necessary or desirable patent applications in a timely manner. We or our business partners may also fail to identify patentable aspects of our R&D output or third-party infringement in a timely manner. Our patent applications may not effectively prevent third parties from commercialising competitive technologies and drug candidates. The patent examination process may require narrowing the scope of our applications, limiting the protection obtained. Moreover, if there are material defects in the form or preparation of our patents or patent applications, such patents or applications may be invalid and unenforceable. We or our business partners may become involved in proceedings challenging our patent rights or the patent rights of others. An adverse determination could reduce the scope of, or invalidate, our patent rights, allow third parties to commercialise our technology or drug candidates and compete directly with us, or result in our inability to manufacture or commercialise drug candidates. Thus, they may not provide us with any competitive advantage. Our competitors may also be able to circumvent our patents by developing similar or alternative technologies or drug candidates in a non-infringing manner.

We may be subject to intellectual property infringement claims or other legal challenges in court or before foreign authority which could result in costly litigation, significant expenses or substantial damages, limit our R&D activities, and delay or prevent us from selling our products.

Our commercial success depends, in part, upon our technologies, drug candidates and operations not violating intellectual property rights owned by others and being able to resolve claims of intellectual property infringement expeditiously without major financial expenditures or adverse

consequences. There may be third-party patents or patent applications of which we are currently unaware, and given the dynamic area in which we operate, additional patents are likely to issue that relate to aspects of our business. Third parties may allege they have patent rights encompassing our drug candidates, technologies or methods. We may also be subject to allegations by third parties of unfair competition, defamation or violation of their other rights. We could also be subject to intellectual property claims related to alleged infringements by our third-party partners, such as suppliers.

Intellectual property proceedings can be complex and time-consuming and could result in substantial costs, negative publicity and harm to our reputation and market position. Such proceedings can also distract our management and key personnel. Moreover, the legal threshold for initiating such proceedings is low, so that even claims with a low probability of success may require significant resources to defend. Even in the absence of litigation, we may obtain licences from third parties to avoid litigation, which could impose costly royalty and other expenses on us. If third parties bring successful claims against us, we may be subject to injunctive or other equitable relief, which could prevent us from developing and commercialising our drug candidates. In the event of a successful claim against us or a settlement by us, we may have to pay substantial damages, which we may not be able to be indemnified by our licensing partners. In the event of an adverse result in any such litigation, or even in the absence of litigation, we may need to obtain licences from third parties to advance our research or allow commercialisation of our drug candidates. Any such licence might not be available on reasonable terms or at all and, it could be non-exclusive, thereby giving our competitors and other third parties access to the same technologies licenced to us, and it could require us to make substantial payments. In the event that we are unable to obtain such a licence, we would be unable to further develop and commercialise our drug candidates, which could harm our business significantly. We may also elect to enter into licence agreements to settle such claims or to resolve disputes prior to litigation, and any such licence agreements may require us to pay fees that could significantly harm our business. If securities analysts or investors perceive the results of hearings, motions or other interim proceedings or developments to be negative, it could have a substantial adverse effect on the market price of our shares. Such litigations or proceedings could substantially increase our operating losses and reduce the resources available.

Accordingly, intellectual property disputes could require us to (i) cease developing, manufacturing or selling products incorporating challenged intellectual property; (ii) cease using or registering certain names, domain names, brands or trademarks in some or all jurisdictions; (iii) obtain and pay for licenses from the holder of the infringed intellectual property right, which may not be available on reasonable terms, or at all; (iv) redesign or reengineer products; (v) change our business processes; and (vi) pay substantial damages, costs and fees, including potentially increased damages for any violation found to be wilful. The exact scope of patent claims may differ from in the application stage, and as a result, we cannot ensure that our drug candidates will not infringe patents that are issued in the future. FTO analysis is a patent investigation commonly used to determine whether any existing patents would be infringed. Patent applications in the United States, the PRC and other jurisdictions are typically not published until 18 months after the original filing, or in some cases, until patent issuance. Because patent applications can take years to issue, third parties may have pending patent applications which may later be issued that our drug candidates may infringe. Therefore, we cannot guarantee that our FTO analysis have exhaustively reviewed all patents that potentially cover our products.

A portion of our intellectual property portfolio currently comprises pending patent applications that have not yet been issued as granted patents, and if our pending patent applications fail to receive approval, our business will be adversely affected.

As of the Latest Practicable Date, we owned 38 granted patents and 120 patent applications, including 16 patent applications in China, nine patent applications in the U.S., and three patent applications under the Patent Cooperation Treaty, relating to certain of our drug candidates and technologies. Nonetheless, the patent and other intellectual property position of pharmaceutical companies is generally highly uncertain and is subject to frequent litigation. Moreover, changes in the patent laws or their interpretation in relevant jurisdictions may diminish the value of our patents or narrow the scope of our patent protection.

