

BUSINESS

OVERVIEW

Who We Are

We are a high-speed industrial robotics enterprise dedicated to the research and development, production, sales and service of high-speed and highly reliable robots. Our product portfolio consists of parallel robots, high-speed SCARA robots, high-payload cobots as well as embodied intelligent robots. Leveraging our wide spectrum of robots, we also offer automated and smart robotics solutions tailored to the demands of our customers. We focus on the automation and intelligent upgrade of core application scenarios, such as high-speed sorting, precision assembly and accurate handling. Our products and solutions are extensively deployed across multiple industries, including food and beverage, consumer goods, pharmaceutical, renewable energy, consumer electronics and automotive.

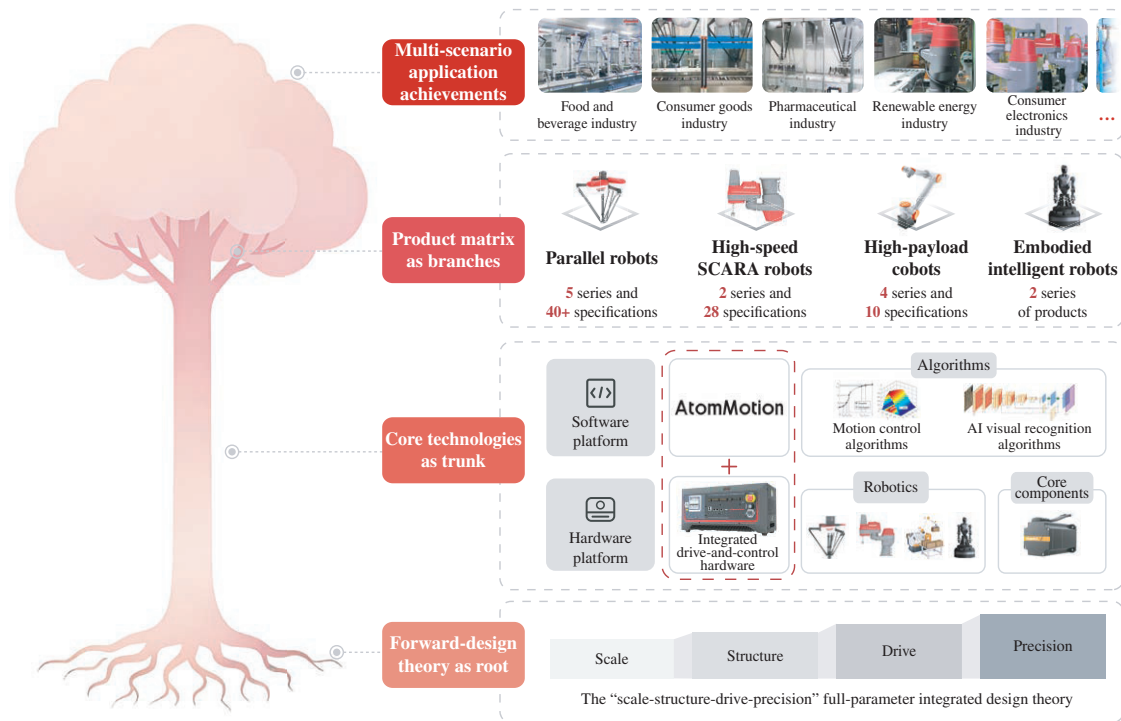
We are a key participant in the high-speed industrial robot industry and have established a leading position in the parallel robot market. According to Frost & Sullivan, (i) in the domestic parallel robot market, we have captured the largest market share among Chinese robotics enterprises and global robotics enterprises since 2020 and 2023, respectively; (ii) in terms of shipment volume in 2025, we ranked first among parallel robot companies in China with a market share of 20.4% and second among global parallel robot companies with a market share of 7.7%; and (iii) in terms of shipment volume of high-speed industrial robots in 2025, we ranked first in the high-speed industrial robot market in China with a market share of 13.4% and fourth in the global high-speed industrial robot market with a market share of 5.2%.

Our high-speed industrial robots have been deployed across multiple industries and our parallel robots have secured a leading position in the domestic food and beverage, consumer goods and pharmaceutical industries. Our efforts to expand into new industries have also yielded significant results. We are now the largest supplier of parallel robots to the renewable energy industry in China and continue to expand our footprint in areas such as consumer electronics and automotive, further broadening our market coverage.

Our Growth Underpinned by Theoretical Foundation, Key Technologies, Product Portfolio and Application Scenarios

Supported by our theoretical foundation and deep technological repository, we have evolved into one of the high-speed industrial robot enterprises with the richest product portfolio and the most diverse application scenarios globally, where our core products feature micron-level precision and millisecond-level cycle times. We developed a forward-design methodology, covering foundational theory, underlying algorithms, core components and complete robotics systems. We also ensure that all key technologies remain proprietary. We have launched five series of parallel robots with over 40 configurations, two series of high-speed SCARA robots with 28 configurations, four series of high-payload cobots with ten configurations and two series of embodied intelligent robots. This product portfolio effectively meets the needs of diverse customers and has been successfully deployed in over 1,000 use cases across industries, such as food and beverage, consumer goods, pharmaceutical, renewable energy, consumer electronics and automotive.

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Our Theoretical Foundation Rooted in Our Forward-design Methodology

We developed a forward-design methodology for high-speed industrial robots, spanning customer requirements and product design. Utilizing our dynamic scaling method, we translate customer requirements, such as speed, precision, payload and cycle time, into underlying physical constraints, such as servo motor inertia and rated power, which allows us to systematically derive the optimal structural dimensions, drive system configuration and control strategy for each model of robot. By adopting this forward-design methodology that covers requirement definition to technical implementation, we ensure that our products are tailored to our customers’ unique application scenarios from the very beginning rather than being mere replications of existing solutions.

Building on our forward-design methodology, we have established a wide spectrum of parallel robots, covering two to six degrees of freedom. Our portfolio of parallel robots allows us to precisely meet the customized automation and smart production needs of various industries, including food and beverage, consumer goods, pharmaceutical, renewable energy, consumer electronics and automotive. Furthermore, we have successfully extended our design philosophy to our high-speed SCARA robot, high-payload cobot and embodied intelligent robot product lines, achieving a scientific scalable layout for our product portfolio, providing automated, smart products and solutions for a wide range of application scenarios.

Our Key Technologies in Software and Hardware Serve as the Foundational Trunk

We have developed in-house our robotics design and manufacturing technology, integrated drive-and-control hardware-software technology, high-speed, high-precision motion control algorithms, full-stack AI visual recognition algorithms and proprietary high-power-density motors, which provide robust support for our diversified product portfolio and meet the application requirements of our customers across various downstream sectors.

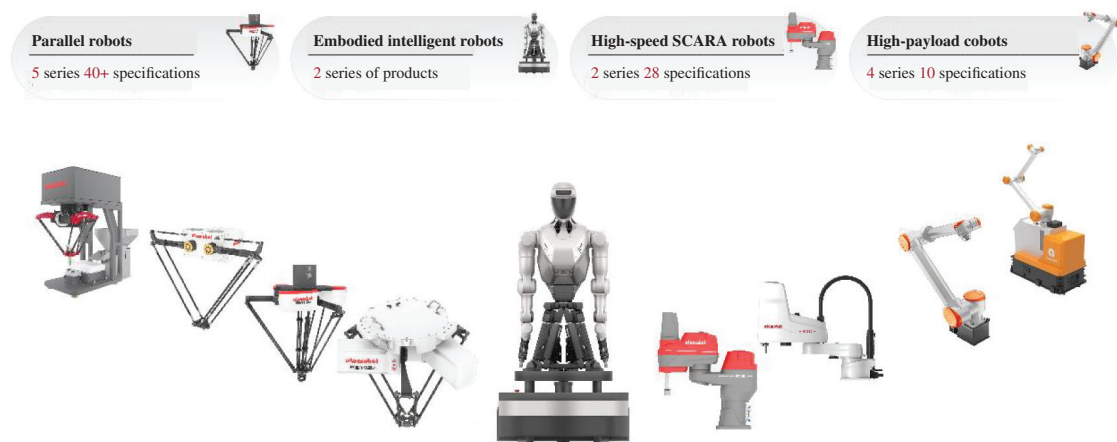
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- *Robotics Design and Manufacturing Technology.* Integrating our forward-design methodology with advanced production processes, we conduct collaborative R&D for lightweight and stiff robots, achieving high repeatable positioning accuracy and realizing the organic unification of lightweight design, high speed, high stiffness and high precision.
- *Integrated Drive-and-control Hardware-software Technology.* Our proprietary *AtomMotion* real-time control platform and high-power controllers create a system that integrates algorithm and hardware, reducing hardware volume by 80% and power consumption by 20% compared to our traditional solutions.
- *High-speed, High-precision Motion Control Algorithms.* We developed an adaptive vibration suppression algorithm and a data-driven iterative tuning method, along with techniques like high-order trajectory planning, to enhance our robots’ stability and accuracy in high-speed motion under complex operating conditions.
- *Full-stack AI Visual Recognition Algorithms.* We integrate 2D/3D perception and deep learning technologies to facilitate our robots’ visual recognition, positioning, guidance and inspection, achieving a picking success rate of over 99.9%.
- *Proprietary High-power-density Motors.* By combining electromagnetic and thermal management design, we substantially improve our motors’ power density within limited volume, providing robust and reliable core power support for the high-speed, precise motion of our robots.

As of June 30, 2026, our R&D team consisted of 99 engineers, and under their collective efforts, we had been granted 171 patents in China, including 51 invention patents, and four overseas patents. We had also received over 50 honors and certifications, solidifying our position as an expert in high-speed industrial robots and an explorer in smart manufacturing.

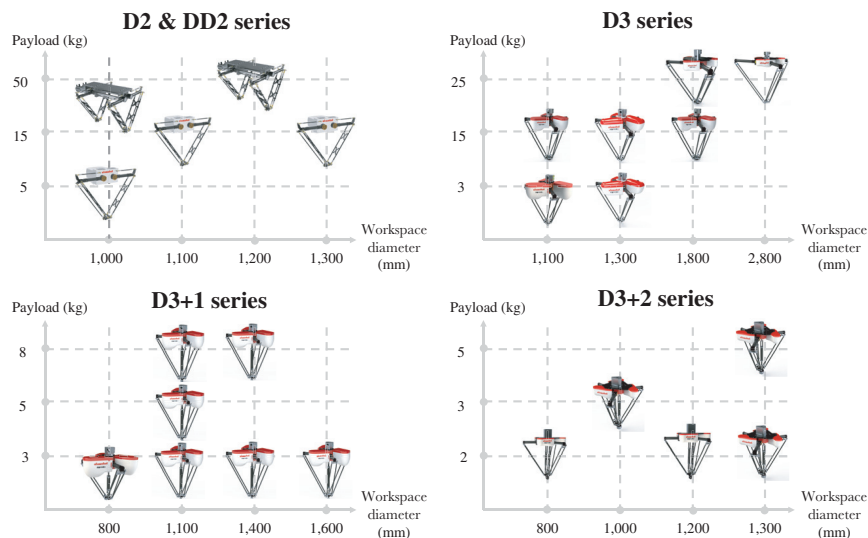
Our Product Portfolio That Branched Out from Our Key Technologies

We have established a core strategic focus on high-speed industrial robots. Leveraging parallel robots as our core products, the shared underlying technologies and synergistic product development, we have built a comprehensive product portfolio that meets the demands of diverse application scenarios. The main branch of our product portfolio is our market-validated parallel robots. Building upon the key technologies that underpin our parallel robots, we have also developed our high-speed SCARA robots and high-payload cobots. In 2025, we further added embodied intelligent robots to our product portfolio.

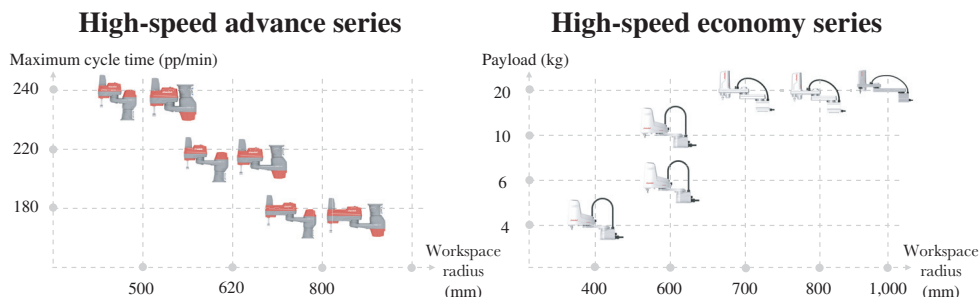


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- Parallel Robots.** Our parallel robots are our core products and the primary driver behind our revenue growth during the Track Record Period. We designed our parallel robot product matrix based on our forward-design methodology with our proprietary technologies. We have built a wide spectrum of parallel robots with two to six degrees of freedom, featuring a maximum payload of 50kg and a maximum workspace diameter of 2,800 mm. In the production process, the operation cycle rate and repeat positioning accuracy of the key models of our parallel robots reached 80 to 130 picks per minute (“PPM”) and $\pm 0.05\text{mm}$, respectively, which, according to Frost & Sullivan, significantly surpassed the industry average range.

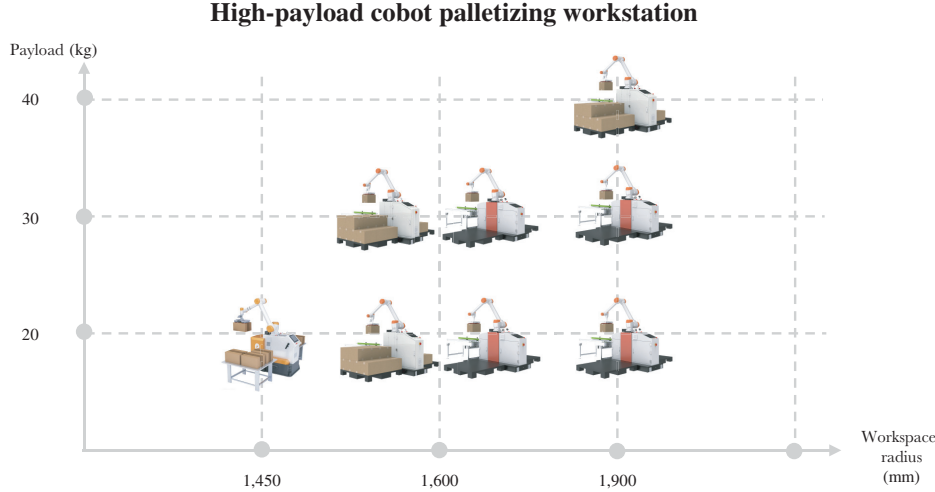


- High-speed SCARA Robots.** Leveraging the dynamic scaling method applied in our parallel robots, our integrated drive and control and visual recognition technologies as well as expertise in designing a spectrum of products, we developed two series of high-speed SCARA robots with payloads ranging from 4kg to 20kg and arm reaches spanning 410mm to 1,000mm. Our high-speed SCARA robots have become a main driver behind our business scaling across industries, helping us break into high-growth emerging industries such as consumer electronics and renewable energy.



- High-payload Cobots.** As complementary products addressing the last mile problem of production line automation, our high-payload cobots utilize key technologies of, and exhibit high synergy with, our parallel robots, contributing to the enhancement of customer loyalty. We developed all our high-payload cobots in-house. Our high-payload cobots come in ten configurations with payloads ranging from 20kg to 40kg, and are suitable for the food and beverage as well as pharmaceutical industries. The mobile version of our high-payload cobots incorporates SLAM navigation for cross-line scheduling, enabling a single unit to dynamically serve multiple production lines, which significantly improves our customers’ equipment costs and saves factory floor space.

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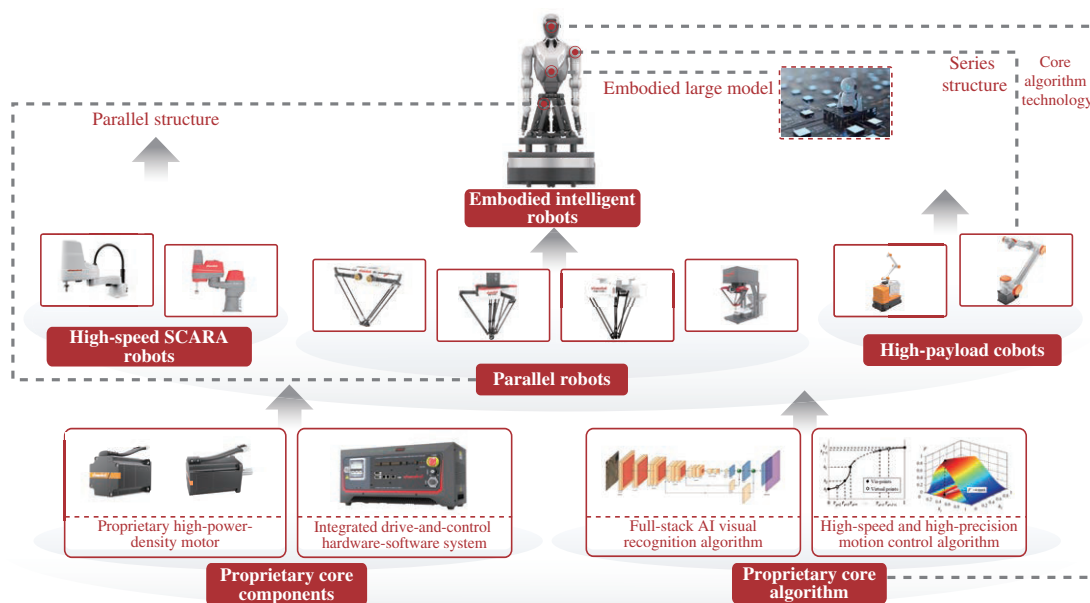


- Embodied Intelligent Robots.** Building upon our technological repository in parallel robots and in-house R&D capabilities, we developed embodied intelligent robots with a Stewart mechanism that combines high payload capacity with high dexterity. Their biomimetic dual arms can adapt to application scenarios ranging from high-payload handling to precision assembly, and their multi-sensor system ensures safe human-robot collaboration. In 2026, we further expanded and diversified our embodied intelligent robot product lines. Based on our *AtomMotion* and *AtomVision* platforms, we systematically optimized and upgraded our embodied intelligent robots. Their open architecture also allows for the expansion of intelligent functions like AI decision-making, marking our progression from a specialist of industrial robots to a specialist of embodied intelligent robots.

Although our embodied intelligent robots represent a new product form, their core execution capabilities are derived from our existing technological expertise. Take our Tianbing One embodied intelligent robot as an example, (i) the Stewart parallel waist structure of our embodied intelligent robots directly reuse our established design methodologies, control algorithms and commissioning experience, significantly reducing our development costs and risks; (ii) our *AtomMotion* platform provides the underlying motion control capabilities for our embodied intelligent robots, with complex actions such as dual-arm coordination and waist movement being developed on this platform; (iii) our *AtomVision* platform delivers the environmental perception foundation for our embodied intelligent robots, enabling them to recognize objects on workbenches and perform precise positioning; and (iv) our proprietary integrated drive-and-control hardware-software technology provides the technical support for the compact design of embodied intelligent robots. With our technological accumulation, the embodied intelligent robots we develop are not an entirely new exploration from scratch, but rather an extension of our market-verified, mature robotics technologies, ensuring core performance metrics such as motion accuracy, response speed and stability.