As we intend to commercialise our drug candidates in various jurisdictions including United States and the PRC, we may be dependent on the laws of a wide range of jurisdictions to protect our intellectual property. We have not yet sought intellectual property protection in such jurisdictions and may significantly expand our business into such jurisdictions without clear, enforceable intellectual property protections. The laws of these jurisdictions may also be insufficient to protect our intellectual property rights to the same extent as the laws of the jurisdictions in which we currently have sought intellectual property protections or of the jurisdictions where investors may be located. The legal systems of certain developing countries do not consistently enforce intellectual property protection, which could make it difficult and time-consuming to stop violation of our technologies and products. Many countries also have compulsory licensing laws under which a patent owner may be compelled to grant licences to third parties. In addition, many countries limit the enforceability of patents against government agencies or government contractors. Competitors may be able to use our intellectual property in jurisdictions where intellectual property protection may not be prioritised.

We may face intense competition from manufacturers of generic or biosimilar drugs after the expiration of patent protection periods.

Patents have a limited duration and the protection it affords is limited, it may face competition from generic or biosimilar medications once the patent has expired. Manufacturers of generic or biosimilar drugs may challenge the scope, validity or enforceability of our patents, and we may not be successful in defending. Our granted patents for our drug candidates are expected to expire on various dates as described in "Business — Intellectual Property". Given the time required for the development, testing and regulatory review of new drug candidates, patents protecting them might expire before or shortly after they are commercialised. As a result, our patents and patent applications may not provide us with sufficient rights to exclude others from commercialising products similar or identical to ours.

If our trademarks and trade names are not adequately protected, we may not be able to build name recognition.

Trademark or trade names that we own or licence may be challenged, infringed, declared generic or determined to be infringing other marks. If third parties register trademarks similar or identical to our trademarks, we may not be able to use these trademarks to develop brand recognition.

If we are unable to protect the confidentiality of our trade secrets, our business and competitive position would be harmed, and confidentiality agreements with employees and third parties may not prevent unauthorised disclosure of our trade secrets or other proprietary information.

We seek to protect our trade secrets and confidential information, in part, by entering into non-disclosure and confidentiality agreements with employees, consultants, advisers and other third parties, as the case might be. However, we may not be able to prevent the unauthorised disclosure or use of our trade secrets and confidential information. Any of the parties with whom we enter into confidentiality agreements may breach or violate the terms of any such agreements and may disclose our proprietary information, and we may not be able to obtain adequate remedies for any such breach or violation. As a result, we could lose our trade secrets and third parties could use our trade secrets to compete with us. Additionally, we cannot guarantee that we have entered into such agreements with each party that may have or has had access to our trade secrets. Enforcing a claim that a party misappropriated a trade secret can be difficult, expensive and time-consuming, and the outcome is unpredictable.

We may be subject to claims that our employees, consultants or advisers have wrongfully used or disclosed alleged trade secrets of their former employers, and we may be subject to claims asserting ownership of what we regard as our own intellectual property.

Some of our employees, including senior management, were previously employed at other pharmaceutical or biopharmaceutical companies, including our competitors or potential competitors. We may be subject to claims that we or these individuals have used or disclosed intellectual property, including trade secrets or other proprietary information, of any such individual's current or former employer. If we fail in defending any such claims, we may lose valuable intellectual property rights, which may not be available on commercially reasonable terms or at all. In addition, we may lose

personnel as a result of such claims which may hamper or prevent our ability to commercialise our drug candidates and technology. Litigation could result in substantial costs and be a distraction to our employees and management. Additionally, we may be unsuccessful in executing an agreement with each party who in fact develops intellectual property that we regard as our own. Furthermore, even when we obtain agreements assigning intellectual property to us, the assignment of intellectual property rights may not be self-executing, or the assignment agreements may be breached, each of which may result in claims regarding the ownership of such intellectual property. Furthermore, individuals executing agreements with us may have pre-existing or competing obligations to a third party, such as an academic institution, and thus an agreement with us may be ineffective in perfecting ownership.

In addition, we may be subject to claims by former employees, consultants or other third parties asserting an ownership right in our patents or patent applications. An adverse determination may result in loss of exclusivity or freedom to operate or in patent claims being narrowed, invalidated or held unenforceable. In addition, if the breadth or strength of protection provided by our patents and patent applications is threatened, it could dissuade companies from collaborating with us.

RISKS RELATING TO MANUFACTURING AND COMMERCIALISATION OF OUR DRUG CANDIDATES

The future commercial success of our drug candidates will depend on their market acceptance.

Market acceptance of our drug candidates will depends on (i) the approved clinical indications, perceived safety and effectiveness, prevalence, severity of side effects, and any approved labelling of requirements, limitations or warnings; (ii) advantages over alternative treatments, including cost, convenience and ease of administration; (iii) the timing of market introduction of our drug candidates as well as competing drugs; (iv) the availability of adequate coverage and reimbursement by government authorities; (v) the willingness of patients to pay in the absence of reimbursement; and (vi) the effectiveness of our sales and marketing efforts. We may not be able to maintain that market acceptance over time if new products or technologies are introduced that are more favourably received, more cost effective or render our drugs obsolete.