A core challenge of embodied intelligent robots lies in how to enable them to autonomously perceive, comprehend, decide and execute in unstructured environments, which requires robots to possess the ability to understand complex scenes and perform generalized tasks. To overcome this challenge, we plan to (i) collaborate with leading domestic AI large model providers to integrate their capabilities, such as natural language understanding, visual question answering and task planning, into our robots via application programming interface (API) calls or on-premises deployment; (ii) fine-tune general-purpose large models vertically for industrial scenarios using our accumulated industry data and case studies to enhance their performance on specific tasks; and (iii) connect the outputs of large models, such as task instructions and target positions, in real time with our *AtomMotion* and *AtomVision* platforms to ensure millisecond-level response from decision to execution.

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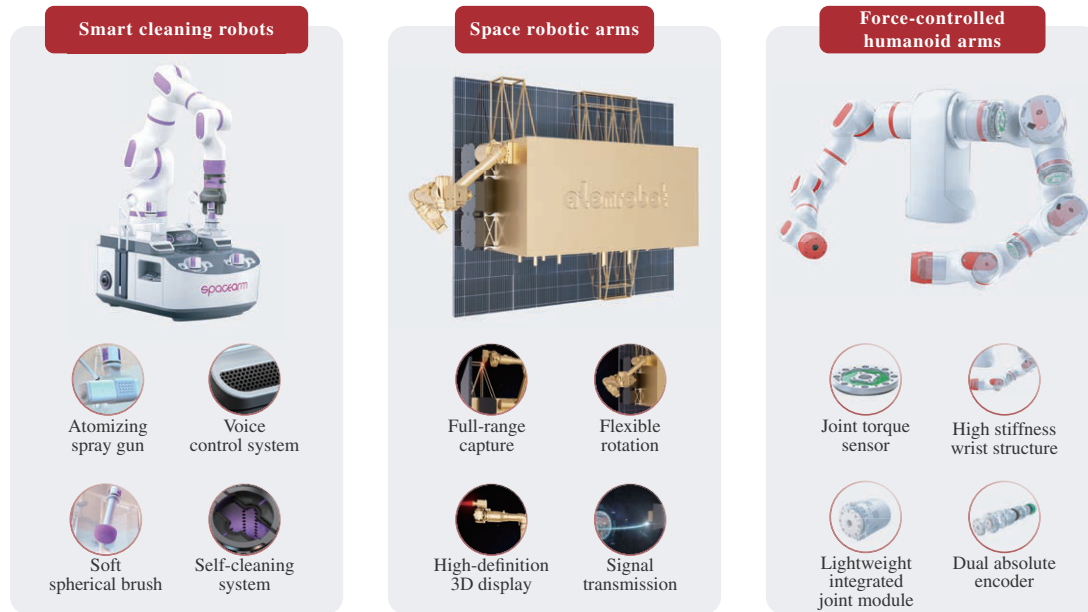


Based on our comprehensive product portfolio as well as supporting components, such as our modular input units, output units, vision units and end-effectors, we are capable of rapid solution deployment, flexible layout, swift optimization and continuous iteration, meeting our customers’ needs for automation and smart solutions across multiple industries and effectively assisting them in improving production quality and efficiency as well as supporting their transformation.

Leveraging our profound technological expertise in robotics, we continuously embrace new technologies and plan to launch smart cleaning robots, space robotic arms and force-controlled humanoid arms in the future.

- **Smart Cleaning Robots.** Based on the technology platform of our high-payload cobots, we plan to launch smart cleaning robots to target high-end commercial and household application scenarios. Our smart cleaning robots will be equipped with a collaborative arm and a full-process cleaning system to enable unmanned operation and address pain points in cleaning. The development of smart cleaning robots signifies that the application of our key technologies has extended into the consumer service sector, reflecting our strategic layout for diversified growth.
- **Space robotic arm.** Utilizing our proprietary technologies, we plan to launch space robotic arms that are adapted to and reinforced for space conditions in terms of material selection, thermal control design, radiation hardening, vibration suppression and system redundancy. Our space robotic arms are specifically designed as highly stiff, precise and autonomous robots for extreme space environments characterized by high vacuum, wide temperature ranges, strong radiation and microgravity. They are intended for on-orbit services, satellite maintenance, space station assistance and other space missions.
- **Force-controlled Humanoid Arms.** Our force-controlled humanoid arms represent a key enhancement to our embodied intelligent robots. They will come either in a cross-shaped biomimetic structure or a non-cross-shaped high-dynamic structure. The cross-shaped configuration features high flexibility for complex tasks and is suitable for application scenarios like precision assembly. The non-cross-shaped configuration features high-speed, high-payload stability and is suitable for tasks like load handling.

BUSINESS



We have accumulated extensive technologies and experience in designing and engineering high-payload cobots, which can be directly applied in our development of space robotic arm. Specifically, (i) our expertise in high-rigidity, lightweight structural design can be directly applied to the structural optimization of space robotic arm, while high-rigidity design ensures operational stability in orbit; (ii) our technologies and algorithms in high-precision control can be directly applied to space robotic arm to meet their motion precision requirements in the space environment; and (iii) our experience in high reliability, including technologies such as fault self-diagnosis and fault-tolerant control, can be directly used for the redundant design and fault tolerance required by space robotic arm.

Given the special technical requirements of aerospace engineering in terms of vacuum environment adaptability, radiation protection, thermal control management and satellite platform integration, establishing independent and comprehensive space environment verification capabilities would entail a long development cycle and substantial investment. Therefore, in the early stages of our development of space robotic arm, we have collaborated with specialized aerospace enterprises to achieve complementary advantages in robotics technology, space environment adaptability design, radiation hardening, thermal control management, satellite platform integration technology, ground simulation experimental capabilities, space environment payload verification as well as supply chain and customer channels in the aerospace sector.

Application Scenarios That Widely Deploy Our Products and Solutions

Our parallel robots have been deployed in industries such as food and beverage, consumer goods and pharmaceutical, developing specialized robotics solutions for high-speed sorting, boxing and handling of light, small, scattered and irregular items. Through our forward-design methodology and comprehensive product portfolio, we address our customers’ pain points, advancing the adoption of robots and robotics solutions in new application scenarios and setting industry trend. We have provided our robots and robotics solutions to over 1,000 enterprises, accumulated over 1,000 use cases and expanded our business to more than 30 countries and regions, including East Asia, Southeast Asia, the Middle East, Europe and North America.

BUSINESS



Leveraging our technical barriers and business development capabilities centered on customer needs, we laid a solid foundation for our business growth by organically integrating our technologies in the high-speed industrial robot field and various application scenarios. We recorded rapid revenue growth during the Track Record Period. Our revenue increased by 44.7% from RMB93.5 million in 2023 to RMB135.3 million in 2024, then by 86.8% to RMB252.7 million in 2025, and increased by 42.8% from RMB94.6 million in the six months ended June 30, 2025 to RMB135.1 million in the six months ended June 30, 2026. Given the growth of the global industrial robot industry and our strong technological advantages, we believe that we are capable of seizing the market opportunities in the fast-growing industrial robot industry.

OUR COMPETITIVE STRENGTHS

A Leader in the High-speed Industrial Robot Industry and the Parallel Robot Market in China

We are a leader in the high-speed industrial robot industry and the parallel robot market. According to Frost & Sullivan, (i) in the domestic parallel robot market, we have captured the largest market share among Chinese robotics enterprises and global robotics enterprises since 2020 and 2023, respectively; (ii) in terms of shipment volume in 2025, we ranked first among parallel robot companies in China and second among global parallel robot companies; and (iii) in terms of shipment volume of high-speed industrial robots in 2025, we ranked first in the high-speed industrial robot market in China and fourth in the global high-speed industrial robot market. Our parallel robots have been deployed across the food and beverage, consumer goods and pharmaceutical industries where we hold the largest market shares in China. We are also the largest supplier of parallel robots to the renewable energy industry in China.

Leveraging parallel robots as our core products and our underlying technologies, we have established a product portfolio that consists of parallel robots, high-speed SCARA robots, high-payload cobots and embodied intelligent robots, which create product synergies. Our product portfolio has enabled us to cater to the needs of over 1,000 customers from over 30 countries and regions across multiple industries. We have showcased our technologies at premier international exhibitions such as Germany’s Hannover Messe, significantly elevating our brand profile. We have also received numerous awards and recognitions, such as being recognized as a National Specialized, Sophisticated, Differential and Innovative Small- and Mid-sized Enterprise, a National Intellectual Property Advantage Enterprise and the Tianjin Enterprise Technology Center, as well as winning the Tianjin Science and Technology Progress First Prize, continuously enhancing our brand recognition and industry influence.

We recorded rapid revenue growth during the Track Record Period. Our revenue increased by 44.7% between 2023 and 2024, by 86.8% between 2024 and 2025, and by 42.8% between the six months ended June 30, 2025 and the six months ended June 30, 2026. Our revenue from overseas customers also increased by 124.9% between 2024 and 2025 and by 282.5% between the six months ended June 30, 2025 and the six months ended June 30, 2026, representing our leap in the high-speed industrial robot market and business expansion.

BUSINESS

Comprehensive Technology Ecosystem and Proprietary Key Technologies

We are strategically dedicated to developing proprietary and controllable technologies. We have built a comprehensive technology ecosystem, which is rooted in our forward-design methodology, covering foundational theory, underlying algorithms, core components and complete robotic systems. We ensure that all key technologies remain proprietary, providing our products with difficult-to-replicate technical barriers and sustained performance advantages.

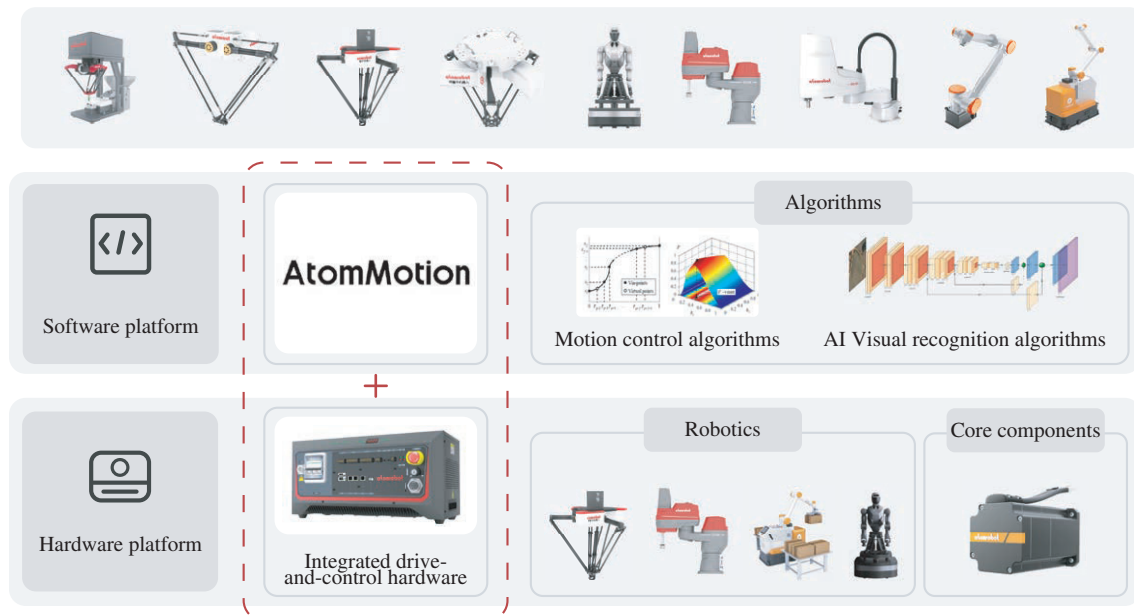
We Built a Wide Spectrum of High-speed Industrial Robots with Our Forward-Design Methodology

We developed a forward-design methodology for high-speed industrial robots, which is based on our customers’ needs concerning the scale, structure, drive and precision of robots. Guided by our forward-design methodology, we have established a complete development workflow covering customer requirements, performance indicators, technical parameters and robotics design.

Building on our forward-design methodology, we have established a wide spectrum of parallel robots with two to six degrees of freedom, which allow us to precisely meet our customers’ automation and smart production needs in various industries, including food and beverage, consumer goods, pharmaceutical, renewable energy, consumer electronics and automotive. Furthermore, we have successfully extended our design philosophy to our high-speed SCARA robot, high-payload cobot and embodied intelligent robot product lines, achieving a scalable layout for our high-speed industrial robot portfolio.

Multi-dimensional Technological Competitiveness Built on Our Full-stack Key Technologies

Based on our robotics design and manufacturing technology, integrated drive and control hardware-software technology, high-speed, high-precision motion control algorithms, full-stack AI visual recognition algorithms and proprietary high-power-density motors, we have established a technology system in-house with respect to high-speed industrial robots, encompassing core components, core algorithms and robotics design. For core components, we possess high-power-density motors and integrated drive-and-control technology. In terms of core algorithms, we developed high-speed, high-precision motion control and full-stack AI visual recognition algorithms. For robotics design, we have mature design methodologies and advanced manufacturing processes. These technologies work in synergy to form a complete, self-controlled technological closed loop, covering robotics control, accuracy and vision, providing solid support for the large-scale deployment of our products across multiple application scenarios.



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Leveraging Our Forward-design Methodology and Full-stack Technologies to Precisely Cater to Diverse Customer Needs

Leveraging our forward-design methodology and full-stack proprietary key technologies, we are able to gain deep insight into our customers’ needs for production line automation and smart upgrade across various industries and provide them with products and solutions tailored to their application scenarios. Our strength lies in our ability to rapidly customize the structure and functionality of our robots based on specific industry characteristics and customer requirements, precisely meeting our customers’ specific needs. Additionally, for application scenarios involving multiple robots, our coordinated control systems enable dynamic workload distribution among them, optimizing their overall operational efficiency. By adopting this approach, we ensure that our products are tailored to our customers’ unique application scenarios from the very beginning, assisting our customers with their automation and smart upgrade.

Growth Foundation Strengthened by our Diversified Customer Base and Competitive Barriers Reinforced by our Full Lifecycle Services and High Repurchase Rates

An Advocate for the Deployment of High-speed Industrial Robots and a Leader in Multiple Industries

As an advocate for the deployment of high-speed industrial robots, we have a diversified customer base spanning industries such as food and beverage, consumer goods, pharmaceutical, renewable energy, consumer electronics and automotive. During the Track Record Period, we did not materially rely on any customer or industry, laying a solid foundation for our sustainable growth in the future. As of the Latest Practicable Date, we had offered our robots and solutions to over 1,000 customers, including numerous leading enterprises in the downstream. Our parallel robots have been deployed across the food and beverage, consumer goods and pharmaceutical industries where we hold the largest market shares in China, and we are also the largest supplier of parallel robots to the renewable energy industry in China, according to Frost & Sullivan. Supported by the synergy among our products, we have become an important partner for domestic enterprises with needs for automation and smart upgrades in multiple industries.

Service Assurance Backed by our Professional Service Team of Nearly a Hundred Team Members

We have assembled a dedicated service team consisting of nearly a hundred experienced personnel strategically located across multiple regions. Grounded in their extensive on-site practice and a holistic understanding of the manufacturing processes across multiple industries, our service team has developed a highly efficient system of execution excellence. It takes our service team three to five days to complete the tuning and commissioning of standardized products and solutions, and ten to fifteen days for more complex or customized products and solutions. Pursuant to our service assurance standards, our service team typically responds to our customers’ queries within an hour, arrives on their site within 24 hours and resolves their problems within 72 hours.

Growth Flywheel Powered by Increasing Market Penetration as well as High Repurchase and Demand Conversion Rates

Driven by multiple factors, including technological advancement, favorable policies and changes in labor structure, the penetration rate of automation and smart equipment continues to rise across industries. In addition, we maintain strong customer loyalty. During the Track Record Period, over half of our parallel robot customers were repeat buyers. Leveraging established trust with our customers and product synergies, as of June 30, 2026, approximately 49% of the customers of our high-payload cobots were existing customers of our parallel robots. Strong customer loyalty not only reduces our customer acquisition costs but also provides clear growth expectations for our high-payload cobot products, creating a growth flywheel powered by increasing market penetration as well as high repurchase and demand conversion rates.

BUSINESS

Building a Second Growth Curve by Targeting High-growth Sectors and Expanding Overseas

Unlocking Growth Potential with our Dual-driver Strategy and Overseas Layout

The overseas market is a crucial growth driver for our business. Relying on the continuous deployment of our products in existing application scenarios and the rapid exploration of new ones as well as the expansion of the global robot market and the replication of our proven domestic strategies, we have achieved rapid expansion overseas during the Track Record Period.

The global surge in demand for automation upgrades presents a vast market opportunity with significant growth potential. According to Frost & Sullivan, (i) the global market size of parallel robots, which are crucial industrial automation equipment, is projected to reach RMB9.7 billion by 2030 with a CAGR of 11.4% between 2025 and 2030; (ii) the global market size of SCARA robots is projected to reach RMB25.1 billion by 2030 with a CAGR of 12.0% between 2025 and 2030; and (iii) the global market size of cobots is projected to reach RMB32.3 billion by 2030 with a CAGR of 28.6% between 2025 and 2030. As a leader in the high-speed industrial robot industry, leveraging our technological advantages and the experience we accumulated from serving over 1,000 customers, we plan to replicate our proven domestic track record in overseas markets. By aligning with the global demand for automation upgrades, we believe that we are poised to capture the dividends of the robotics market.

In addition, our forward-design capability provides us with a distinct competitive advantage that supports overseas expansion. As more industries embrace manufacturing automation, the application boundaries for high-speed industrial robots continue to broaden, extending from traditional application scenarios, such as food sorting and pharmaceutical packaging, to high-growth scenarios, such as renewable energy electrode handling and flexible precision assembly lines for consumer electronics. Leveraging our forward-design methodology, which integrates customer requirements, physical parameters and robotics design, we are capable of rapidly translating our customers’ specific needs into customized robotics solutions, thereby unlocking vast overseas growth potential.

Rapid Growth in Overseas Revenue Driven by our Regional Differentiation Strategies and Proven Sales and Marketing Strategies

Since the establishment of our international trade team in 2022, we have continuously increased our investment in overseas markets, achieving substantial development of our overseas operation from initial setup to scaled growth. As of the Latest Practicable Date, our products and solutions had been sold to over 30 countries and regions worldwide. The revenue that we derived from overseas markets increased from RMB3.4 million in 2023 to RMB11.8 million in 2024, then by 124.9% to RMB26.5 million in 2025, and increased by 282.5% from RMB2.3 million in the six months ended June 30, 2025 to RMB8.6 million in the six months ended June 30, 2026. The proportion of our revenue from overseas markets also increased rapidly from 3.6% in 2023 to 10.5% in 2025, and increased from 2.4% in the six months ended June 30, 2025 to 6.4% in the six months ended June 30, 2026. Moving forward, we plan to remain steadfast in our commitment to developing overseas markets, positioning them as a pivotal engine for our long-term growth and fully capitalizing on the strategic advantages presented by the global trend of manufacturing automation.

We implement precise, regionally differentiated strategies tailored to the characteristics of various overseas markets to achieve multi-industry coverage while simultaneously advancing the development of our localized service systems. For instance, in regions like Southeast Asia and the Middle East where there is a shortage of mechanical engineers, we typically provide comprehensive and integrated solutions to our customers, whereas in developed markets like South Korea, Europe and North America, we primarily offer our customers standardized robots.

In terms of sales and marketing, we replicate our proven strategy in China which is driven by benchmark projects. On one hand, we leverage our major customers’ global industrial networks to source high-quality leads. On the other hand, we actively participate in reputable international industry exhibitions, such as the Hannover Messe in Germany, continually strengthening our global brand influence.