We have no/limited experience in commercialising drugs.

Our operations to date have focused on developing our drug candidates and we have not yet demonstrated an ability to launch and commercialise any of our drug candidates. See "Business — Commercialisation". As a result, our ability to successfully commercialise our drug candidates may involve more inherent risk, take longer, and cost more. We will have to compete with other biopharmaceutical companies to recruit, hire, train and retain marketing and sales personnel. If we are unable to develop internal sales and marketing capabilities, we may pursue collaborative arrangements with third parties. We may be unable to establish such arrangements, and any revenue would depend on such third parties' efforts.

Our drug candidates may not be covered by insurance or reimbursement programmes or may become subject to unfavourable insurance policies, reimbursement practises or healthcare reform initiatives, any of which could harm our business, and we may be subject to unfavourable pricing regulations, which could make it difficult for us to sell our drugs profitably.

The regulations that govern regulatory approvals, pricing and reimbursement for new therapeutic products vary widely from country to country. We intend to seek approval to market our drug candidates in China, the U.S. and in other jurisdictions. In China, the pricing of drugs and biologics is subject to governmental control, which can take considerable time even after obtaining regulatory approval. Our ability to commercialise any approved drug candidates will depend in part on the extent to which reimbursement for these drugs and related treatments will be available from government health administration authorities, private health insurers and other organisations. Patients may choose other drugs with similar efficiency but lower price which are included in the NRDL. In the U.S., no uniform policy of coverage and reimbursement for drugs exists among third-party payers. As a result, obtaining coverage and reimbursement approval of a drug is time-consuming and costly. The reimbursement rates might not be adequate for us to profit or may require co-payments that patients find unacceptably high. Additionally, third-party payers may not provide adequate reimbursement for,

long-term follow-up evaluations. There may also be significant delays in obtaining coverage, and reimbursement may be more limited than the approved indications. Moreover, eligibility does not imply that drug will be paid for in all cases or at a rate that covers our costs.

The size of the potential market for our current or future drug candidates is difficult to estimate and, if any of our assumptions are inaccurate, the actual markets for our current or future drug candidates may be smaller than our estimates.

Our projections of the number of patients who may benefit from treatment with our drug candidates are based on estimates derived from a variety of sources, including scientific literature, surveys of clinics, patient foundations, or market research and may prove to be incorrect. Regulatory authorities may approve new therapies initially only for later lines of therapy.

We may face fierce competition and our competitors may develop competing drugs. If we fail to effectively compete with our competitors, our competitive position in our target markets may be undermined, our drug candidates may fail to be commercially successful and our business could suffer.

Our drug candidates may face competition in various aspects, including safety and efficacy, the timing and scope of the regulatory approvals, the availability and cost of supply, sales and marketing capabilities, price and patent status. Some of our competitors may have substantially greater financial, technical and other resources, such as more advanced commercial infrastructure, more drug candidates in late-stage clinical development, more seasoned R&D staff and well-established marketing and manufacturing teams than us. Smaller or early-stage companies may also prove to be significant competitors, particularly through collaborative arrangements with large and established companies. Our competitors may obtain regulatory approvals before us or achieve better market position.

The market opportunities for our drugs and drug candidates may be limited to those patients who are ineligible for or have failed prior treatments.

We are initially seeking approval of some of our drug candidates' certain indications as a therapy for patients who have progressed after other approved treatments. Our projections of both the number of people who have the cancers we are targeting, as well as the subset of people with these cancers who have the potential to benefit from treatment with our drug candidates, are based on our beliefs and estimates and may prove to be inaccurate. Further, new studies may change the estimated incidence or prevalence of these diseases. The number of patients may turn out to be lower than expected. Additionally, the potentially addressable patient population may be limited. Since the potential target populations are small, we may need regulatory approval for additional indications, including use as a first-or second-line therapy to profit.

The manufacturing of biopharmaceutical products is a complex and exacting process which requires significant expertise and capital investment, and we have no experience in manufacturing biopharmaceutical products on a large commercial scale.

As of the Latest Practicable Date, we had not commercialised any drug candidates and our drug manufacturing activities are primarily to facilitate our pre-clinical studies and clinical trials. As a result, we have limited experience in manufacturing biopharmaceutical products on a commercial scale, which require significant expertise and capital investment, in part due to strict regulatory requirements. Issues may arise during the manufacturing process for reasons including: (i) equipment malfunction, failure to follow protocols, or problems with raw materials; (ii) delays in the construction or expansion of manufacturing facilities; (iii) changes in manufacturing production sites or limits to manufacturing capacity due to regulatory requirements; (iv) changes in the type of products produced; (v) advances in manufacturing techniques; (vi) physical limitations that could inhibit continuous supply; and (vii) the occurrence of natural disasters. If problems arise during production, a batch or several related batches of such product may have to be discarded. If problems are not discovered before the relevant products are released to the market, we may incur additional costs in connection with product recalls and product liability.

We face additional manufacturing risks in relation to the CDMOs we engage from time to time. See "— Risks Relating to Dependence on Third Parties — We will rely on third parties to manufacture our drug products for clinical development, and expect to rely on third parties to supply raw materials for manufacturing and/or manufacture our drug products when approved. Our business could be harmed if these third parties fail to deliver sufficient quantities of raw materials or drug products or fail to do so at acceptable quality or price levels".

We intend to manufacture at least a portion of our drug candidates ourselves in future. Failure to obtain and maintain regulatory approvals for our manufacturing facilities, delays in commencing and completing construction of our manufacturing facilities, and any disruption or suspension of manufacturing activities at such facilities may affect our business and results of operations.

As of the Latest Practicable Date, we do not have any manufacturing activities of our own, however, we intend to manufacture at least a portion of our drug candidates ourselves in future. We engaged, and will continue to engage, industry-recognised CDMOs to supplement our in-house capacity so as to enhance efficiency and reduce operational and regulatory compliance costs. For more details, see "Business — Collaboration with CDMOs". If we fail to obtain regulatory approvals for our manufacturing facilities, or encounter delays in construction or approval, we may not be able to manufacture sufficient quantities of our drug candidates, which would limit our development and commercialisation activities and our opportunities for growth. Cost overruns associated with constructing or maintaining our facilities also require us to raise additional funds from other sources.

We have leased a facility for commercial production of our future products. Prior to commencement of operations, we will need to obtain further permits and approvals. Any failure or delay in obtaining such permits and approvals could prevent or significantly delay commercial manufacturing, affecting our business, financial condition, results of operations and prospects, and may require us to rely on third-party contract manufacturers at increased cost. As advised by our PRC Legal Advisers, there is no legal impediment for us to obtain such permits and approvals, provided that we comply with applicable PRC laws and regulations. See "Business — Planned Manufacturing Facility" for details.

We may encounter problems including production quality, cost increases, shortages of personnel or materials, and facility damage. Such problems could delay our clinical trials and/or the availability of our products for commercial sale.

Counterfeit products and the illegal and/or parallel import of competing drugs may reduce demand for our drug candidates, which could have a negative impact on our reputation and business.

Illegal imports of competing products from countries with lower prices, or cross-border parallel imports, may adversely affect demand and exert pressure on pricing. Furthermore, certain products may be manufactured without proper licences or approvals, or fraudulently mislabelled. Since counterfeit pharmaceutical products have similar appearances but are generally sold at lower prices, counterfeits can erode demand for our drug candidates. A patient who receives a counterfeit pharmaceutical product may be at risk for dangerous health consequences, which potentially exposes us to product liability claims, government investigations, and other negative consequences. Our reputation and business could suffer harm as a result of counterfeit pharmaceutical products sold under our brand name.

Our future pricing strategy adjustments or downward pressure on the pricing of our products.

We may proactively adjust our pricing strategy which may limit our profit margin with a view to enhancing the reputation of our drugs or increasing our market penetration rate. We may experience downward pressure on pricing from sources beyond our control. Competing products, once approved for marketing, may allow our future customers to gain more bargaining power to lower the retail prices of our drug candidates.

RISKS RELATING TO OUR GENERAL OPERATIONS

We depend on the continual service of our key personnel, and increased labour costs or loss of the services of one or more of our key executives or a significant portion of our management personnel could weaken our management team and materially adversely affect our business, results of operation and prospects.

We depend on principal members of our management and scientific teams. The loss of key personnel could impede the achievement of our research, development and commercialisation objectives. To incentivise valuable employees to remain at our Group, we have adopted a **[REDACTED]** Share Incentive Platform. The value to employees of these equity grants that vest over time may be significantly affected by movements in the market price of our H Shares that are beyond our control, and may at any time be insufficient to counteract more lucrative offers from other companies. Labour costs in the global biopharmaceutical market have been steadily increasing as the competition for qualified employees has become more intense. Changes in labour laws, rules and regulations impose additional burdens on us. Furthermore, competition to hire is intense, and we may be unable to hire, train, retain or motivate these key personnel or consultants on acceptable terms given the competition among numerous pharmaceutical companies for similar personnel. To compete effectively, we may need to offer higher compensation and other benefits. In addition, we may not be successful in training our professionals to keep pace with technological and regulatory standards.

We may encounter difficulties in managing our growth, executing our growth strategies and expanding our operations successfully.

Our future performance depends, in part, on our ability to effectively manage our growth and execute our growth strategies. See "Business — Our Strategies". As we intend to expand our operations, significant responsibilities will be imposed on members of management, including: (i) recruiting and retaining additional employees; (ii) managing development efforts while complying with contractual obligations; and (iii) improving operational and financial controls.