BUSINESS

Efficient Supply Chain and Flexible Production System

We have built a production and supply chain network centered on our Tianjin headquarters with four collaborative production facilities. Each production facility is close to our customers in its region and deeply integrates supplier resources from China’s manufacturing industrial chain. Leveraging the comprehensive and efficient manufacturing industrial chain in China, we efficiently serve the diverse needs of our customers around the world, providing solid support for the commercialization of our products and our global expansion.

At the same time, we have built a digital flexible production system that seamlessly integrates CRM system, ERP system, MES, AGV logistics scheduling system and other systems. Such production system enables real-time information collection, interaction and traceability throughout the product lifecycle. Supported by our digital assembly platforms, production lines and a wide spectrum of products, we have established strict product quality inspection standards and processes, laying a solid foundation for high-quality production and efficient product delivery.

Solid Foundation for Growth Laid by our Core Team and Long-term Development Driven by our Culture and Talent Mechanism

The strategic window in the global high-speed industrial robot market is widening. Our core competitiveness originates from our founding team led by Mr. Liu and Mr. Song, which combines strong technical breakthrough capabilities with a vision for product commercialization, guiding us to enrich our product portfolio and transit from a domestic leader to a globally positioned enterprise.

A Founding Team with Both Technical and Industry Expertise

Both Mr. Liu and Mr. Song studied robotics-related subjects for their undergraduate and postgraduate degrees, establishing a path of technological independence from the outset. They established our Company upon graduation and have since dedicated their careers to the robot industry, forming a complementary partnership that drives both R&D and market expansion.

When pursuing his undergraduate and postgraduate degrees at Tianjin University, Mr. Liu was deeply involved in national and provincial key research projects with respect to mechanical innovation and precision control for parallel robots. He mastered the core design methodologies of kinematics and dynamics as well as key engineering technologies for parallel robots, establishing himself as an explorer of cutting-edge technologies in this field. Since our inception, Mr. Liu has spearheaded the critical breakthroughs from technical prototypes to mass-produced products. He has led our R&D team in overcoming industry-wide challenges, such as high-speed motion control and high-precision error compensation, continuously driving technological iteration and product upgrades.

When pursuing his undergraduate degree at Tianjin University and postgraduate degrees at Beihang University, Mr. Song primarily focused on the research and development of robot control systems and visual algorithms, participating in projects involving the structural design and theoretical innovation of industrial robots, thereby accumulating profound technical and industry experience. Since our inception, Mr. Song has been responsible for corporate operations management and market expansion, facilitating the commercialization of our technological achievements. Leveraging his keen insight into downstream application, Mr. Song has guided our successful entry into the food and beverage, consumer goods, pharmaceutical, renewable energy and consumer electronics industries, providing crucial support for our business expansion and brand elevation.

BUSINESS

Sustainable Development Driven by our Core Team and Talent Mechanism

From its inception, our Company has been built upon a clear set of cultural values, fostering a team culture defined by mutual trust, clear accountability and continuous progression. Our founding team members have been collaborating for over a decade, building a high degree of trust and mutual understanding through their long-term partnership, which results in a unified perspective on our development strategy and industry trends. Under their leadership, we have established a professional team covering R&D, production and sales, ensuring the effective execution of our strategic plans and the sustained expansion of our business.

As a technology-driven enterprise, our R&D team is instrumental to our core competitiveness. We have cultivated a broad and deep R&D talent pool. In terms of breadth, members in our R&D team possess expertise in both software and hardware development, and in terms of depth, our core R&D members have an average of over ten years of experience in the high-speed industrial robot industry, equipping them with insights and expertise in key technologies such as high-speed motion control and high-precision positioning. Our R&D team laid a solid foundation that enables the continuous iteration of our key technologies and supports robust product innovation.

We have established a comprehensive long-term incentive mechanism. Through our employee stock ownership platform, we offer equity incentives to all of our core personnel, aligning their interests with ours. We have also built a market-oriented talent acquisition and cultivation system, continuously attracting industry professionals and optimizing our team structure to achieve our long-term strategic goals.

OUR STRATEGIES

Our vision is to become the most reliable robotics enterprise in the world. Our goal is to enhance industrial automation on a global scale while achieving sustainable business growth and maximizing shareholder value. We plan to achieve our goal through the following strategies.

Consolidate our Market Leadership as the Premier Brand in Parallel Robots and Increase the Penetration of our Robots in Downstream Application

Leveraging our comprehensive technological expertise, we have become a robotics enterprise with one of the richest high-speed industrial robot product portfolios in the world and have captured the largest market share in the parallel robot market in China since 2023, according to Frost & Sullivan, making us the premium and best-selling brand in the domestic parallel robot market. Going forward, we plan to reinforce our technological edge and brand recognition in the parallel robot market while continuously improving our market competitiveness and market share.

Currently, parallel robots have relatively low market penetration in downstream application in China, indicating significant application potential and room for growth. We plan to leverage our leading market position and technological advantages in parallel robots, enhance our marketing efforts by expanding our direct sales channels and partnerships with system integrators, and advance the adoption of parallel robots in downstream application, which is expected to significantly boost the shipment volume of our parallel robots.

As the shipment volumes of our robots continue to increase alongside the growing application of our robots as well as robotics solutions across various sectors, we have realized and expect to continuously achieve greater economies of scale. Our gross profit margin increased from 17.0% in 2023 to 22.8% in 2024, then to 30.5% in 2025, and increased from 24.9%, in the six months ended June 30, 2025 to 27.1% in the six months ended June 30, 2026.

BUSINESS

Enrich our Product Portfolio, Expand our Production Capacity and Strengthen our Control Over our Supply Chain

Building on our in-house R&D capabilities, we have extended the key technologies underpinning our parallel robots to other products, such as our high-speed SCARA robots, high-payload cobots and embodied intelligent robots, forming a multi-category portfolio with distinct competitive advantages. Moving forward, we plan to focus on enriching our product portfolio, expanding our production capacity and strengthening our control over our supply chain to increase the shipment volume of our robots and enhance our market competitiveness.

Leveraging our technological expertise in robotics, we plan to further enrich our product portfolio by launching various new robots, including smart cleaning robots, space robotic arms and force-controlled humanoid arms.

In terms of production capacity expansion and supply chain development, we plan to advance smart production line upgrades, increase our production flexibility and enhance our delivery capacity while further increasing the proportion of self-produced core components in production. We plan to further reduce our dependence on third-party suppliers by producing core components in-house and vertically integrating the supply chain, thereby ensuring stable supply and controllable costs to better support the enrichment of our product portfolio and the scaled rollout of new robots.

With the enrichment of our product portfolio and expansion of our production capacity, we expect the sales volume of our robots and robotics solutions as well as our revenue to continue their growth. In addition, with the expansion of our production capacity and the advancement of our supply chain self-sufficiency, our inventory turnover days decreased from 249 days in 2023 to 88 days in the six months ended June 30, 2026, further strengthening our cost control capabilities. We expect that the increase of our revenue, combined with our enhanced cost control, will help turn our net operating cash outflows into net operating cash inflows.

Expand Overseas Markets and Cultivate New Areas for Business Growth

The demand for parallel robots, high-speed SCARA robots, high-payload cobots and embodied intelligent robots in the overseas markets remains strong. In particular, the overseas high-speed industrial robot market is several times larger than the domestic market. During the Track Record Period, the shipment volume of our robots in overseas markets remained below that in the domestic market. As our products continue to be adopted in diverse application scenarios, we anticipate growing interest from overseas customers.

In the future, we plan to increase our investment in overseas markets, accelerate our development of sales channels and technical teams in regions such as East Asia, Southeast Asia, the Middle East, Europe and North America, and cultivate new areas for business growth. Our goal is to scale up our overseas sales to eventually reach parity with our domestic sales.

In recent years, we have achieved strong growth in overseas markets. Our revenue from overseas markets increased from RMB3.4 million in 2023 to RMB26.5 million in 2025, representing a CAGR of 181.2%. Our revenue from overseas market increased by 282.5% from RMB2.3 million in the six months ended June 30, 2025 to RMB8.6 million in the six months ended June 30, 2026. Given the significant growth potential, high gross margins and relatively fast collection cycles in overseas markets, we anticipate that further expansion into the overseas markets will improve our revenue, enhance our profitability and strengthen our net operating cash flow generation capacity.

BUSINESS

Strengthen our Growth Momentum by Focusing on the R&D of our Core Technologies and Targeting High-value Application Scenarios

We launched the prototype of our embodied intelligent robot in June 2025 and have continued to improve it with iterations. Going forward, we plan to further invest in our core technologies related to humanoid intelligence and develop products for high-value application scenarios, such as industrial automation, education, commercial services and special operations. According to Frost & Sullivan, by 2030, the global market size for embodied intelligent robotics solutions and the market size in China are expected to reach RMB300 billion and RMB100 billion, respectively, representing substantial market opportunities. The broad embodied intelligence market refers to the ecosystem of technologies, products and services that enable artificial intelligence to perceive, understand, reason and act within the physical world through embodied carriers. It extends beyond intelligent robot hardware and covers the full value chain, including AI models and algorithms, data and simulation platforms, computing infrastructure, sensors and perception modules, actuators and core components, embodied intelligent terminals, system integration and scenario-based solutions. The competitive landscape is therefore characterised by the participation of multiple types of players with different capabilities. AI model and algorithm providers focus on perception, planning, reasoning and control capabilities; data and simulation platform providers support model training, evaluation and optimization; chip, sensor and component suppliers provide the underlying hardware foundation; robot and intelligent terminal manufacturers undertake product integration and commercialization; while system integrators and solution providers adapt embodied intelligence systems to specific use cases such as manufacturing, logistics, healthcare, commercial services and household applications. Leveraging our longstanding technological accumulation and sustained R&D investment, and by strategically positioning ourselves in high-value application scenarios while capturing incremental opportunities within this vast market, we expect to further scale our operations and improve our net operating cash flow generation capacity. We are committed to advancing the smart upgrade of high-end equipment through continuous investment in core technologies, and are making progress in our R&D and mass production of high-performance servo motors, reducers and integrated joint modules. We aim to provide core power support for our robots in the future, building a competitive advantage in the supply chain.

We have also achieved phased results in our fully redundant integrated drive and control platform. We plan to continue to optimize our key technologies, such as highly reliable integrated drive-and-control platform and high-speed, high-precision motion control algorithms, increase investment in areas with favorable national policies and serve national strategic and high-end market demands.

Continue to Attract, Cultivate and Incentivize Talent for Our R&D and Management Teams

Talent serves as the foundation and cornerstone of our development. A stable management team and the continuous influx of innovative talent support our sustainable and healthy growth. Benefiting from the dedicated efforts of our employees across various functions, our revenue increased from RMB93.5 million in 2023 to RMB252.7 million in 2025, representing a CAGR of 64.4%, while we turned profitable in 2025, recording a net profit of RMB0.7 million. Our revenue increased by 42.8% from RMB94.6 million in the six months ended June 30, 2025 to RMB135.1 million in the six months ended June 30, 2026.

Centered on our high-speed industrial robots, we plan to establish a dual-track system for talent recruitment and development. For talent recruitment, we plan to target technical experts of controllers, servo systems and vision algorithms as well as global operation management professionals. For talent development, we plan to immerse management talent in core projects and provide cross-departmental and cross-regional rotation opportunities to accelerate their growth.

We also plan to improve our incentive and retention mechanisms to strengthen our talent commitment. Specifically, we plan to (i) optimize our employee stock ownership platform and equity incentive plans, offering long-term incentives to key R&D personnel and core management to share our success; and (ii) establish clear career pathways supported by industry-competitive compensation and innovation awards. Through these multi-dimensional initiatives, we aim to build a team with both technical expertise and business acumen to effectively execute our growth strategies.

BUSINESS

OUR PRODUCTS AND SOLUTIONS

During the Track Record Period, we primarily specialized in the research and development (“R&D”), manufacturing, sales and services of high-speed and reliable industrial robots. Our product portfolio consists of parallel robots, high-speed SCARA robots, high-payload cobots as well as embodied intelligent robots. Leveraging our wide spectrum of industrial robots, we also offered automated and smart robotics solutions tailored to the demands of our customers for various application scenarios in different sectors. As of the Latest Practicable Date, our robots and robotics solutions had become a vital component of the automated and smart operation of our customers across the food and beverage, consumer goods, pharmaceutical, renewable energy, consumer electronics and automotive industries.

As of the Latest Practicable Date, we had established a wide spectrum of high-speed industrial robots, including (i) five series of parallel robots with over 40 configurations; (ii) two series of high-speed SCARA robots with 28 configurations; and (iii) four series of high-payload cobots with ten configurations. In addition, utilizing our technological reserves in high-speed industrial robots and our in-house R&D capability, we commenced the development and sales of our embodied intelligent robots in the first and fourth quarter of 2025, respectively, which was designed to adapt to a wide array of application scenarios ranging from high-payload handling to precision assembly.

Our solutions are modularly constructed on the foundation of our product portfolio. By employing standardized, modular components, such as input units, output units, vision units and end-effectors, we enable rapid system deployment, flexible layout configuration as well as subsequent swift optimization and continuous iteration. Such design effectively meets our customers’ need for automated and smart production line upgrade across various industries, assisting them in enhancing product quality and improving operational efficiency.

The following table sets forth a breakdown of our revenue by the types of products and solutions for the periods indicated:

	Year ended December 31,						Six months ended June 30,			
	2023		2024		2025		2025		2026	
	RMB	%	RMB	%	RMB	%	RMB	%	RMB	%
	(RMB in thousands, except for percentages)									
	(unaudited)									
Robotics										
Parallel robots	60,048	64.2	70,477	52.1	119,024	47.1	51,730	54.7	58,061	43.0
High-speed SCARA										
robots	—	—	805	0.6	6,065	2.4	2,041	2.2	2,109	1.6
High-payload cobots .	1,382	1.5	13,067	9.7	28,140	11.1	8,443	8.9	13,638	10.1
Embodied intelligent										
robots	—	—	—	—	351	0.1	—	—	4,689	3.5
Spare parts	3,536	3.8	5,033	3.7	9,735	4.0	3,312	3.5	8,418	6.2
Subtotal	64,966	69.5	89,382	66.1	163,315	64.7	65,526	69.3	86,915	64.4
Robotics solutions . .	27,831	29.8	44,415	32.8	86,719	34.3	28,025	29.6	46,937	34.7
Services	694	0.7	1,463	1.1	2,619	1.0	1,056	1.1	1,234	0.9
Total	93,491	100.0	135,260	100.0	252,653	100.0	94,607	100.0	135,086	100.0

BUSINESS

The following table sets forth the sales volume and average selling price (ASP) of our parallel robots, high-speed SCARA robots and high-payload cobots for the periods indicated:

	For the year ended December 31,						For the six months ended June 30,			
	2023		2024		2025		2025		2026	
	Sales volume	ASP	Sales volume	ASP	Sales volume	ASP	Sales volume	ASP	Sales volume	ASP
		(RMB)		(RMB)		(RMB)		(RMB)		(RMB)
Parallel robots . . .	719	83,514.3	934	75,456.9	1,662	71,614.7	794	65,151.0	1,082	53,660.8
High-speed SCARA robots .	–	–	33	24,398.0	247	24,553.3	103	19,818.5	95	22,200.0
High-payload cobots	9	153,608.7	158	82,702.4	571	49,281.3	174	48,523.6	246	55,439.0
Embodied intelligent robots	–	–	–	–	1	350,973.5	–	–	4	1,172,250.0

The ASP of our parallel robots decreased from RMB83,514.3 in 2023 to RMB75,456.9 in 2024, then further decreased to RMB71,614.7 in 2025, and decreased from RMB65,151.0 in the six months ended June 30, 2025 to RMB53,660.8 in the six months ended June 30, 2026, and the ASP of our high-payload cobots decreased from RMB153,608.7 in 2023 to RMB82,702.4 in 2024, then further decreased to RMB49,281.3 in 2025, primarily because (i) the sales volume of our parallel robots and high-payload cobots increased steadily during the respective periods, which enabled us to realize greater economy of scale by increasing our production efficiency and optimizing our unit production costs; (ii) to efficiently support our expanding market presence, we strategically began engaging distributors in 2024, which effectively lowered our per-unit sales and service costs; (iii) as we increased our production capacity and brought more core components, such as motors, in-house, we reduced the unit production cost of our parallel robots and high-payload cobots; and (iv) we made deliberate pricing adjustments during the Track Record Period in response to the increasingly competitive market landscape, aiming to accelerate adoption of our parallel and high-payload cobots and expand our market footprint.

The ASP of our high-speed SCARA robots increased from RMB19,818.5 in the six months ended June 30, 2025 to RMB22,200.0 in the six months ended June 30, 2026, primarily due to a higher proportion of high-configuration models of SCARA robots being sold, which commanded higher ASP than other variants. The ASP of our high-payload cobots increased from RMB48,523.6 in the six months ended June 30, 2025 to RMB55,439.0 in the six months ended June 30, 2026, primarily due to higher overseas sales volumes in the first half of 2026, given that our high-payload cobots carry higher ASP in overseas markets. The ASP of our embodied intelligent robots increased significantly from RMB350,973.5 in 2025 to RMB1,172,250.0 in the six months ended June 30, 2026, primarily due to the highly customized nature of our embodied intelligent robots, which required extensive customized hardware and software tailored to complex operating environments.

Robotics

Parallel Robots

Parallel robots are industrial robots designed with a parallel structure. The core structure connects the end-effector to the base platform via two to six lightweight kinematic chains. Such design enables all drive motors to be mounted on the fixed base, significantly reducing the mass and inertia of the moving parts. As a result, the end-effector can achieve exceptionally high speed, acceleration and dynamic response within a confined two- or three-dimensional workspace. The parallel structure also prevents error accumulation, granting parallel robots outstanding repeat positioning accuracy and operational flexibility. Consequently, they are particularly well-suited for high-speed pick-and-place, sorting, arranging and precise handling of lightweight items where cycle times are critical.

BUSINESS

Our parallel robots possess industry-leading technological advantages in terms of speed, precision and stability. In terms of speed, our parallel robots utilize lightweight kinematic chains to perform rapid point-to-point motions. In terms of precision, relying on our proprietary accuracy assurance framework encompassing advanced kinematic calibration and error identification, our parallel robots achieved repeatability as high as ± 0.05 mm. In terms of stability, we developed in-house a series of highly durable components, including lightweight active arms, zero-backlash Hooke’s joint and self-lubricating polymer composite wear-resistant bushings, for our parallel robots to enable their stable operation in the long run.

As our core product and a primary driver of revenue growth, we had established a comprehensive product matrix of five series of parallel robots with over 40 configurations to meet the needs of various industries as of June 30, 2026. Our parallel robots feature a maximum payload of 50kg, a maximum workspace diameter of 2,800mm and a pose repeatability of ± 0.05 mm. In the production process, the key models of our parallel robots achieved an operational cycle rate of 80 to 130 picks per minute (“PPM”).