We may be involved in claims, disputes, litigation, arbitration or other legal proceedings, including product liability claims.

We may be involved in legal proceedings concerning product liability, environmental matters, breach of contract, employment disputes and intellectual property. Any claims, disputes or legal proceedings initiated by us or brought against us, with or without merit, may result in substantial costs and diversion of resources. Furthermore, claims, disputes or legal proceedings against us may be due to actions taken by our counterparties and they may not be able to indemnify us in a timely manner, or at all, for any costs that we incur as a result of such claims, disputes and legal proceedings.

Negative publicity may adversely affect our reputation, business, results of operations and prospect.

We believe that market awareness, recognition and maintenance of our brand image is crucial to the success of our business. However, our reputation is vulnerable to potential threats that can be difficult or impossible to control, and costly or impossible to remediate. In addition, we may engage various third parties, such as CROs, CDMOs and KOLs, to advance our clinical development programmes, expand our commercialisation network and increase market access for our drugs, which can make it difficult to manage our brand reputation, as we have limited control over these third parties.

Any disputes, legal proceedings, regulatory inquiries, investigations or other actions involving us and our affiliates, or any perceived unethical, fraudulent, or inappropriate conduct by any of the above, could harm our reputation and materially and adversely affect our business. Regardless of their merits or final outcome, our reputation may be substantially damaged, which may impede our ability to attract and retain talent and business partners and grow our business.

Share-based payments may impact our financial performance and cause shareholding dilution to our existing Shareholders.

We operate **[REDACTED]** Share Incentive Platform in recognition of the contributions of our current Director, senior management and qualified employees and to incentivise them to further promote our development. For further details, see "History, Development and Corporate Structure — **[REDACTED]** Share Incentive Platform" and "Appendix IV — Statutory and General Information — D. **[REDACTED]** Share Incentive Platform". We recorded share-based payments of RMB703,000, RMB476,000, RMB201,000 and RMB44,948,000 in 2024 and 2025, and the five months ended 31 May 2025 and 2026, respectively.

Acquisitions or strategic partnerships may increase our capital requirements, cause dilution for our Shareholders, cause us to incur debt or assume contingent liabilities, and subject us to other risks.

To enhance our growth, we may acquire businesses, products, technologies or know-how or enter into strategic partnerships that we believe would benefit us in terms of product development, technology advancement or distribution network, among others. However, acquisition or strategic partnership may entail numerous risks, including: (i) dilution to Shareholders; (ii) assumption of additional debt, or contingent liabilities; (iii) integration difficulties, including assimilating operations and retaining key personnel; and (iv) deficiencies in the acquired business discovered post-acquisition.

Price increases or supply interruptions for raw materials could adversely affect our operations.

For the years ended 31 December 2024 and 2025, and the five months ended 31 May 2025 and 2026, the material expenses of our total R&D costs amounted to RMB1.6 million, RMB2.7 million, RMB0.7 million and RMB0.1 million, respectively. Significant price increases may adversely affect our profitability. Any significant delay in receiving materials could delay clinical studies, regulatory approvals of commercialisation.

Natural disasters, health epidemics or other catastrophic events could disrupt our operations.

Our business could be adversely affected by the effects of health pandemics or epidemics, including public health events. Countries across the world may impose widespread lockdowns, closure of work places and restrictions on mobility and travel to contain the spread of the virus. In addition, our employees could be subject to quarantine policies implemented by local authorities to combat pandemics or epidemics. These policies and restrictions may negatively impact our manufacturing capacity, disrupt our business and delay our clinical programmes and timelines, the magnitude of which will depend, in part, on the length and severity of the restrictions and other limitations on our ability to conduct our business in the ordinary course. These disruptions in our operations could negatively impact our business, operating results and financial condition. If one or more similar, or more severe, outbreaks were to occur, they could negatively impact our business, operating results and financial condition.

We are vulnerable to force majeure events, natural disasters, health epidemics, acts of war or terrorism and other calamities. Our operations may be under the threat of floods, earthquakes, sandstorms, snowstorms, environmental accidents, fire or drought, power, water or fuel shortages, failures, malfunction and breakdown of information management systems, unexpected maintenance or technical problems and other similar events, which may result in loss of lives, injury, destruction of assets and disruption of our business and operations, including on-going clinical trials and manufacturing activities. We are also susceptible to potential wars or terrorist attacks, which may injure our employees, cause loss of lives, disrupt our business and destroy our markets.

We may be exposed to the risks of conducting business globally.

Overseas markets are an important component of our growth strategy. We operate through subsidiaries in multiple jurisdictions, which may subject us to more complex regulatory and operational conditions. We plan to build a global market network for our innovative drugs by exploring collaboration opportunities with leading pharmaceutical companies. For more details, see "Business — Our Strategies — Actively pursue international partnership opportunities to expand our presence on a global scale". However, such activities may subject us to additional risks, including: (i) differing

regulatory requirements for drug approvals and marketing internationally; (ii) potential difficulties in enforcing contracts in local jurisdictions and protecting intellectual property; and (iii) exposure to foreign exchange fluctuations, trade barriers, tariffs and regulatory requirements.

The trade relations between China and the United States or other jurisdictions may affect our business operations and any changes in the United States and international trade policies, particularly with regard to China, may adversely impact our business and operating results.

The United States government has made statements and taken certain actions that may lead to potential changes to United States and international trade policies towards China. Additionally, any unfavourable government policies on international trade, such as capital controls or tariffs, may affect the import or export of raw materials and directly disrupt our drug development and the manufacture of our drug candidates. Such unfavourable policies may also negatively impact the hiring of scientists and other R&D personnel, the demand for our drug products or the competitive position of our drug products, or prevent us from selling our drug products in the United States or other countries.

Increased labour costs could slow our growth and adversely affect our operations and profitability.

Our operations, to a certain extent, require the use of technical skills and know-how of our employees and depend in part on our ability to attract, retain and motivate a sufficient number of qualified employees. We have implemented a number of initiatives in an effort to attract, retain and motivate our qualified and competent staff. Competition for competent and skilled labour is intensive in the industry. Our failure to hire and retain enough skilled employees could delay the anticipated pre-clinical studies or clinical trials timeframe or receipt of regulatory approvals to commercialise our drug candidates, or result in our expenses exceeding our initial budget. In recent years, the average labour cost in the global biopharmaceutical market, particularly for highly skilled and experienced personnel, has been steadily increasing as the competition for qualified employees has become more intense. In particular, further changes in the labour laws, rules and regulations may be promulgated by the PRC Government in the future and our operations may be materially and adversely affected if such laws, rules or regulations impose additional burden on the employers. Our staff costs were RMB42.1 million, RMB39.7 million, RMB15.2 million and RMB72.4 million in 2024 and 2025, and the five months ended 31 May 2025 and 2026, respectively. If there is a significant increase in our labour cost, our operation and profitability may be adversely affected.

Our Group of Controlling Shareholders may have substantial influence over us and their interests may not be aligned with the interests of our other Shareholders.

Our Group of Controlling Shareholders have substantial influence over our business, including matters relating to our management, policies and decisions regarding acquisitions, mergers, expansion plans, consolidations and sales of our assets, election of directors and other corporate actions. Our Group of Controlling Shareholders may not act in the best interests of our minority Shareholders. In addition, without the consent of our Group of Controlling Shareholders, we could be prevented from entering into transactions that could be beneficial to us. This concentration of ownership may also discourage, delay or prevent a change in control of our Company, which could deprive our Shareholders of an opportunity to receive a premium for the Shares as part of a sale of our Company and may significantly reduce the price of our Shares.

We have limited insurance coverage, and any claims beyond our insurance coverage may result in our incurring substantial costs and a diversion of resources.

We maintain insurance policies that are required under the relevant laws and regulations as well as based on our assessment of our operational needs and industry practise. For more details, see "Business — Insurance". Our insurance could become inadequate or could cease to be available to us on acceptable terms, if at all. A claim brought against us that is uninsured or under-insured could harm our business, financial condition and results of operations. In line with industry practise in the PRC, we have elected not to maintain certain types of insurances, such as business interruption insurance or key man insurance.

The identification of any of our business partner as "biotechnology companies of concern" under the U.S. Biosecure Act may limit our ability to engage in business with U.S. government or companies that engage in business with U.S. government.

On 9 September 2024, the U.S. House of Representatives voted in favour of the Biosecure Act. On 9 October 2025, the U.S. Senate introduced an amended version of the Biosecure Act into the FY2026 National Defense Authorisation Act ("**FY2026 NDAA**"). The final reconciled version of the FY2026 NDAA was released on 7 December 2025, incorporating a revised version of the Biosecure Act based on the October 2025 Senate Amendment, which was signed by President Trump on 18 December 2025. The Biosecure Act aims at prohibiting the U.S. government from procuring biotechnology equipment or services from designated "biotechnology companies of concern," or providing government contracts, loans and grants to any entity that uses biotechnology equipment or services from a designated "biotechnology company of concern." If our suppliers or collaboration partners were to be listed as "biotechnology companies of concern," our ability to engage in business with the U.S. government or with companies that engage in business with the U.S. government may be limited. Prohibitions in the Biosecure Act will not take effect until the OMB issues implementing guidance and relevant federal regulations are finalised. The timing and substance of such enabling regulations remain subject to uncertainty and may differ materially from current expectations.

One of our five largest suppliers in terms of purchase amount during the Track Record Period has been identified as one of the "biotechnology companies of concern" under the Biosecure Act. Nonetheless, our Directors are of the view and our U.S. Legal Advisers concur that, the Biosecure Act had no impact on our clinical development and business operations during the Track Record Period and up to the Latest Practicable Date. Further, if there are such risks, we believe that we will be able to mitigate the risks and will be able to secure alternative supplier providing similar services at comparable costs.