Across the spectrum of our parallel robots, the D3+1 series stands out as the best-selling product line. Based on the delta configuration, the D3+1 series enables multidimensional operation, including three-dimensional translation along the X, Y and Z axes as well as rotation around the Z axis, making it particularly suitable for handling, sorting and boxing tasks in most automation scenarios. During the Track Record Period, the D3+1 series was one of the key drivers behind our business growth. The following table sets forth the representative model and its features of the D3+1 series:

Representative Model	Features
<div></div> <div>D3P-1100-P3</div>	<p>The D3P-1100-P3 is the representative model of our D3+1 series. With exceptional compound motion capability for three-dimensional translation and rotation as well as a lightweight end-effector design, it achieves a maximum standard trajectory cycle rate of 330 cycles per minute under a 0.1kg payload, making it widely suitable for the vast majority of high-speed handling scenarios.</p> <p>Key Features:</p> <ul style="list-style-type: none">– Carbon Fiber Monocoque Active Arm: Offers 1.2 times greater strength compared to aluminum alloy composite structures while reducing mass and inertia by 50%– Zero-Backlash Hooke’s Joint: Improves transmission accuracy by 30% over previous methods and load-to-self-weight ratio by 20% due to its FEA-optimized structural design– Top-Mounted Rotary Axis Motor: A lightweight rotation mechanism that significantly reduces end-effector mass <p>Application Scenarios: High-speed sorting and handling tasks in the food and beverage, consumer goods and pharmaceutical industries</p>

BUSINESS

The D3 series and the D3+2 series are built upon the technological platform of the D3+1 series, each positioned to address distinct market demands. The D3 series is a streamlined version of the D3+1 series that retains its delta configuration and high-speed motion capabilities, whereas the D3+2 series is an enhanced and expanded version of the D3+1 series that boosts its multidimensional movement capabilities. The following table sets forth the representative models and their features of the D3 and D3+2 series:

Series	D3 series	D3 series	D3+2 series
Representative Models			
	D3PM-1100-P3	D3W-1100-P5	D5-1200-P2
Features	Bottom-Mounted Rotation Motor	Three-Chain Structure	Dual-Rotation Axis Structure
Technological Advantages	Shortens the power transmission path to reduce accuracy loss in the rotation axis system	Eliminates the rotational degree of freedom to reduce end-effector mass and enhance motion speed performance	Adds a pitch degree of freedom, enabling posture transformation from horizontal grasping to vertical placement
Application Scenarios	Suitable for high dynamic-precision scenarios such as PCB board stacking, electronics assembly and hardware component insertion in the consumer electronics industry	Suitable for rapid handling and sorting of uniformly shaped materials or consistently presented feedstock	Suitable for application scenarios requiring posture adjustment, such as bottle/can filling and oriented material insertion in the food and beverage and consumer goods industries

The D2 series represents our product line of two-degree-of-freedom parallel robots. It builds upon the classic parallel structure and delta configuration and is simplified to achieve a more compact and efficient Diamond mechanical topology. The D2 series is dedicated to planar high-speed sorting and handling applications, providing our customers with a parallel robot solution with a balance between performance and cost. The DD2 series is an extended and upgraded product line based on the mature technological platform of the D2 series, developed through an innovative serial dual-Diamond configuration. The following table sets forth the representative models and their features of the D2 and DD2 series:

Series	D2 series	DD2 series
Representative Models		
	D2-1000-P5	DD2-1000-P35

BUSINESS

Features	Symmetrical Dual-Arm Parallel Structure Design	Adjustable Serial Dual Two-Axis Design
Technological Advantages	Compact structure and high space utilization allow it to maintain high dynamic performance while achieving a more competitive cost- to-performance balance	Dual kinematic chains collaboratively drive the end-effector, creating a high-rigidity load platform, which enhances load capacity
Application Scenarios	Suitable for application scenarios involving fixed-point planar handling and assembly of materials weighing up to 5 kg	Suitable for unpacking irregularly shaped dairy packaging or other industrial planar handling involving high-payload materials of less than 35kg

High-speed SCARA Robots

High-speed SCARA robots are cylindrical coordinate industrial robots. Their main characteristic lies in two parallel rotary joints that provide rigid, rapid motion within the horizontal plane, combined with a vertical linear axis for Z-direction positioning. Such design makes them exceptionally proficient at executing high-speed, high-precision planar pick-and-place, precision assembly and point-to-point operations within a defined cylindrical workspace.

Our high-speed SCARA robots demonstrate significant technological advantages in terms of speed, precision and integration flexibility. In terms of speed, we leverage the integrated drive-and-control architecture and high-dynamic motion control algorithms proven in our parallel robot product line and introduce lightweight structural design, significantly reducing our high-speed SCARA robots’ joint inertia. In terms of precision, building on our high-rigidity lightweight structure, our high-speed SCARA robots achieved a repeat positioning accuracy as high as $\pm 0.02\text{mm}$. In terms of integration flexibility, our high-speed SCARA robots are equipped with our proprietary full-stack *AtomVision* platform and a modular end-effector interface, significantly reducing their deployment and changeover complexity.

To expand our market reach, we initiated the in-house R&D of high-speed SCARA robots in 2022. We developed two series of high-speed SCARA robots, namely the high-speed advance series and the high-speed economy series, with payloads ranging from 4kg to 20kg and arm reaches spanning 410mm to 1,000mm to address diverse market demands and competitive dynamics. As of June 30, 2026, our high-speed SCARA robots came in 28 configurations, which become one of the drivers behind business scaling, helping us break into emerging industries such as consumer electronics and renewable energy.

The following table sets forth the representative models and their features of the high-speed advance series and the high-speed economy series:

Series	High-speed advance series	High-speed economy series
Representative Models	 ST620-A-A	 M08GD

BUSINESS

Features	–	High-rigidity, high-speed, high-precision, large hollow reducer	–	Split-end ball screw spline with cableless direct-drive transmission design
	–	Integrated arm-body and reducer, mechanical arm topology optimization and motor ring layout	–	No-contact zeroing mechanism
	–	Unitized and modular design	–	Universalized die-casting molds for optimized product series cost structure
Technological Advantages	–	Integrated low-inertia design and high-rigidity reducer contribute to a compact and lightweight structure, leading to a repeat positioning accuracy of $\pm 0.02\text{mm}$ with a standard cycle time of 220 PPM under a 0.1kg payload	–	Cableless direct-drive transmission offering higher stiffness and precision, with translational repeat positioning accuracy of $\pm 0.02\text{mm}$ and rotational repeat positioning accuracy of $\pm 0.004^\circ$
	–	Integrated pneumatic and electrical internal cabling design offers flexible adaptation to various end-effectors	–	Highly reliable cabling and modular design achieve a balance between durability and performance
Application Scenarios		Suitable for the consumer electronics, renewable energy and automotive industries, where extreme precision, speed and reliability are required		Suitable for customers sensitive to automation costs but have clear requirements for precision and reliability

High-payload Cobots

High-payload cobots are multi-jointed industrial robots. They are typically characterized by multiple serially linked rotary joints that provide flexible multi-degree-of-freedom spatial movement, combined with safety control modules to achieve precise collision detection and response under high loads. Such design makes high-payload cobots particularly suitable for executing rapid handling, precise palletizing, high-payload assembly and human-robot collaborative tasks for medium to large materials within an extensive three-dimensional workspace, all without the need for safety fences.

Our high-payload cobots integrate a high-rigidity collaborative robotic arm and specialized end-of-arm tooling, designed to work safely alongside humans in a shared space. Given that our cobot’s high-payload and high-speed characteristics align well with our customers’ needs for flexible deployment and coordination at the end of automated production lines, we have developed high-payload cobot palletizing workstations.

Our high-payload cobot palletizing workstations establish their core competitiveness in terms of collaborative safety, payload performance and deployment flexibility. In terms of collaborative safety, our high-payload cobot palletizing workstations feature highly sensitive collision detection for immediate stop-on-contact functionality. In terms of payload performance, we offer payload options from 20kg to 40kg with a repeat positioning accuracy of $\pm 0.04\text{mm}$. In terms of deployment flexibility, our high-payload cobot palletizing workstations support rapid deployment and a one-touch product changeover, drastically reducing production line adjustment downtime. We have also innovatively introduced a mobile collaborative version, where our high-payload cobot

BUSINESS

palletizing workstations are mounted on an omnidirectional mobile base with an autonomous navigation system, enabling a single unit to dynamically serve multiple production lines. Such approach significantly improves our customers’ equipment utilization rate and saves valuable factory floor space.

Our high-payload cobot palletizing workstations create powerful synergy with our parallel robots. As of the Latest Practicable Date, around half of the orders for our high-payload cobot palletizing workstations originated from purchases by and expanded automation requirements of our existing parallel robot customers. Such synergy not only significantly reduces our market penetration and customer acquisition costs, but also enables us to deliver comprehensive, end-to-end automation solutions. By maximizing value per customer, we enhance customer retention, cultivate a predictable incremental market and establish a solid second growth engine for our business.

As of June 30, 2026, we had launched four series of high-payload cobot palletizing workstations with ten configurations, which were widely adopted in the packaging and logistics stages of the food and beverage, consumer goods and pharmaceutical industries.

The following table sets forth the representative models and their features of our high-payload cobots:

Representative Model	Features
 AM-30-S	<p>AM-30-S is the representative model of our high-payload cobots, specifically designed for medium-to-high load automation at the end of production lines. It combines safe collaboration under high payloads with flexible deployment and precise palletizing capabilities. The integrated adjustable electric lifting column of AM-30-S supports a wide range of highly stable vertical position adjustments from 1,700mm to 2,200mm, significantly enhancing application flexibility and reliability.</p> <p>Key Features</p> <ul style="list-style-type: none">– High-Rigidity Lightweight Structural Design: The optimized mechanical configuration ensures load capacity while reducing overall inertia and improving motion response speed– Safe Collaboration: Features instant collision detection, enabling human-robot collaboration without the need for additional protective fencing– Integrated Pneumatic-Electrical Interfaces: The body of AM-30-S incorporates multiple built-in pneumatic and electrical channels, supporting plug-and-play connectivity for various end-effector grippers to accommodate diverse packaging and pallet specifications– Rapid Deployment & Programming: Equipped with a graphical task editing interface, AM-30-S supports drag-and-drop teaching and modular process packages, allowing for production line deployment and changeover adjustments to be completed swiftly

BUSINESS

Representative Model		Features				
Series	AM-30 series	AM-40 series		AM-MMD series		
Representative Models						
	AM-30-G		AM-40-G		ATM-MMD20	
Features	Fixed Configuration	Height	High-Rigidity Vector Configuration	Rotary Reducer	Mobile Configuration	Base
Technological Advantages	Compared to AM-3-S, it features a simpler structure with increased rigidity, offering more competitive cost efficiency		Replacing harmonic reducers with high-rigidity rotary vector reducers on axes significantly increases payload capacity to 40kg		Equipped with autonomous navigation, intelligent obstacle avoidance and millimeter-level precise docking capabilities	
Application Scenarios	Suitable for high-speed, high-intensity palletizing of single-specification products at fixed workstations, such as standardized finished goods outbound logistics		Suitable for automated handling and stacking of heavy, high-value materials in the consumer goods and pharmaceutical industries		Suitable for building smart logistics systems within flexible multi-line workshops	

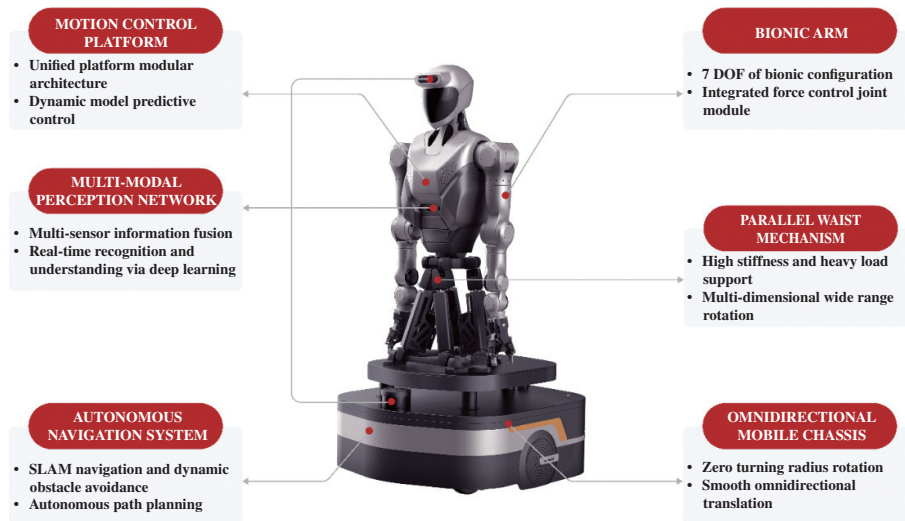
Embodied Intelligent Robots

An embodied intelligent robot is a robot capable of integrated autonomous perception, cognition, decision-making and action through real-time interaction with its environment. At its core lies the integration of (i) an AI model that possesses multi-modal understanding and generalized reasoning capabilities as its brain; and (ii) its body that handles perception and execution tasks, collectively enabling a robot to accomplish a series of tasks in complex, non-structured and unknown application scenarios.

To enable the capability of autonomous perception and action in our embodied intelligent robots, we implement specialized mechanical design and integration. Take our Tianbing One embodied intelligent robot as an example, we employ a highly biomimetic configuration and advanced parallel mechanisms. Our embodied intelligent robots feature a bimanual structure with two seven-degree-of-freedom biomimetic arms that mimic the range of motion and collaborative patterns of human shoulder, elbow and wrist joints. Each joint utilizes an integrated force-controlled joint module, incorporating a high-torque-density motor, a precision reducer and a highly sensitive torque sensor, achieving flexible motion and fine force control capabilities close to those of a human arm. Its waist innovatively employs a Stewart mechanism, connecting the upper and lower platforms via six independently extendable struts, which allows for multi-dimensional, wide-range rotation and powerful rigid support within a compact space. Such structure substantially enhances the loads that the waist of our embodied intelligent robots can withstand while maintaining an overall compact form factor, offering excellent dynamic response and posture adjustment capabilities. The mobile platform of our embodied intelligent robots is equipped with a dual-steering-wheel omnidirectional mobile base that we developed in-house. The mobile platform enables zero-turn-radius in-place rotation and smooth translation in any direction. Combined with

BUSINESS

our proprietary SLAM navigation algorithm and a dynamic obstacle avoidance system, our embodied intelligent robots can autonomously plan paths and achieve precise point docking within complex factory environments, providing a stable and reliable mobile foundation for its mobile manipulation.



Our embodied intelligent robots demonstrate breakthrough advantages in terms of movement performance, perceptual intelligence and versatility. In terms of movement performance, leveraging the synergistic design of biomimetic arms and parallel waist, our embodied intelligent robots achieve a unity of high load capacity and high dexterity. In terms of perceptual intelligence, our embodied intelligent robots operate on our proprietary full-stack *AtomVision* platform and feature a multi-sensor fusion system. By integrating depth cameras, LiDAR and force sensing, and utilizing deep learning-based algorithms for environmental understanding and object recognition, our embodied intelligent robots can perceive and comprehend 3D environments in real-time. They accurately identify and locate scattered, stacked or moving objects, enabling autonomous planning and obstacle avoidance. In terms of versatility, our embodied intelligent robots operate on our *AtomMotion* intelligent control platform, which feature our advanced motion control kernel that has been proven in our high-speed industrial robot product line and extends it with additional task planning and learning modules. Based on modular software and hardware architecture, our embodied intelligent robots can be rapidly adapted to diverse task scenarios from industrial material handling to commercial service interaction by changing end-effectors and task programs.

In November 2025, we successfully completed the delivery of our embodied intelligent robot to a customer. As the cornerstone of our future intelligent robotics ecosystem, our embodied intelligent robots are in the initial stage of commercialization and have demonstrated their potential in complex industrial settings. In the field of smart manufacturing, our embodied intelligent robots can perform cross-station heavy component handling, precision assembly and flexible production line inspection. In the field of commercial services, our embodied intelligent robots excel at unmanned picking, delivery and interactive services in warehouse logistics. For special operations, our embodied intelligent robots are suitable for tasks such as equipment maintenance and high-risk environment exploration. We are committed to continuously expanding the application boundaries of robotics through our embodied intelligent robots, aiming to establish it as our major growth engine in the era where general AI converges with physical AI.

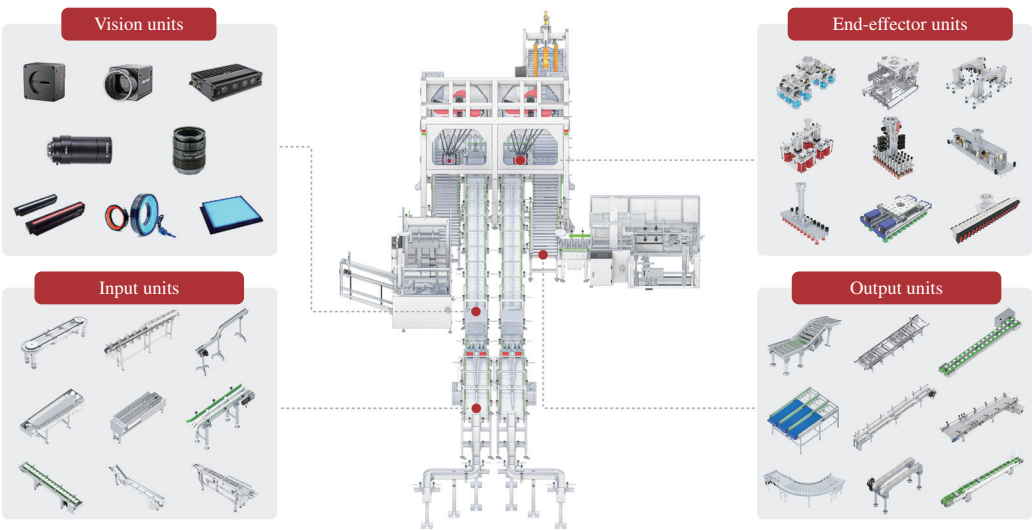
Robotics Solutions

Leveraging our portfolio of a wide spectrum of robots, extensive experience across over 1,000 use cases as well as flexible, rapid and reconfigurable production lines, we developed robotics solutions tailored to specific application scenarios for our customers. Our robotics solutions deeply

BUSINESS

integrate our in-house capabilities in intelligent visual recognition, dynamic task scheduling and modular production line design, systematically addressing key challenges faced by our customers with respect to production efficiency, labor costs, quality consistency and flexible manufacturing.

To ensure rapid solution delivery and flexible adaptation, we have established a complete parametric module library and a rapid layout system. Catering to diverse material forms and various process requirements, we have designed standardized conveying modules which are paired with modular visual solutions to form parameter-driven input, output, end-effector and vision units. By combining these standardized modules, we can rapidly generate optimal layouts that balance efficiency and cost, integrating input units, output units, vision units and robots. The operational performance of these layouts is pre-validated using virtual simulation technology. Building on this foundation, we have consolidated various standardized robot equipment sets and line layouts that meet the requirements of the majority of application scenarios. Such approach significantly shortens our design cycle for non-standard, customized robotics solutions and enables a highly efficient transition from concept to delivery.