RISKS RELATING TO DOING BUSINESS IN THE PRC

Changes in laws and regulations relating to the biopharmaceutical industry may result in additional compliance risks and costs.

In jurisdictions where we operate, there have been, and we expect there will continue to be, legislative and regulatory changes relating to the biopharmaceutical industry and the healthcare system, including cost-containment measures that may reduce or limit coverage and reimbursement for newly approved drugs and affect our ability to profitably sell any future approved drugs. See also "— Risks Relating to Manufacturing and Commercialisation of Our Drug Candidates — Our drug candidates may not be covered by insurance, reimbursement programmes or may become subject to unfavourable insurance policies or reimbursement practises or healthcare reform initiatives, any of which could harm our business, and we may be subject to unfavourable pricing regulations, which could make it difficult for us to sell our drugs profitably". These legislative and regulatory changes may affect the sales, profitability and prospects of our drug candidates. Moreover, because these laws and regulations are subject to varying interpretations, their application may evolve over time resulting in uncertainty regarding compliance and additional costs.

Regulations on currency exchange and the fluctuation of currency exchange rate may adversely affect our business and our ability to pay dividends to holders of our H Shares.

Our accounts were denominated in RMB during the Track Record Period, which is currently convertible under the "current account", which includes dividends, trade and service-related foreign exchange transactions, but not under the "capital account", which includes foreign direct investment and loans. A portion of our revenue may be converted into other currencies in order to meet our foreign currency obligations. For example, we need to obtain foreign currency to make payments of declared dividends, if any, on our H Shares. Under existing laws and regulations on foreign exchange, following the completion of the **[REDACTED]**, we will be able to make dividend payments in foreign currencies by complying with certain procedural requirements and without prior approval from regulatory authorities. In the future, the relevant regulatory developments may affect our ability to pay dividends in foreign currencies to holders of our H Shares.

We are exposed to foreign currency risk. Our revenue and operating expenses are denominated in RMB while the **[REDACTED]** from the **[REDACTED]** will be received in Hong Kong dollars, any appreciation of RMB against the US$, the Hong Kong dollar or any other currencies may result in the decrease in the value of our foreign currency denominated assets and our **[REDACTED]** from the **[REDACTED]**. Conversely, any depreciation of RMB may affect the value of, and any dividends payable on, our H Shares in foreign currency. In 2024 and 2025, and the five months ended 31 May 2025 and 2026, we recorded foreign exchange gains of RMB82,000, foreign exchange loss of RMB37,000, foreign exchange loss of RMB3,000 and foreign exchange loss of RMB5,142,000, respectively. If we decide to convert our Renminbi into foreign currencies for making payments toward our financing, for dividends on our **[REDACTED]**, or for other business purposes, appreciation of the foreign currency against the Renminbi would have a negative effect on the foreign currency amount, adversely affecting our financial position. Therefore, any significant fluctuation of Renminbi against the foreign currency could adversely affect our business, results of operations and financial condition, and the value of any dividends payable in foreign currencies.

Any failure by our Shareholders or beneficial owners of our Shares to comply with certain PRC foreign exchange regulations could restrict our ability to distribute profits, restrict our overseas and cross-border investment activities and subject us to liability under PRC laws.

Applicable PRC laws require PRC residents to register with local authorities before engaging in offshore investment activities through special purpose vehicles. If a shareholder who is a PRC citizen or resident does not complete registration, we may be prohibited from distributing their profits and proceeds. Failure to comply may also result in fines of up to 30% of the foreign exchange amount involved, or higher in serious cases.

You may have limited recourse in effecting services of legal process or enforcing overseas judgements against us, our Directors and our senior management.

We are incorporated in the PRC, and most of our Directors and senior management reside in the PRC. It may be difficult for investors to effect service of process upon those persons residing in the PRC or to enforce against us or them in the PRC any judgements obtained from non-PRC courts. The PRC does not have treaties providing for the reciprocal recognition and enforcement of judgements of courts of most other jurisdictions. As a result, recognition and enforcement in the PRC of judgements of a court in any of these jurisdictions outside the PRC may be difficult or even impossible. Furthermore, the holders of H Shares will not be able to bring actions on the basis of violations of the Listing Rules and must rely on the Stock Exchange to enforce its rules. Moreover, the Takeovers Code does not have the force of law and provides only standards of commercial conduct considered acceptable for takeover and merger transactions and share repurchases in Hong Kong.

Gains on the sales of H Shares and dividends on the H Shares may be subject to PRC income taxes.

Under applicable PRC tax laws, both the dividends we pay to non-PRC resident individual holders of H shares ("**Non-Resident Individual Holders**"), and gains realised through the sale or transfer of H shares, are subject to PRC individual income tax at a rate of 20%. And the dividends to, and gains realised through the sale or transfer by other means of H shares by non-PRC resident enterprise holders are both subject to PRC enterprise income tax at a rate of 10%. In addition, any non-resident enterprise registered in Hong Kong that holds directly at least 25% of the shares of our Company shall pay enterprise income tax for the dividends declared and paid by us at a tax rate of 5%. With respect to Non-Resident Individual Holders, income received from dividends and bonuses of a foreign-invested enterprise, as well as that from transfer of stocks of **[REDACTED]** companies are currently exempt from individual income tax pursuant to applicable PRC regulations. However, the PRC Government is planning to cancel such tax exemption.

RISKS RELATING TO THE [REDACTED]

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

Prior to this **[REDACTED]**, there has been no public market for our H Shares. The **[REDACTED]** for our **[REDACTED]** was the result of negotiations among us and the Sponsor-**[REDACTED]** (for itself and on behalf of the **[REDACTED]**) and the **[REDACTED]** may differ significantly from the market price for our H Shares following this **[REDACTED]**. A **[REDACTED]** on the Stock Exchange, however, does not guarantee that an active and liquid trading market for the H Shares will develop, or if it does develop, that it will be sustained or that the market price of the H Shares will not decline following the **[REDACTED]**. In addition, the trading price and trading volume of the H Shares may be subject to significant volatility in responses to various factors beyond our control, including the general market conditions of the securities in Hong Kong and elsewhere in the world.

Future sales or perceived sales of a substantial number of our H Shares in the public market following the [REDACTED] could materially and adversely affect the price of our H Shares and our ability to raise additional capital in the future.

Prior to the **[REDACTED]**, there has not been a public market for our H Shares. Future sales or perceived sales by our existing Shareholders of our H Shares after the **[REDACTED]** could result in a significant decrease in the prevailing market price of our H Shares. Only a limited number of the H Shares currently outstanding will be available for sale or issuance immediately after the **[REDACTED]** due to contractual and regulatory restrictions on disposal and new issuance. Nevertheless, after these restrictions lapse or if they are waived, future sales of significant amounts of our H Shares in the public market or the perception that these sales may occur could significantly decrease the prevailing market price of our H Shares and our ability to raise equity capital in the future.

You will incur immediate and significant dilution and may experience further dilution if we issue additional H Shares or other equity securities in the future.

The **[REDACTED]** of the **[REDACTED]** is higher than the net tangible asset value per H Share immediately prior to the **[REDACTED]**. Therefore, purchasers of the **[REDACTED]** in the **[REDACTED]** will experience an immediate dilution in **[REDACTED]** consolidated net tangible asset value. If we raise additional capital through the sale of equity or convertible debt securities, your ownership interest will be diluted and the terms of these securities may include liquidation or preferences that adversely affect your rights as a Shareholder. Debt financing and preferred equity financing, if available, may involve agreements that include covenants limiting or restricting our ability to take specific actions, such as incurring additional debt, making capital expenditures, limitations on our ability to acquire or licence intellectual property rights or declaring dividends, or other operating restrictions.

The possible conversion of Unlisted Shares into H Shares could increase the supply of H Shares in the market and may negatively impact the market price of our H Shares.

Our Unlisted Shares may be converted to H Shares after obtaining approval. The conversion of our Unlisted Shares will increase the number of H Shares available on the market, it may negatively affect the price of our H Shares due to the increased supply in the market.

We have not independently verified government sources in this document.

This document includes certain statistics that have been extracted from relevant government official sources. Our Directors believe the sources of these sources are appropriate for such sources and have taken reasonable care in extracting and reproducing such sources. However, information and statistics from official government sources have not been independently verified in accordance with Chapter 3.4 of the Guide by our Company, the Sole Sponsor, the Sponsor-**[REDACTED]**, the **[REDACTED]**, the Joint **[REDACTED]**, the Joint **[REDACTED]**, the Joint **[REDACTED]** or the **[REDACTED]**, any of their respective directors or any other parties involved in the **[REDACTED]**.

RISK FACTORS

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

There could have been, prior to the publication of this document, and there may be, subsequent to the date of this document but prior to the completion of the **[REDACTED]**, press and media coverage regarding us and the **[REDACTED]**, which may contain certain financial information, projections, valuations and other forward-looking information about us and the **[REDACTED]** that does not appear in this document. We have not authorised the disclosure of any such information in the press or media and do not accept any responsibility for the accuracy or completeness of any such press articles or other media coverage, nor the fairness or appropriateness of any forecasts, views or opinions expressed by the press or other media regarding our H Shares, the **[REDACTED]** or us. We make no representation as to the appropriateness, accuracy, completeness or reliability of any of the projections, valuations or other forward-looking information about us in any such press articles or media coverage. Accordingly, prospective investors are cautioned to make their investment decisions on the basis of the information contained in this document only and should not rely on any other information. By applying to purchase our H Shares in the **[REDACTED]**, you will be deemed to have agreed that you will not rely on any information other than that contained in this document.