Our robotics solutions are integrated automation services tailored to the end-of-line segments of our customers’ production processes, encompassing conveying, sorting, inspection, packing, palletizing and warehousing. Our robotics solutions are not merely the parallel connection of multiple robots; rather, in addition to the robots responsible for task execution, they integrate feeding units, vision positioning and inspection units, custom mechanical units as well as data and control units. The following table sets forth the components that our robotics solutions typically comprise:

Units	Components	Functions
Flexible feeding units . . .	Rotary disc feeders, vibratory bowl feeders, servo-driven random feeding and SCARA with vision correction feeding	Address inconsistencies in incoming materials and disorganized orientations, thereby arranging materials into a graspable state
Vision positioning and inspection units	2D/3D vision systems built on our <i>AtomVision</i> platform and defect detection sensors	Identify material position and orientation and to detect product defects
Robots	Parallel robots, high-speed SCARA robots and high-payload cobots	Execute core actions such as picking, transferring, packing and palletizing

BUSINESS

Units	Components	Functions
Customized mechanical units	End effectors, conveying mechanisms, servo modules, custom cylinders and transfer mechanisms	Tailored to material characteristics and process requirements
Control and data units . .	PLCs, touchscreens, data acquisition systems and MES/ERP interfaces	Enable integrated production line control and data upload and exchange

Our robotics solutions embody our (i) interdisciplinary collaboration capability, as their successful delivery demands close coordination across multiple departments, including mechanical design, electrical control, vision algorithms and software implementation, rather than simple product stacking; (ii) customized engineering capability, given that each customer’s production line layout, material characteristics and cycle time requirements are unique, necessitating the tailored design of end effectors, optimization of vision algorithms and adjustment of control logic; and (iii) on-site solution deployment experience, which requires us to navigate a wide range of complex operating conditions.

We generally adopt a model that combines module reuse and custom development for our robotics solutions. Over the past decade, we have built an extensive library of modular components and algorithms. When a new project commences, our engineers typically select approximately 70% to 80% of standard modules from our library while undertaking customized development for the remaining 20% to 30% involving non-standard processes, such as handling unusually shaped materials or ensuring protection under extreme operating conditions, rather than developing all hardware and processes from scratch. All of our robotics solutions are assembled at our Suzhou production facility and then transported to our customers’ designated locations for on-site assembly and commissioning. Such model enables us to significantly shorten delivery cycles and control project costs while maintaining solution professionalism, thereby establishing a compelling and replicable delivery capability.

In terms of the breadth, the customization for robots is generally confined to configuration and specification parameters, such as arm reach, payload capacity, color and communication protocols, whereas the customization for our robotics solutions requires us to gain an in-depth understanding of our customers’ core production processes, material characteristics, cycle time demands, quality standards and site constraints, and to design the process logic, material flow paths as well as multi-robot coordination strategies accordingly. In terms of the depth, the customization for robots generally involves adjustments based on mature products, such as modifying software parameter settings or swapping out accessories, whereas the customization for our robotics solutions necessitates kernel-level development, including the retraining of vision algorithms, the original design of end effectors and the restructuring of control logic.

The following diagram demonstrates the production process of our robotics solutions:



Typically, it takes 47 to 100 days, depending on the complexity and level of customization of the robotics solutions, from manufacturing, which entails material procurement, assembly and in-house testing, to delivery, which entails on-site installation, commissioning and customer trial operation.

BUSINESS

The following table sets forth the number, contract value and tenor of our robotics solution projects during the Track Record Period:

Number of robotics solution projects	209
Contract value of robotics solution projects (<i>RMB’000</i>)	230,857
Tenor of robotics solution projects (<i>day</i>)	90-180

The following table sets forth (i) the number and contract value of our robotics projects in the pipeline; and (ii) tender success rate of our robotics solution projects as of June 30, 2026:

	As of June 30, 2026
Number of robotics solution projects in the pipeline	21
Contract value of robotics solution projects in the pipeline (<i>RMB’000</i>)	52,656
Tender success rate (%)	40-50

During the Track Record Period, among the 209 robotics solution projects we completed and delivered, we incurred losses of RMB0.3 million in aggregate in five projects, primarily attributable to our strategic pricing adjustments to (i) facilitate market entry; (ii) foster long-term business relationships with key customers; and (iii) clear obsolete machinery from our inventory, reflecting a deliberate trade-off between near-term profitability and longer-term strategic objectives such as market penetration, customer retention and inventory management.

The following are selected examples of our robotics solutions, their key functions and how they empower our customers’ operation:

Use Case 1

Our customer, a prominent Chinese snack food manufacturer “Customer X”, identified a significant bottleneck in its packaging operations in 2022. At the time, Customer X’s product packaging was a labor-intensive process that primarily comprised manual sorting and packing, which resulted in low efficiency and difficulty to scale production to meet growing market demand, creating a pronounced capacity bottleneck for Customer X’s popular product lines. Furthermore, continually rising labor costs were compounded by inherent hygiene risks and the need for extensive manual quality control, resulting in inconsistent product quality and potential safety hazards.

To effectively solve Customer X’s pain points, we developed and delivered a turnkey robotics solution that transformed its packaging operations. Encompassing a complete automated production line that integrates foreign object detection, weighing, irregular pouch packaging, in-line weight verification, packaging defect inspection and QR code tracing, our solution seamlessly automates Customer X’s packaging operations, including case erection, packing, weighing, code aggregation, inkjet printing, case sealing and palletizing. Powered by our parallel robots with multiple end-effectors to handle various package sizes as well as our *AtomVision* platform that utilizes AI-driven analysis to detect packaging flaws, our solution eliminates the manual efficiency bottleneck by automating sequential tasks with continuous high-speed operation, significantly increasing throughput, and reduces Customer X’s dependency on manual labor, thereby lowering operational costs and minimizing hygiene risks.



BUSINESS

By implementing automated inspection and standardized robotic processes, our solution assists Customer X to ensure consistent, high-quality output, remove the intensive human oversight previously required and enables versatile packaging without the need for additional dedicated machinery. Since the implementation of our robotics solution, Customer X has (i) increased its production line efficiency; (ii) reduced its direct labor costs; (iii) increased its product qualification rate, significantly reducing returns due to quality issues; and (iv) achieved consistency in product quality, eliminating the fluctuations inherent in manual operations.

Use Case 2

Our customer, a globally renowned hotpot restaurant operator (“Customer Y”), desired to enhance the efficiency of its hotpot dipping sauce packaging lines, reduce its operational costs and elevate its workforce productivity in 2021. To achieve its objectives, we provided Customer Y with a robotics solution that integrates upgraded, fully automated packaging lines with a comprehensive traceability system.

Our solution directly addressed the inefficiencies and inconsistencies of Customer Y’s manual processing system. We replaced Customer Y’s traditional scanners with our *AtomVision* platform to ensure reliable code scanning and added preliminary visual inspection. We also installed our parallel robots for Customer Y to handle precise picking of hotpot sauce pouches. In our solution, each pouch of hotpot sauce is identified, placed and logged into Customer Y’s ERP system, guaranteeing that every item in a case has a unique, traceable code.



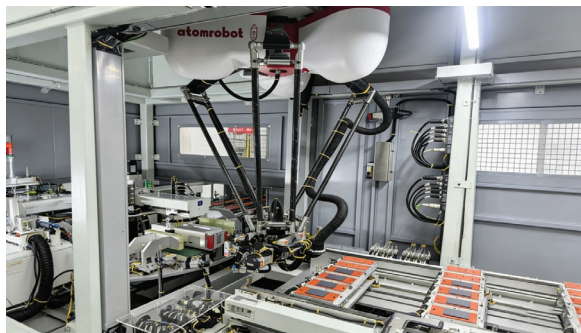
Since the implementation of our robotics solution, Customer Y’s hotpot sauce packaging line has (i) significantly accelerated its packing speed; (ii) substantially reduced the number of operators required per packaging line; and (iii) ensured both packaging standardization and full product traceability, providing reliable support for large-scale, standardized production.

Use Case 3

Our customer, a global leader in renewable energy technologies (“Customer Z”), identified a significant bottleneck in the taping process of its battery cell module assembly in 2023. The manual and semi-automated methods then in use for applying side tapes resulted in low efficiency, inconsistent precision, material waste and an inability to meet the stringent requirements for consistency and reliability in large-scale continuous production, thereby challenging Customer Z’s production ramp-up and delivery stability.

To address Customer Z’s pain points, we developed and delivered a fully automated taping solution based on our parallel robots, covering the entire process of battery cell taping from cell loading to precise conveying. Our robotics solution significantly improves taping consistency and production continuity, reduces reliance on personnel and lowers operational costs while enhancing process control for Customer Z.

BUSINESS



By implementing our fully automatic taping solution, Customer Z ensures stable and high-quality cell taping operations, effectively eliminating the quality variations and operational risks associated with manual processes. Since the implementation of our robotics solution, Customer Z (i) significantly enhanced the stability of its taping process and removed inconsistencies caused by human intervention; (ii) increased the qualification rate of the cell taping process, reducing rework and scrap losses; and (iii) achieved continuous and reliable production line operation, resulting in optimized overall equipment effectiveness.

Commercialization

All of our robots and robotics solutions were designated Specialist Technology Products as defined under Chapter 18C of the Listing Rules. As advised by Frost & Sullivan, our Directors are of the view that our robots and robotics solutions fall within an acceptable sector of a Specialist Technology Industry as defined under Chapter 18C of the Listing Rules on the following basis: (i) our robots are programmable products designed for diverse application scenarios across multiple industries, placing them squarely within the definition of robot technology; and (ii) our robotics solutions involve the application and integration of our industrial robots, control systems and vision systems to enhance task performance and automate processes for our customers. The following table summarizes how our products and solutions fall within an acceptable sector of a Specialist Technology Industry as defined under Chapter 18C of the Listing Rules:

Products	Specialist technology industry acceptable sector	Main functions	Major customers
Parallel robots	Robotics and automation (robot technology)	High-speed picking & placing, sorting, arranging and precise manipulation of lightweight items for automated production lines	Enterprises and system integrators in the food and beverage, pharmaceutical, renewable energy and consumer electronics industries
High-speed SCARA robots	Robotics and automation (robot technology)	High-speed, high-precision planar pick-and-place, precision assembly and material transfer for applications like electronic assembly and power battery manufacturing	Enterprises and system integrators in the consumer electronics, renewable energy and automotive components industries

BUSINESS

Products	Specialist technology industry acceptable sector	Main functions	Major customers
High-payload Cobots	Robotics and automation (robot technology)	High-payload material handling, palletizing, depalletizing and machine loading/unloading, supporting human-robot collaboration and mobile deployment	Enterprises and system integrators in the food and beverage, pharmaceutical, consumer electronics and logistics industries
Embodied intelligent robots	Robotics and automation (robot technology)	Capable of autonomous perception, decision-making and execution in unstructured environments, performing complex tasks such as handling, assembly, service and specialized operations	High-end manufacturing enterprises, flexible logistics service providers, commercial service operators, specialized industry units and system integrators
Robotics solutions . .	Robotics and automation (robot technology)	Customized automated production line integration; providing end-to-end solutions for packaging, sorting, loading/unloading, palletizing and more	Enterprises in the food and beverage and pharmaceutical industries

The following table sets forth the timeline of our commercialization of each of our industrial robots and robotics solutions:

Product/Solution	Parallel Robots	High-speed SCARA Robots	High-payload Cobots	Embodied Intelligent Robots	Robotics Solutions
Commencement of revenue generation .	2013	2024	2023	2025	2020

OUR KEY TECHNOLOGIES

We have established an in-house technology system with respect to high-speed industrial robots, encompassing core components, core algorithms and robotics design. For core components, we possess high-power-density motors and integrated drive-and-control technology. In terms of core algorithms, we developed high-speed, high-precision motion control and intelligent AI visual recognition algorithms. For robotics design, we have mature design methodologies and advanced manufacturing processes. These technologies work in synergy to form a complete, self-controlled technological closed loop, covering the entire development process, providing solid support for the large-scale deployment of our products across multiple application scenarios.

Robotics Design and Manufacturing Technology

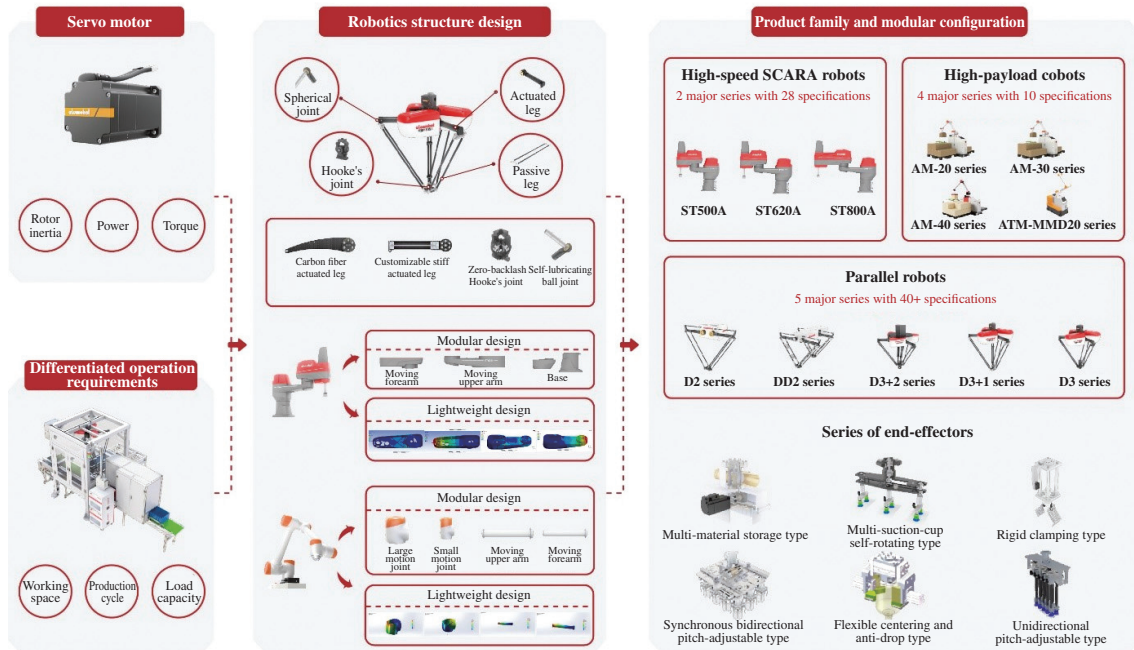
We have integrated our forward-design methodology with our advanced manufacturing processes to develop comprehensive robotics technology capabilities, spanning lightweight design, core component innovation and high-precision manufacturing.

BUSINESS

For lightweight and high-stiffness design, we systematically reduced the weight of our industrial robots' mechanical structure through topology optimization and rigidity matching performed via finite element analysis. For instance, we substantially reduce the weight of our high-speed advance series of SCARA robots while maintaining their stiffness, and use high-strength aluminum-magnesium alloy die-casting on our high-speed economy series of SCARA robots to reduce considerable weight compared to similar products.

Regarding innovation in core transmission and joint components, based on a dynamic scale synthesis method, we have developed a series of high-performance core parts in-house, including carbon fiber driving arms and zero-backlash Hooke's joints for our parallel robots, and high-power-density transmission assemblies and modular joint units for our high-speed SCARA robots, ensuring smooth and precise high-speed start-stop through precise inertia matching.

Leveraging our high-precision manufacturing and assembly process system, we have established a full-process geometric accuracy assurance mechanism from design to assembly. Through our digital assembly platforms, we have laid a solid foundation for achieving repeatability of $\pm 0.02\text{mm}$ for our high-speed SCARA robots and $\pm 0.05\text{mm}$ for our parallel robots.



Integrated Drive-and-Control Hardware-Software Technology

Our integrated drive-and-control motion control system consists of two core components: our *AtomMotion* intelligent control system and our proprietary high-speed integrated drive-and-control unit. These two components work in concert to provide seamless control from high-level motion planning to precise motor execution.

Employing a control architecture that integrates controller and PLC, our *AtomMotion* motion control system serves as the motion control system's decision-making center. Built on a Linux+Xenomai real-time system, the controller of *AtomMotion* integrates multiple high-speed dedicated process algorithms such as dynamic conveyor tracking and adaptive vibration suppression, enabling millisecond-level synchronization and tracking between materials and robots when production lines start, change speed or stop. *AtomMotion* supports various programming methods, including graphical and code-based interfaces, features soft-PLC functionality and offers extensive industrial protocol interfaces, significantly enhancing development efficiency for complex processes and system integration flexibility.

BUSINESS

Our integrated drive-and-control unit is the motion control system’s high-performance real-time execution module. The high-power controller that we developed in-house adopts an architecture that integrates the control and power layers and leverages FPGA-based multiplication/division optimization methods to free up computational resources. Using FPGA for highly parallel computation of position, velocity and current loop control algorithms at the hardware level, our high-power controller achieves industry-leading control loop real-time performance. Such design reduces the controller’s hardware volume by 80% and power consumption by 20% compared to traditional solutions. Having passed EU CE safety certification, our integrated drive-and-control unit stands as a performance benchmark in China.



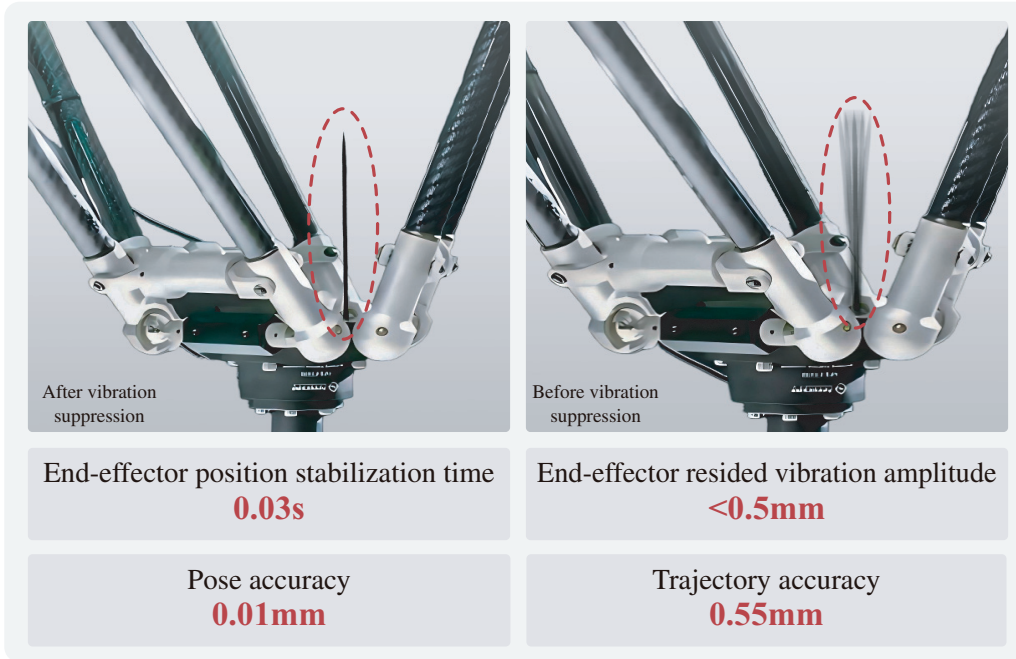
High-Speed, High-Precision Motion Control Algorithms

To address the challenges of nonlinearity and trajectory tracking accuracy during high-speed motion, we implement high-order spline curve planning with strict jerk constraints, combined with smoothness-optimized design, achieving high-precision motion control.

For vibration and external disturbances caused by high-speed emergency stops, we have developed an adaptive vibration suppression algorithm based on input shaping. Such algorithm identifies system modal parameters online and dynamically generates shaped commands, reducing settling time to 0.03 seconds.

To tackle the cooperative control challenges arising from strong coupling among multiple joints, we combine feedback control with feedforward compensation that accounts for inter-axis coupling effects, ensuring robot coordination accuracy while maintaining stable response under high-speed and high-load conditions through a data-driven iterative tuning method.

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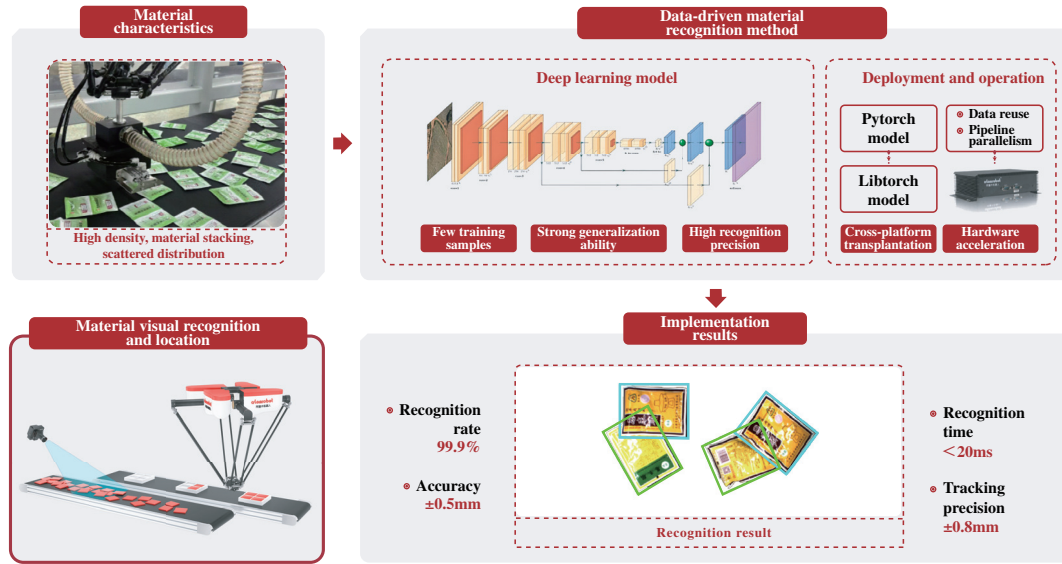


Full-stack AI Visual Recognition Algorithms

We have developed our full-stack *AtomVision* platform in-house, which integrates 2D/3D perception, deep learning and real-time control technologies, covering the entire workflow of our robots that encompasses vision recognition, location, guidance and inspection. By introducing deformable convolutional networks and attention mechanisms to optimize model architecture and employing targeted data augmentation and transfer learning strategies, we trained high-accuracy models with limited samples.

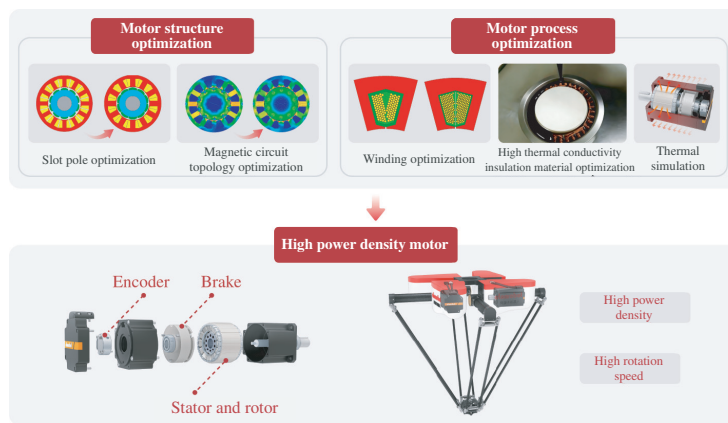
To integrate *AtomVision* and robot control and to improve engineering deployment efficiency, we built the algorithm modules into a unified software framework optimized for computational load in industrial settings. As such, *AtomVision* supports real-time communication with our integrated drive-and-control motion control system. Its functions can be encapsulated into standard modules like “Locate” and “Track” and seamlessly embedded into *AtomMotion*’s programming environment, significantly lowering the deployment barrier. We are able to provide out-of-the-box standardized solutions for a wide range of application scenarios in the food and beverage, consumer goods, pharmaceutical, renewable energy, consumer electronics and automotive industries, greatly enhancing the implementation efficiency and scalable application of *AtomVision*.

BUSINESS



Proprietary High-power-density Motors

To achieve control over the high-speed and high-precision motion performance of our robots on the power source level, we developed a series of high-power-density servo motors in-house. These motors are designed with the control system based on our in-depth understanding of application scenarios such as high-speed sorting and precision assembly. By optimizing pole-slot coordination and magnetic circuit topology, and applying compact winding and high-thermal-conductivity insulation packaging processes, we significantly increased the torque output of our robots within a limited volume, achieving power density improvement. Combined with optimized heat conduction paths in the housing, our high-power-density motors enable our robots' continuous and stable operation under high loads, ensuring smooth, precise and highly dynamic response across the entire speed range from the power source.



RESEARCH AND DEVELOPMENT

We have built a multidisciplinary R&D engine that synthesizes expertise across a diverse range of fields, including robot control system, vision system, cloud network and servo system development.

Our R&D Team

As of June 30, 2026, our R&D team consisted of 99 engineers with an average of five years of experience in industrial robotics, mechanical engineering, electrical engineering, automation and computer science. Our R&D team possesses distinct technological expertise, including the

BUSINESS

development of robot control systems, vision recognition systems, cloud network, servo control algorithms and embedded systems, the design of hardware circuitry and PCB, system integration and verification as well as production process control and optimization, spanning underlying hardware and robotics intelligence.

In 2023, 2024 and 2025 and the six months ended June 30, 2025 and 2026, our R&D expenses amounted to RMB19.4 million, RMB29.8 million, RMB21.4 million, RMB9.7 million and RMB24.0 million, respectively.

We have not licensed-in any material intellectual property rights or outsourced any R&D processes to third parties. Since our inception and up to the Latest Practicable Date, we had not been subject to any legal claims or proceedings that may materially and adversely affect our R&D.

Core R&D Members

Our core R&D members are instrumental to the development and commercialization of industrial robots, robotics components and robotics solutions. The following table sets forth the details of our core R&D members:

Name and Role	Background	Key Contributions
Liu Songtao (Chief Technology Officer)	Mr. Liu holds a master’s degree in mechanical engineering and a bachelor’s dual-degree in mechanical design, manufacturing and automation and finance. A senior engineer of our Company, Mr. Liu has over a decade of experience in smart manufacturing, authored numerous papers indexed in SCI and EI, participated in national and provincial key projects and received numerous awards, including the Tianjin Technological Invention First Prize.	Mr. Liu has contributed to over a hundred patents for our Company. He pioneered foundational patents for parallel robots and multi-axis manipulators, designed key components for our robots and co-developed our control systems. His work underpins our entire product line and robotics solutions, directly leading to our recognition as a National High-tech Enterprise and a market leader of the robotics industry.
Li Yanhua (Deputy General Manager and R&D Head) .	Mr. Li has a master’s degree in Computer Application technology with over a decade of experience in the robotics industry. He possesses comprehensive expertise in full-stack robotics development, combining technical knowledge with strong R&D management capabilities.	Mr. Li has contributed to over ten patents for our Company. He led the development of our control systems and core algorithms for computational efficiency on ARM and FPGA platforms. His work in power module protection and embodied AI-based joint control systems has been crucial in strengthening our integrated hardware-software technological competitiveness.
Xiang Ye (Head of Vision Team)	Mr. Xiang has a master’s degree in mechanical engineering with over a decade of experience in robotic vision algorithms. He combines a strong theoretical foundation with practical algorithm development skills.	Mr. Xiang led the development of our vision systems. He led the optimization of 2D/3D vision software architecture, developed hand-eye calibration and point cloud registration and integrated AI deep learning algorithms for tasks like instance segmentation. His work enables advanced applications in unstructured picking and palletizing, providing a key competitive edge in complex visual guidance scenarios.

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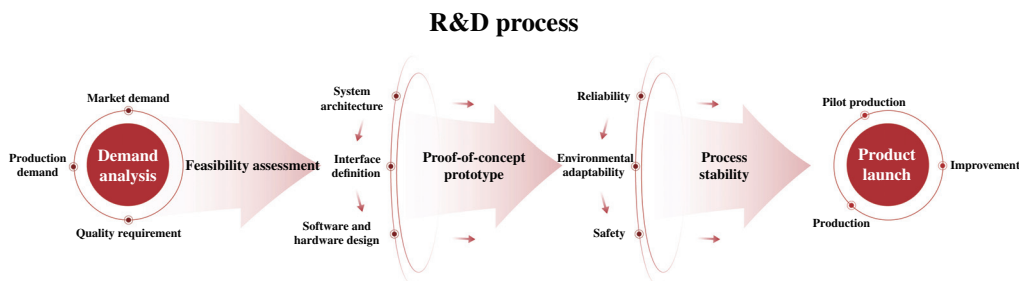
We are committed to retaining and developing our core managerial and technical talent through competitive compensation, comprehensive incentives and continuous investment in training and upskilling programs. To safeguard against operational disruption, we proactively recruit qualified candidates through multiple channels, including campus recruitment fairs and professional networking platforms.

We typically enter into non-disclosure agreements and non-compete agreements with our core managerial and technical staff, the salient terms of which are set forth below.

- **Definition of Confidential Information.** We typically define “Trade Secrets” broadly as technical, operational and business information that is non-public, valuable and subject to reasonable protection, such as technical designs, software, customer lists, pricing information and financial data, in our non-disclosure agreements.
- **Ownership of Intellectual Property.** Typically, all technical achievements and trade secrets developed by our employees during their tenure using our resources or information are our exclusive property.
- **Employee Obligations.** Our employees typically must adhere to all of our confidentiality policies, safeguard all physical and electronic materials containing trade secrets, refrain from unauthorized use or disclosure and avoid concurrent employment with our competitors.
- **Post-Employment Obligations.** Our employees’ duty of confidentiality typically persists indefinitely after their employment ends. Upon departure, our employees must return or destroy all company materials and provide written confirmation of having done so.
- **Non-Compete.** We typically negotiate the details of our employees’ non-compete agreements based on their level of access to sensitive information.

Our R&D Process

Our structured R&D process mainly includes four stages to ensure rigorous product development and seamless transition to commercialization. The following diagram sets forth the major steps in our R&D process:



- **Requirement Analysis and Feasibility Assessment.** In this initial stage, we consolidate the market demands, internal feedback from our production and quality control teams as well as our own technology roadmap into a clear product requirement specification, defining target functions, performance and specifications. We then conduct a preliminary feasibility assessment with a cross-functional team to assess technical viability, alignment with our existing production capabilities, component availability and preliminary budgets.

BUSINESS

- ***Development and Initial Prototype.*** We translate product requirements into detailed system architectures, interface definitions and hardware or software designs. The key design milestones are subjected to rigorous cross-functional reviews to mitigate technical risks prior to the development of a proof-of-concept (PoC) prototype. This initial prototype validates the core design principles and basic functionality. Its test data forms the basis for a collaborative cost analysis and manufacturing process assessment by our production and procurement departments, identifying potential cost-reduction opportunities and manufacturing challenges, which are then fed back into the design for refinement.
- ***Engineering Validation Prototype and Process Stabilization.*** In this phase, we complete product design validation and finalize the manufacturing process. We build an engineering validation prototype and test it for reliability, environmental adaptability and safety. Our R&D and manufacturing engineers collaborate on a pilot production line to optimize and validate process parameters, resulting in a complete technical documentation package, including the bill of materials (BOM), detailed drawings, process flowcharts, work instructions and product test standards, to provide a standardized basis for mass production.
- ***Mass Production and Continuous Improvement.*** The finalized design and processes are validated through a pilot run, which verifies production cycle times, yield and the effectiveness of all documentation. A pilot run report is then generated, and upon its successful completion, a formal production handover review transfers product responsibility from our R&D department to our production department. Thereafter, any product changes are managed through a formal engineering change process. Our R&D department transitions to a support role and begins leveraging production feedback and market data for product iteration and technology development.

Commissioned R&D

As part of our ongoing commitment to operational efficiency and strategic focus, we may, from time to time, engage third parties such as renowned universities and capable enterprises to conduct R&D activities for non-core technological components. These engagements typically pertain to peripheral elements of our product ecosystem, such as the exterior design, structural framing and non-proprietary mechanical configurations of certain products. For instance, we entered into an agreement with a third-party enterprise in December 2025 for the design of the appearance and structure of our embodied intelligent robot’s arms.

We view this flexible commissioning model as a key enabler of our broader innovation strategy, as it (i) allows our core in-house engineering and R&D teams to concentrate their expertise, capital and time on advancing our proprietary, high-barrier technological differentiators; (ii) enhances our speed to market by leveraging the specialized skills and agile workflows of external design partners, eliminates the fixed overhead costs associated with maintaining large-scale, in-house teams for non-strategic functions; and (iii) provides us with scalable cost flexibility that adjusts to evolving project demands.

We typically enter into a commissioned R&D agreement with the third parties we engage, the salient terms of which are set forth below:

- ***Scope of Services.*** We typically specify the scope of services as well as the deliverables to be provided by the third party in our commissioned R&D agreement.
- ***Delivery and Acceptance.*** The third party that we engage is obligated to deliver the deliverables and other work products on schedule and ensure that they are formally accepted by us. We may also specify a delivery date in the commissioned R&D agreement.

BUSINESS

- **Payment Terms.** We typically make upfront payment to the third party that we engage.
- **Intellectual Property Rights.** Typically, all intellectual property rights in the deliverables and other work products are vested solely in us. The third party that we engage may retain the right of attribution, and warrants to us that its work does not infringe any third-party intellectual property rights.
- **Warranties.** The third party that we engage typically warrants the originality of its work product and undertakes to maintain the confidentiality of our proprietary information and materials.

INTELLECTUAL PROPERTY

Our intellectual property is fundamental to our continued success and competitive advantage. Our ability to commercially thrive depends on securing and maintaining robust patents and other intellectual property protections for our key technologies and know-how. Equally critical is our commitment to vigorously defending our intellectual property rights, safeguarding our trade secrets and diligently ensuring we do not infringe upon the intellectual property rights of others.

To protect our intellectual property rights, we have implemented the Internal Management Measures on Trade Secrets (《關於公司商業秘密的內部管理辦法》) (the “Trade Secrets Measures”) and appointed dedicated personnel to oversee our daily management of intellectual property. Under the Trade Secrets Measures, (i) our intellectual property is classified into detailed confidentiality levels; (ii) the creation, storage and transfer of documents are regulated according to their confidentiality levels, and our R&D equipment involving confidential information is encrypted; (iii) we have a specialized IT team responsible for maintaining backend data security, preventing leaks and monitoring and addressing abnormal system operations; (iv) we grant our employees document access rights strictly based on their job requirements; and (v) a comprehensive protocol is in place to respond to potential breach incidents. These measures are integral to our compliance program, ensuring the effective protection of all the data that we collect and store.

As of June 30, 2026, we had 175 granted patents globally, including (i) 51 invention patents, 97 utility model patents and 23 appearance design patents in China, and (ii) 4 patents overseas, and we had filed 29 patent applications globally. In addition, we had 27 trademarks and 31 software copyrights globally. The following table demonstrates examples of patents in connection with our core technologies that we developed in-house and solely own, which we consider material to our business:

Product	Patent	Patent Type	Patent Jurisdiction	Patent Status	Main Function
Parallel Robots	Four-Degree-of-Freedom Parallel Mechanism (四自由度並聯機構)	Invention Patent	China	Valid	This four-degree-of-freedom parallel mechanism utilizes a bevel gear transmission between primary and secondary platforms, achieving high-speed, wide-angle motion through a large transmission ratio

BUSINESS

Product	Patent	Patent Type	Patent Jurisdiction	Patent Status	Main Function
Parallel Robots	Multi-Thread Controller for Parallel Robots (並聯機器人的多線程控制器)	Invention Patent	China & USA	Valid	The system manages tasks using a four-layer thread architecture and thread-safe queues, prioritizing motion real-time performance and ensuring secure inter-thread communication
High-speed SCARA Robots	A Speed-Increasing Mechanism for SCARA Robots and SCARA Robots Having the Same (一種SCARA機器人的增速機構及具有該增速機構的SCARA機器人)	Invention Patent	China	Valid	Two reducers are connected via gear transmission to improve the working efficiency of the SCARA robot
High-speed SCARA Robots	A Variable-Gain Vibration Suppression Control Method for High-Speed SCARA Robots (一種高速SCARA機器人的變增益抑振控制方法)	Invention Patent	China	Valid	Automatically adjusts control parameters to minimize end-effector vibration, enabling stable high-speed operation
Parallel Robots, High-speed SCARA Robots and High-payload Cobots	A Robot Control System Combining Soft PLC and Motion Control (一種軟PLC和運動控制相結合的機器人控制系統)	Invention Patent	China	Valid	Achieves high real-time performance for complex tasks by integrating logic and motion control via shared memory
Parallel Robots, High-speed SCARA Robots and High-payload Cobots	An Integrated Drive-and-Control Robot System Based on the ZYNQ Platform (一種基於ZYNQ平台的驅控一體機器人系統)	Invention Patent	China	Valid	Combines control and drive functions into a single, stable and compact hardware-software architecture

Our Directors confirm that we had not been involved in any material disputes or other material legal proceedings relating to intellectual property rights with third parties during the Track Record Period and up to the Latest Practicable Date.

BUSINESS

SALES

We serve a broad and geographically diverse customer base spanning more than 30 countries and regions. During the Track Record Period, we primarily derived our revenue from China with a growing global presence. The following table sets forth our revenue by geographic regions during the Track Record Period:

	For the years ended December 31,						For the six months ended June 30,			
	2023		2024		2025		2025		2026	
	RMB	%	RMB	%	RMB	%	RMB	%	RMB	%
	(RMB'000, except for percentages)						(unaudited)			
China	90,139	96.4	123,476	91.3	226,151	89.5	92,356	97.6	126,476	93.6
Overseas	3,352	3.6	11,784	8.7	26,502	10.5	2,251	2.4	8,610	6.4
– East Asia	461	0.5	5,409	4.0	3,532	1.4	706	0.7	885	0.7
– Southeast Asia	258	0.3	2,937	2.2	4,205	1.7	578	0.6	2,161	1.6
– Middle East	–	–	221	0.2	11,121	4.4	–	–	–	–
– Europe	958	1.0	1,466	1.1	2,706	1.1	678	0.7	2,817	2.1
– North America	–	–	823	0.6	469	0.2	45	0.0	35	0.0
– Others ⁽¹⁾	1,675	1.8	928	0.6	4,469	1.7	244	0.4	2,712	2.0
Total	93,491	100.0	135,260	100.0	252,653	100.0	94,607	100.0	135,086	100.0

Note:

(1) Mainly include South Asia, Oceania, South America and Africa.

Our robots and robotics solutions are sold through both direct sales and distributorship, depending on the type of product and region: (i) our parallel robots are sold through direct sales in China and through both direct sales and our distributor in overseas markets; and (ii) our high-speed SCARA robots and high-payload cobots are sold primarily through our distributors in both China and overseas markets. Nonetheless, there’s no substantive difference between the robots that we sell directly or through our distributors.

Our sales team is instrumental in building our brand. Equipped with in-depth understanding of our products and our customers’ needs, our sales team not only directly engages with our customers to demonstrate product features and articulate the value of our solutions, but also maintains frequent communication with them to gather critical feedback on product quality, market preferences and potential improvements. This frontline intelligence directly shapes our marketing strategy and product development.

We typically evaluate our sales team’s performance on an annual basis and reward our sales staff with sales-based bonuses.

Direct Sales

In 2023, 2024 and 2025 and the six months ended June 30, 2026, we served 363, 475, 674 and 493 direct sales customers, respectively. Our direct sales customers mainly comprise enterprise customers and system integrators in the food and beverage, consumer goods, pharmaceutical, renewable energy and consumer electronics industries.

BUSINESS

The following table sets forth the key metrics of our direct sale customers for the periods indicated:

	For the year ended December 31,			For the six months ended June 30, 2026
	2023	2024	2025	
Number of direct sales customers	363	475	674	493
Number of new direct sales customers	231	297	383	222
Average direct sales customer value ⁽¹⁾ (RMB'000)	257	279	356	267
Net dollar retention rate of direct sales customers ⁽²⁾ (%)	–	49.0	113.2	66.8

Notes:

- (1) Calculated by dividing the revenue generated from our direct sales customers in a given period by the number of direct sales customers who purchased our products in the same period.
- (2) Calculated by dividing the revenue of the current period from direct sales customers of both current and previous periods by the revenue of the previous period of such direct sales customers, multiplied by 100.0%.

Salient terms of direct sales agreements

We typically enter into direct sales agreements with our direct sales customers, the salient terms of which are as follow:

- ***Duration.*** Our direct sales agreements typically do not contain a fixed term or an automatic renewal mechanism. Generally, they become effective upon signing and continuing until our customers and we have fulfilled our respective obligations.
- ***Product Specification.*** We typically specify the type, model, quantity and unit price of the products as well as any value-added services such as debugging and training in our direct sales agreements.
- ***Return and Exchange.*** We typically do not accept returns or exchanges from our customers. In certain circumstances, such as when our product has a quality defect or is damaged during shipping, we may allow for returns or exchanges within a specified number of days following delivery, which, according to Frost & Sullivan, is the industry norm.
- ***Payment and Credit Terms.*** We typically require our customers to prepay a certain percentage of the full contract price within certain business days of signing the direct sales agreements. We typically grant differentiated credit periods to customers based on their business nature and industry standing.
- ***Termination.*** We reserve the right to terminate our direct sales agreements if our customers delay their payments by more than ten days.

BUSINESS

Distribution

We typically sell robots with relatively mature sales channels through our distributors. By leveraging our distributors’ experience and knowledge of local markets as well as their established sales networks and local resources, we can expand our market coverage to broader regions and achieve deeper market penetration. We began building our distributor network in 2024, and strategically engaged eight, 15 and 25 distributors, respectively, in 2024, 2025 and the six months ended June 30, 2026 to broaden our customer reach and amplify our market presence. We primarily engage distributors to sell our high-speed SCARA robots and high-payload cobots. Our engagement of distributors not only optimizes our sales and marketing expenditure but also creates valuable synergies, enhances brand recognition and generates cross-selling opportunities for our full suite of products and solutions. During the Track Record Period, all our distributors were independent third parties.

Distributor Management

Our relationship with our distributors is a buyer and seller relationship. We generally stipulate in our distribution agreements that our distributors are prohibited from appointing sub-distributors or unauthorized resellers. During the Track Record Period, we had no secondary distributors. Revenue from sales to distributors is recognized upon the transfer of control of our products to the respective distributors. To prevent cannibalization and channel stuffing, we designate pre-determined distribution areas for our distributors as defined in the distribution agreements.

Our distributors are required to establish and maintain a professional team with sufficient product knowledge within their designated distribution area. We generally provide our distributors with suggested retail prices for our products, and our distributors may adjust their selling prices within a reasonable range, taking into account their understanding of the local competitive landscape and specific sales conditions. Typically, our distributors are responsible for providing after-sales services, including installation and commissioning, after-sales support, technical assistance and customer training, to end customers within their designated distribution area. During the Track Record Period, we did not set a minimal purchase amount for our distributors.

Distributor Selection

To uphold our high standards, we select our distributors based on rigorous criteria. Our key evaluation factors include (i) whether a distributor has a proven track record and relevant experience in handling robots; (ii) the composition and capability of a distributor’s sales and technical support teams; (iii) a distributor’s financial stability and health; (iv) a distributor’s annual procurement amount; and (v) a distributor’s reputation, market presence and level of penetration within our end-users’ industries.

The following table sets forth the movement of our distributors for the periods indicated:

	As of/for the year ended December 31,			As of/for the six months ended June 30, 2026
	2023	2024	2025	
Number of distributors at the beginning of the period	—	—	8	15
Number of new distributors . . .	—	8	7	12
Number of distributors we ceased cooperation with	—	—	—	(2)
Number of distributors at the end of the period	—	8	15	25

BUSINESS

We increased the number of distributors that we engaged from eight as of December 31, 2024 to 25 as of June 30, 2026, primarily to support the launch of our SCARA robots and the strong sales momentum of our high-payload cobots.

One of our distributors was founded by our former employee. In 2024, 2025 and the six months ended June 30, 2026, it purchased high-payload cobots from us and contributed RMB0.3 million, RMB1.7 million and RMB0.4 million, respectively, to our revenue. There is no material difference between the distributor agreements that we entered into with the distributor founded by our former employee and our other distributors.

Salient terms of distribution agreements

We typically enter into distribution agreements with our distributors, the salient terms of which are as follows:

- ***Duration.*** The duration of our distribution agreements is typically one year.
- ***Product Specification.*** We typically specify the type of products to be distributed by our distributors.
- ***Designated Distribution Area.*** We typically specify a distributor’s designated distribution area. Our distributors shall not promote or sell our products or solicit customers outside their designated distribution area.
- ***Sub-distribution.*** We typically prohibit our distributors from appointing sub-distributors or unauthorized resellers.
- ***Return and Exchange.*** We typically do not accept returns or exchanges from our distributors. In certain circumstances, such as when our product has a quality defect or is damaged during shipping, we may allow for returns or exchanges within a specified number of days following delivery, which, according to Frost & Sullivan, is the industry norm.
- ***Payment and Credit Terms.*** We typically require our distributors to make prepayments for the products they purchase, but may grant a credit period of 30 to 90 days to certain distributors. Our distributors typically make payments via bank transfer and bank acceptance bills.
- ***Termination.*** We reserve the right to terminate our distribution agreements unilaterally by written notice in the event of our distributors’ material breach.

In the domestic market, our parallel robots are primarily sold through a direct sales model. Our sales team engages directly with our end customers or system integrators in industries such as food and beverage, consumer goods, pharmaceuticals and renewable energy, enabling us to gain an in-depth understanding of customer needs and provide tailored solutions. Our high-speed SCARA robots and high-payload cobots, on the other hand, have been sold through both direct sales and distributorship models, allowing us to leverage our distributors’ regional coverage and customer resources to rapidly expand into the small and medium enterprise customer segment as well as emerging application scenarios.

In the overseas markets, we had one exclusive distributor in South Korea as of the Latest Practicable Date, which handles sales of all our products. In other overseas markets, we sell our products to customers directly through our sales team.

Given that we had only one exclusive distributor overseas with no geographic overlap with our sales team in other overseas markets, and that our domestic distributors generally operate under region-exclusive authorizations or product-line segmentation, no cannibalization has occurred among our distributors. Although our current sales channel arrangements are clear, we have implemented the following measures to address potential cannibalization that may arise as our business expands: (i) in the domestic market, we are committed to maintaining direct sales for our parallel robots and selling our high-speed SCARA robots and high-payload cobots through

BUSINESS

distributors unless there are high-volume purchase or customization requirements; and (ii) when introducing distributors into new overseas markets in the future, we plan to prioritize region-exclusive authorizations and clearly define authorized products to avoid overlap with our direct sales channels. For our existing distributor in South Korea, we will maintain a good cooperative relationship through regular communication.

During the Track Record Period and up to the Latest Practicable Date, we did not have any material disputes with, or encounter any material return or exchange of products from, our distributors that had a material and adverse impact on our business operation, financial performance and prospects.

PRICING AND MARKETING

Pricing

Our product pricing strategy is primarily determined by (i) the prevailing market prices of competing products; (ii) the labor costs associated with different application scenarios; and (iii) our internal production and operational expenses.

Marketing

Our marketing team coordinates our marketing activities and sources our customers. As of June 30, 2026, we had 66 marketing staff. To maximize our brand visibility and customer recognition, we employ a multi-channel marketing approach, including our official website, social media platforms such as TikTok, global industry exhibitions and product demonstration programs. These initiatives not only enhance our market awareness but also drive lead generation and sales conversions.

OUR CUSTOMERS

We have a broad and growing global customer base, which covered over 30 overseas countries and regions as of the Latest Practicable Date. Our customers primarily include food and beverage companies, pharmaceutical companies, automotive component manufacturers as well as system integrators in the food and beverage, consumer goods, pharmaceutical, renewable energy, consumer electronics and automotive industries. Our revenue from the five largest customers in each period during the Track Record Period was RMB19.1 million, RMB29.6 million, RMB36.5 million and RMB34.4 million, respectively, accounting for 20.5%, 21.9%, 14.4% and 25.5% of our total revenue, respectively. Our revenue from the largest customer in each period during the Track Record Period was RMB5.5 million, RMB8.2 million, RMB10.1 million and RMB13.4 million, respectively, accounting for 5.8%, 6.1%, 4.0% and 9.9% of our total revenue, respectively.

The following tables set forth the details of our five largest customers in each period during the Track Record Period:

For the six months ended June 30, 2026

Customer	Background	Transaction amount (RMB'000)	Percentage of revenue (%)	Commencement of collaboration	Payment method	Credit period (days)	Products/solutions purchased
Customer P	Established in 2011 and dual-listed on the Shenzhen Stock Exchange and the Hong Kong Stock Exchange, Customer P is a power battery manufacturer with a registered capital of RMB4.6 billion.	13,353	9.9	2025	Bank transfer and bank acceptance bills	N/A	Parallel robots

BUSINESS

Customer	Background	Transaction amount (RMB'000)	Percentage of revenue (%)	Commencement of collaboration	Payment method	Credit period (days)	Products/solutions purchased
Customer Q . . .	Established in 2021, Customer Q is a Shandong-based company that focuses on the development of biological feed with a registered capital of RMB5.0 million.	9,558	7.1	2026	Bank transfer	N/A	Robotics solutions
Customer R . . .	Established in 2007, Customer R is a Liaoning-based company that focuses on the production of seasonings with a registered capital of RMB150.0 million.	4,425	3.3	2025	Bank transfer and bank acceptance bills	N/A	Robotics solutions
Customer S . . .	Established in 2002, Customer S primarily engages in professional technical services with a registered capital of RMB585.6 million.	3,568	2.6	2026	Bank transfer and bank acceptance bills	30	Robotics solutions
Customer T . . .	Established in 2024, Customer T is a Jiangsu-based company that primarily engages in the manufacturing of computers, communications and other electronic devices with a registered capital of RMB10.0 million.	3,514	2.6	2025	Bank transfer and bank acceptance bills	180	High-payload cobots and parallel robots
Total		34,418	25.5				

For the year ended December 31, 2025

Customer	Background	Transaction amount (RMB'000)	Percentage of revenue (%)	Commencement of collaboration	Payment method	Credit period (days)	Products/solutions purchased
Customer A	Established in 1955, Customer A is a Dubai-based company that focuses on food manufacturing, trading, distribution and retail services.	10,136	4.0	2025	Bank transfer	N/A	Robotics solutions
Customer B	A Guangzhou-based automated equipment manufacturing enterprise that primarily focuses on the R&D, manufacturing and sales of lithium battery production equipment with a registered capital of RMB5.0 million.	7,231	2.8	2024	Bank transfer and bank acceptance bills	90	Parallel robots

BUSINESS

Customer	Background	Transaction amount <i>(RMB'000)</i>	Percentage of revenue <i>(%)</i>	Commencement of collaboration	Payment method	Credit period <i>(days)</i>	Products/ solutions purchased
Customer C	A Jiangsu-based manufacturing company that primarily focuses on the R&D, production and sales of intelligent equipment, electromechanical devices and machinery with a registered capital of RMB25.0 million.	7,150	2.8	2020	Bank transfer	15	Robotics solutions
Customer D	A Zhuhai-based manufacturing company that primarily focuses on the research, production and sales of electronic atomization devices with a registered capital of RMB50.0 million.	6,004	2.4	2024	Bank transfer	60	Parallel robots
Customer E	Established in 2018, Customer E is a Shandong-based company that focuses on the wholesale of edible agricultural products and food sales with a registered capital of RMB10.0 million.	5,953	2.4	2025	Bank transfer	N/A	Robotics solutions
Total		36,474	14.4				

For the year ended December 31, 2024

Customer	Background	Transaction amount <i>(RMB'000)</i>	Percentage of revenue <i>(%)</i>	Commencement of collaboration	Payment method	Credit period <i>(days)</i>	Products/ solutions purchased
Customer F	A Jiangsu-based company that specializes in research and development, technology transfer, technical consulting and related technical services in the field of machinery with registered capital of RMB10.0 million.	8,230	6.1	2022	Bank transfer	N/A	Robotics solutions
Customer G	A company listed on the Hong Kong Stock Exchange that specializes in the production of fruit snacks, with a registered capital of RMB67.35 million.	7,626	5.6	2023	Bank transfer	10	Robotics solutions
Customer H	A Korean company focusing on industrial robots and robotics solutions.	5,409	4.0	2024	Bank transfer	N/A	High-payload cobots and parallel robots
Customer I	A Shandong-based R&D manufacturer focusing on intelligent equipment for packaging automation with registered capital of RMB20.0 million.	4,381	3.2	2020	Bank transfer	N/A	Parallel robots

BUSINESS

Customer	Background	Transaction amount (RMB'000)	Percentage of revenue (%)	Commencement of collaboration	Payment method	Credit period (days)	Products/solutions purchased
Customer J	A Changsha-based public company listed on the Shenzhen Stock Exchange that specializes in the production and sales of snack food with registered capital of RMB272.71 million.	3,967	2.9	2023	Bank transfer	5	Robotics solutions
Total		29,612	21.9				

For the year ended December 31, 2023

Customer	Background	Transaction amount (RMB'000)	Percentage of revenue (%)	Commencement of collaboration	Payment method	Credit period (days)	Products/solutions purchased
Customer K	A Chengdu-based company that specializes in the provision of automated and intelligent equipment for the traditional food industry and the Chinese herbal medicine slices industry with registered capital of RMB39.2 million.	5,466	5.8	2022	Bank transfer	7	Robotics solutions
Customer L	A Beijing-based company that specializes in the development and production of talent training and teaching training equipment in the fields of intelligent manufacturing with registered capital of RMB20.0 million.	4,308	4.6	2022	Bank transfer	N/A	Robotics solutions
Customer M	A Hangzhou-based company that specializes in the sales of electrical machinery equipment and software with registered capital of RMB2.0 million.	3,770	4.0	2022	Bank transfer	N/A	Parallel robots
Customer N	A Jiangxi-based company that specializes in the manufacturing and sales of daily-use ceramic products with registered capital of RMB20.0 million.	3,054	3.3	2022	Bank transfer	N/A	Robotics solutions
Customer O	A Foshan-based company that specializes in the production and sales of packaging machinery and related equipment with registered capital of RMB10.0 million.	2,542	2.7	2021	Bank transfer	60	Parallel robots
Total		19,140	20.5				

BUSINESS

To our best knowledge, all of our five largest customers in each period during the Track Record Period were independent third parties. As of the Latest Practicable Date, none of our Directors, their associates or any of our Shareholders (who or which, to the best knowledge of our Directors owned more than 5% of our issued share capital) had any interest in any of our five largest customers in each period during the Track Record Period.

OUR SUPPLIERS

Our suppliers primarily consist of vendors of (i) components, such as reducers, motors, carbon fiber tubes and aluminum shafts; and (ii) equipment, such as computer numerical control machine tools, sheet metal cutting equipment and bending machines. Prior to engaging a new supplier, we typically evaluate a variety of factors, including the supplier’s pricing, payment terms, variety of supplied materials, regulatory compliance, relevant business certifications and overall financial health. We then conduct a rigorous supplier evaluation that includes (i) deploying a cross-functional team of three specialists from our procurement and quality control departments to perform an on-site audit of the supplier’s facilities, assessing factors such as its size and capacity, equipment condition, staff competency and overall operational management; (ii) testing product samples for quality and performance; and (iii) carrying out a trial small-batch procurement phase that typically lasts three to five months to evaluate reliability and consistency. In addition, we review our suppliers’ performance at least annually based on their quality management systems, relevant product quality and certifications, the timeliness and accuracy of their deliveries, their ability to handle spot or urgent orders, price competitiveness and after-sales service support.

To mitigate the impact of price fluctuations in components, equipment and raw materials, we not only closely monitor market trends and maintain proactive communication with our suppliers, but also leverage our substantial purchasing volume to strengthen our negotiating power and conduct structured price reviews with key suppliers once to twice annually, adjusting terms in line with prevailing market conditions. Our Directors confirm that, during the Track Record Period, there were no material price fluctuations in the components, equipment or raw materials that we procured from our suppliers, any material breaches of our procurement agreements with our suppliers or any material delays in our suppliers’ delivery. During the Track Record Period and up to the Latest Practicable Date, we did not have any difficulty in obtaining adequate components, equipment and raw materials for our production, and we do not anticipate significant difficulties in obtaining alternative sources of supply if necessary.

Our purchases from our five largest suppliers in each period during the Track Record Period were RMB23.6 million, RMB30.1 million, RMB28.5 million and RMB29.2 million, respectively, representing 24.4%, 22.0%, 23.3% and 28.2% of our total purchases, respectively. The purchases from our largest supplier in each period during the Track Record Period were RMB6.5 million, RMB8.1 million, RMB6.6 million and RMB12.1 million, respectively, representing 6.7%, 5.9%, 5.4% and 11.6% of our total purchases, respectively.

The following tables set forth the details of our five largest suppliers during the Track Record Period:

For the six months ended June 30, 2026

Supplier	Background	Transaction amount (RMB'000)	Percentage of total purchases (%)	Commencement of collaboration	Payment method	Credit period	Products/ services provided
Supplier G	A Shandong-based company that specializes in the production and sales of industrial automation control systems and machinery equipment with registered capital of RMB100.0 million.	12,066	11.6	2023	Bank transfer and bank acceptance bills	60	Drive modules, transmission modules and customized functional components

BUSINESS

Supplier	Background	Transaction amount <i>(RMB'000)</i>	Percentage of total purchases <i>(%)</i>	Commencement of collaboration	Payment method	Credit period	Products/ services provided
Supplier D . . .	A Shanghai-based company that specializes in machinery parts and component processing and machinery equipment manufacturing with registered capital of RMB5.0 million	5,162	5.0	2022	Bank transfer	30	Non-standard parts and conveyor lines
Supplier C . . .	A Suzhou-based company that primarily provides intelligent testing equipment and technical services for the food, consumer goods and pharmaceutical industries.	4,460	4.3	2021	Bank transfer	N/A	Intelligent testing equipment
Supplier J . . .	A Shandong-based company that primarily specializes in the manufacturing of transmission equipment and automation components.	4,101	4.0	2021	Bank transfer and bank acceptance bills	60	Transmission equipment and automation components
Supplier B . . .	A Tianjin-based company that specializes in hydraulic power machinery and component manufacturing.	3,404	3.3	2015	Bank transfer and bank acceptance bills	90	Machinery parts and machined parts
Total		<u>29,193</u>	<u>28.2</u>				

For the year ended December 31, 2025

Supplier	Background	Transaction amount <i>(RMB'000)</i>	Percentage of total purchases <i>(%)</i>	Commencement of collaboration	Payment method	Credit period	Products/ services provided
Supplier D	A Shanghai-based company that specializes in machinery parts and component processing and machinery equipment manufacturing with registered capital of RMB5.0 million.	6,605	5.4	2022	Bank transfer	30	Non-standard parts and conveyor lines
Supplier A	A Shanghai-based company, which is a wholly-owned subsidiary of a public company listed on the Shenzhen Stock Exchange and specializes in automatic control systems and instrumentation, with registered capital of RMB100.0 million.	6,581	5.4	2019	Bank transfer and bank acceptance bills	30	Motor, drive
Supplier B	A Tianjin-based company that specializes in hydraulic power machinery and component manufacturing.	6,072	5.0	2015	Bank transfer and bank acceptance bills	90	Machinery parts and machined parts

BUSINESS

Supplier	Background	Transaction amount (RMB'000)	Percentage of total purchases (%)	Commencement of collaboration	Payment method	Credit period	Products/ services provided
Supplier C	A Suzhou-based company that primarily provides intelligent testing equipment and technical services for the food, consumer goods and pharmaceutical industries.	5,629	4.6	2021	Bank transfer	N/A	Intelligent testing equipment
Supplier E	A Xi'an-based company focusing on the R&D and production of carbon fiber and composite technology equipment with registered capital of RMB555.18 million.	3,593	2.9	2018	Bank transfer and bank acceptance bills	60	Filter or Carbon fiber product
Total		<u>28,480</u>	<u>23.3</u>				

For the year ended December 31, 2024

Supplier	Background	Transaction amount (RMB'000)	Percentage of total purchases (%)	Commencement of collaboration	Payment method	Credit period	Products/ services provided
Supplier F	A Shanghai-based public company listed on Shenzhen Stock Exchange that specializes in application development in the field of electrical drives and motion control technology with registered capital of RMB663.06 million.	8,110	5.9	2015	Bank transfer and bank acceptance bills	60	Motor
Supplier B	A Tianjin-based company that specializes in hydraulic power machinery and component manufacturing.	7,171	5.2	2015	Bank transfer and bank acceptance bills	90	Machinery parts and machined parts
Supplier G	A Shandong-based company that specializes in the production and sales of industrial automation control systems and machinery equipment with registered capital of RMB100.0 million.	6,415	4.7	2023	Bank transfer and bank acceptance bills	60	Motor, drive
Supplier A	A Shanghai-based company, which is a wholly-owned subsidiary of a public company listed on the Shenzhen Stock Exchange and specializes in automatic control systems and instrumentation, with registered capital of RMB100.0 million.	4,327	3.2	2019	Bank transfer and bank acceptance bills	30	Motor, drive

BUSINESS

Supplier	Background	Transaction amount (RMB'000)	Percentage of total purchases (%)	Commencement of collaboration	Payment method	Credit period	Products/services provided
Supplier H	A Wuxi-based company that specializes in the research and production of precision planetary gearboxes with registered capital of RMB12.63 million.	4,056	3.0	2022	Bank transfer and bank acceptance bills	60	Gear reducers
Total		30,079	22.0				

For the year ended December 31, 2023

Supplier	Background	Transaction amount (RMB'000)	Percentage of total purchases (%)	Commencement of collaboration	Payment method	Credit period	Products/services provided
Supplier F	A Shanghai-based public company listed on Shenzhen Stock Exchange that specializes in application development in the field of electrical drives and motion control technology with registered capital of RMB663.06 million.	6,504	6.7	2015	Bank transfer and bank acceptance bills	60	Gear reducer
Supplier D	A Shanghai-based company that specializes in machinery parts and component processing and machinery equipment manufacturing with registered capital of RMB5.0 million.	5,176	5.3	2022	Bank transfer	30	Non-standard parts and conveyor lines
Supplier B	A Tianjin-based company that specializes in hydraulic power machinery and component manufacturing.	5,095	5.3	2015	Bank transfer and bank acceptance bills	90	Machinery parts and machined parts
Supplier A	A Shanghai-based company, which is a wholly-owned subsidiary of a public company listed on the Shenzhen Stock Exchange and specializes in automatic control systems and instrumentation, with registered capital of RMB100.0 million.	3,692	3.8	2019	Bank transfer and bank acceptance bills	30	Motor, drive parts
Supplier I	A company that specializes in the production and sales of metal materials with registered capital of RMB3.0 million.	3,126	3.2	2021	Bank transfer	30	Non-standard parts
Total		23,593	24.4				

BUSINESS

We typically issue purchase orders to our suppliers. The salient terms of our purchase orders are set forth below:

- **Payment.** We typically stipulate the specific payment terms based on the type of components or equipment we procure.
- **Quality Assurance and Warranty.** We typically require that the components or equipment we procure meet our quality standards. Should we identify any defects, our suppliers are typically responsible for arranging returns and/or replacements.
- **Delivery.** Our suppliers are typically responsible for delivering the components or equipment to our designated location.

As of the Latest Practicable Date, to our best knowledge, none of our Directors, their associates or any of our Shareholders (who or which, to the best knowledge of the Directors owned more than 5% of our issued share capital) had any interest in any of our five largest suppliers.

OVERLAPPING CUSTOMERS AND SUPPLIERS

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

Customer I, one of our five largest customers in 2024, was also our supplier. Customer I primarily purchased parallel robots from us and sold material handling systems to us. In 2023, 2024 and 2025 and the six months ended June 30, 2026, the revenue that we generated from Customer I amounted to RMB0.9 million, RMB4.4 million, RMB5.7 million and RMB3.1 million, respectively, accounting for 1.0%, 3.2%, 2.3% and 2.3% of our total revenue, respectively. In 2023, 2024 and 2025 and the six months ended June 30, 2026, our purchase from Customer I amounted to nil, RMB0.5 million, RMB0.6 million and RMB0.9 million, respectively, accounting for nil, 0.4%, 0.5% and 0.8% of our total purchase, respectively.

Customer O, one of our five largest customers in 2023, was also our supplier. Customer O primarily purchased parallel robots from us and sold packaging machines, discharging machines and case packing workstations to us. In 2023, 2024 and 2025 and the six months ended June 30, 2026, the revenue that we generated from Customer O amounted to RMB2.5 million, RMB2.0 million, RMB1.7 million and RMB0.4 million, respectively, accounting for 2.7%, 1.5%, 0.7% and 0.3% of our total revenue, respectively. In 2023, 2024 and 2025 and the six months ended June 30, 2026, our purchase from Customer O amounted to RMB1.2 million, RMB0.5 million, RMB0.2 million and RMB0.1 million, respectively, accounting for 1.2%, 0.3%, 0.2% and 0.1% of our total purchase, respectively.

Supplier C, one of our five largest suppliers in 2025 and the six months ended June 30, 2026, was also our customer. Supplier C primarily purchased parallel robots from us and sold intelligent testing equipment to us. In 2023, 2024, 2025 and the six months ended June 30, 2026, our purchase from Supplier C amounted to nil, RMB0.1 million, RMB5.6 million and RMB4.5 million, respectively, accounting for nil, 0.1%, 4.6% and 4.3% of our total purchase, respectively. In 2023, 2024, 2025 and the six months ended June 30, 2026, the revenue that we generated from Supplier C amounted to nil, RMB0.1 million, RMB2.2 million and RMB0.7 million, respectively, accounting for nil, 0.1%, 0.9% and 0.5% of our total revenue, respectively.

BUSINESS

Supplier D, one of our five largest suppliers in 2023, 2025 and the six months ended June 30, 2026, was also our customer. Supplier D primarily purchased parallel robots from us and sold non-standard parts and conveyor lines to us. In 2023, 2024, 2025 and the six months ended June 30, 2026, our purchase from Supplier D amounted to RMB5.2 million, RMB3.5 million, RMB6.6 million and RMB5.2 million, respectively, accounting for 5.3%, 2.6%, 5.4% and 5.0% of our total purchase, respectively. In 2023, 2024, 2025 and the six months ended June 30, 2026, the revenue that we generated from Supplier D amounted to nil, nil, RMB0.3 million and RMB0.5 million, respectively, accounting for nil, nil, 0.1% and 0.4% of our total revenue, respectively.

Negotiations of the terms of our purchases from and sales to our overlapping customers and suppliers were conducted on an individual basis and such purchases and sales were neither inter-connected nor inter-conditional with each other. As such, our Directors are of the view that all of our purchases from and sales to our overlapping customers and suppliers were conducted in the ordinary course of business under normal commercial terms, based on our genuine business needs and in arm’s length transactions.

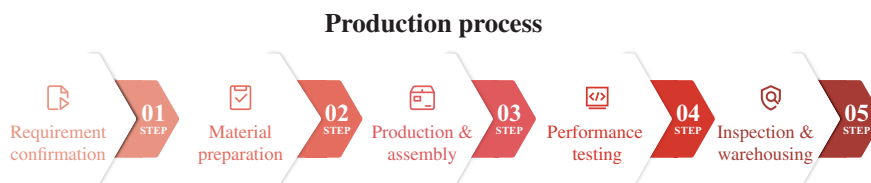
OUR PRODUCTION

During the Track Record Period, we manufactured and delivered our robots and robotics solutions to customers through our production facilities.

We formulate our production plans based on customer demand while also taking into account our inventory levels and production facility utilization rates. We have implemented a rigorous set of production and operational policies to ensure our compliance with applicable national and international industry standards. We conduct regular inspections to assess the condition of our production facilities and perform necessary repairs and maintenance accordingly. Furthermore, we have established and enforce a strict reporting system to document all equipment incidents and malfunctions, maintaining comprehensive records of all related events.

Our Production Processes

We arrange our production primarily based on the orders we receive and the inventory level of our standardized robots. Production of our standardized robots typically commences when our inventory falls below our safety stock level, whereas production of our customized robots and robotics solutions typically commences upon our entering into a sales agreement with a customer and receipt of the corresponding customer’s down payment. Our production process follows five major steps: (i) requirement confirmation; (ii) material preparation; (iii) production and assembly; (iv) performance testing; and (v) inspection and warehousing. The following diagram illustrates the major steps of our production process:



- **Requirement confirmation.** For non-standard products or solutions, our sales and production departments take the lead in finalizing production requirements through a technical protocol and subsequently form a dedicated project team. For standard products, our production department directly formulates production plans based on sales forecasts from our sales department and our safety stock level.
- **Material preparation.** We prepare materials for our production using our ERP system. For standard products, we create a bill of materials (BOM) and generate a material requirement planning (MRP) schedule by taking into account our inventory level. For

BUSINESS

non-standard products or solutions, we initiate specialized procurement based on a customized BOM, manage materials with long lead time and coordinate with our suppliers. We examine all materials before proceeding to production to ensure quality and traceability.

- ***Production & assembly.*** All activities during production and assembly follow a quality management system. We manufacture standard products via modular assembly lines, adhering to standard operating procedures to ensure quality consistency through process specifications and inspection records. We manufacture and tune non-standard robots via modular assembly lines according to specialized drawings and processes. We manufacture robotics solutions according to our production plans, starting with the manufacturing and tuning of individual parts, followed by final assembly and integration.
- ***Performance testing.*** All products must pass tests covering performance, safety and reliability, the focus and methods of which differ by product type. Our standard products undergo a standardized inspection process to ensure each unit meets our quality standard. We test our non-standard robots by verifying whether their customized functions and performance meet their design requirements. We test our nonstandard robotics solutions by conducting system integration debugging and trial runs to validate if the system meets customer requirements in terms of production capacity, cycle time and long-term operational stability.
- ***Inspection & Warehousing.*** Standard products that pass the performance tests undergo standardized operations, such as cleaning, labeling, packaging and warehousing, before they are shipped. Non-standard robots must pass their customized performance tests before entering the shipment preparation process. Non-standard robotics solutions are required to undergo a simulation under real-world operating conditions to ensure that all indicators meet the specifications outlined in the technical protocol. Upon successful simulation, the robotics solutions transition to the delivery preparation phase.

Our Production Facilities

As of June 30, 2026, we had five production facilities in Tianjin, Wuxi, Suzhou and Xinxiang. The following table sets forth the details of our production facilities:

Location	Gross Floor Area	Main Function
	(sq.m.)	
Tianjin	5,808	Production of parallel robots
Wuxi	9,676	Production of high-payload cobots
Suzhou (Kunshan)	3,653	Production of high-speed SCARA robots
Suzhou (Wujiang)	4,089	Assembly of robotics solutions
Xinxiang	1,355	Machining operation

BUSINESS

Our Tianjin production facility primarily manufactures parallel robots. Its designed production capacity increased from 800 units in 2023 to 1,200 units in 2024 and further to 1,500 units in 2025, and increased from 650 units in the six months ended June 30, 2025 to 1,150 units in the six months ended June 30, 2026, primarily because (i) to meet the rapid growth in downstream market demand, we began engaging outsourced labor in 2023 to supplement manpower for the key processes in our production, such as assembly and wiring harnesses, while also adjusting the workload of existing production personnel to improve equipment utilization and output capacity; (ii) we consolidated and optimized our suppliers for core materials such as servo motors and reducers, shortening procurement cycles and effectively supporting the sustained release of production capacity; and (iii) leveraging our MES and ERP systems, we monitor production bottlenecks in real time and dynamically allocate resources, while strengthening front-end and back-end coordination to improve supply chain responsiveness; in addition, through a pre-communication for large orders from key customers, we have enhanced the accuracy of capacity planning and overall production efficiency.

The designed production capacity of our Suzhou (Kunshan) production facility decreased from 400 robots in 2024 to 250 in 2025, primarily because a portion of the production capacity of our Suzhou (Kunshan) production facility was transferred to our Wuxi production facility following its commencement of operation in 2025. Our Suzhou (Kunshan) production facility was originally responsible for the R&D of new products as well as the assembly and testing of high-payload cobots and high-speed SCARA robots. However, (i) due to space constraints at the facility and the risk of production management conflicts, and (ii) given that our Wuxi production facility with larger floor space and more comprehensive supporting infrastructure commenced operations in early 2025, making it better suited for the scaled production of high-payload cobots, we proceeded to dismantle certain production equipment from our Suzhou (Kunshan) production facility, including the dedicated assembly lines and test benches for high-payload cobots, in the first quarter of 2025, and transported them to our Wuxi production facility for reinstallation and commissioning. We also relocated key personnel responsible for the production of high-payload cobots, including production supervisors and engineers, and transferred all work-in-process inventory and dedicated materials, from our Suzhou (Kunshan) production facility to our Wuxi production facility, ensuring a seamless transfer of technical expertise and management experience without any disruption to production. Following the transfer, our Wuxi production facility handles the production of all of our high-payload cobots. Benefiting from its larger floor space and more efficient layout, our designed production capacity for high-payload cobots has increased from 200 units to 600 units per year.

BUSINESS

The following table sets forth the designed production capacities, actual production and utilization rates of our production facilities by type of products during the Track Record Period:

	For the years ended December 31,						For the six months ended June 30,					
	2023			2024			2025			2026		
	Designed production capacity	Actual production	Utilization rate	Designed production capacity	Actual production	Utilization rate	Designed production capacity	Actual production	Utilization rate	Designed production capacity	Actual production	Utilization rate
Parallel robot	800	754	94.3	1,200	1,107	92.3	1,500	1,429	95.3	650	621	95.5
High-speed SCARA robots	-	-	-	200	161	80.5	250	180	72.0	100	78	78.0
High-payload cobots .	-	-	-	200	184	92.0	600	577	96.2	150	113	75.3
										300	269	89.7

BUSINESS

Outsourced Production

During the Track Record Period, we outsourced the processing of selected components, such as wire harnesses, to third-party manufacturers in situations involving urgent timelines or internal production capacity constraints. Typically, under outsourced production arrangements, we supply raw materials to the third-party manufacturers, which process them and return to us the finished products, at which point we pay the corresponding processing fee. When selecting third-party manufacturers, we primarily consider their qualifications, production capacity, location, outsourced manufacturing costs and delivery timeframes.

Our outsourced production is limited to the assembly processes and does not involve the transfer or authorization of our proprietary technologies. In 2023, 2024 and 2025 and the six months ended June 30, 2026, the cost of our outsourced production was RMB0.2 million, RMB0.4 million, RMB0.6 million and RMB0.7 million, respectively.

INVENTORY MANAGEMENT AND LOGISTICS

Our successful business operation is reinforced by our comprehensive inventory management and logistics systems.

Inventory Management

Our inventories primarily include raw materials, work-in-progress and finished goods. As of December 31, 2023, 2024 and 2025 and June 30, 2026, our inventories were RMB58.4 million, RMB70.8 million, RMB42.6 million and RMB54.1 million, respectively. See “Financial Information—Discussion of Certain Balance Sheet Items—Inventories.” To effectively balance inventory and production, we have implemented the following inventory management policies: (i) for core components such as reducers and motors, we maintain strategic stockpiles with safety stock levels, and when our core component inventory falls below the safety stock levels, our system automatically alerts us and prompts replenishment; (ii) for standard, low-cost materials such as screws, we maintain relatively low inventory levels, while for higher-priced materials with longer lead times, we strategically stock more when the market prices are favorable; (iii) for non-standard components and equipment, our procurement and production volumes are determined by our sales volume; and (iv) our logistics department holds weekly meetings with our sales department to gather demand forecasts for the upcoming week, month and quarter, based on which our logistics department aggregates material requirements for each product and shares them with our suppliers to facilitate proactive stocking. Our inventory control policies enable us to maintain high standards in inventory performance and rapid responsiveness to market demands. During the Track Record Period and up to the Latest Practicable Date, we did not experience any material delay in product delivery as a result of a shortfall in our inventory.

Logistics

Typically, we store our raw materials and finished products in the designated areas of the factories that we rent, and we engage third-party logistics service providers to deliver the products that pass our quality inspection to our customers. We generally enter into logistics agreements with our logistics service providers, and our logistics service providers are required to pick up and deliver our products at and to the designated locations as specified in the logistics agreements.

During the Track Record Period and up to the Latest Practicable Date, we did not experience any material disruptions or damage in relation to product delivery.

QUALITY CONTROL AND AFTER-SALES SERVICES

Quality Control

We are committed to maintaining a high level of quality and safety for our products and solutions. We have designed and implemented stringent monitoring and quality control protocols across the procurement and production stages to ensure our product integrity. Our product quality department holds full authority over the inspections of all incoming materials, including raw materials and components, which are conducted through standardized procedures using regularly

BUSINESS

calibrated measuring instruments. Incoming materials that pass our inspections are formally documented and stored, while non-conforming materials are separately stored and subject to a cross-functional review for disposition. This process extends to a rigorous final pre-shipment audit, where each product undergoes a multi-dimensional defect screening across mechanical and electrical design, component quality and assembly integrity, with only fully compliant products approved for customer release.

As advised by our PRC Legal Advisors, in the event of an accident, personal injury or property damage caused by the defect or malfunction of our products, we might be subject to civil, administrative and criminal penalties under the relevant provisions of the Product Quality Law of the PRC, the Civil Code of the PRC and the Criminal Law of the PRC, respectively. Nonetheless, as a result of our commitment to quality control, we did not experience any material sales returns or any material legal claims due to product liability and quality control issues, and we did not recall any products during the Track Record Period and up to the Latest Practicable Date. See “Risk Factors — Risks Relating to Our General Operations and Industry — We may be subject to product liability claims if our products or solutions contain defects, and we could incur significant expenses to remediate such defects. As a result, our reputation could be damaged and we could lose market shares, and our business, results of operations and financial condition may be adversely affected.”

After-sales Services

We value user experience and are committed to delivering attentive user services. We believe that our reputation is built upon our ability to provide quality and effective after-sales and technical support to our users to their satisfaction.

We typically provide twelve-month warranties as stated in our sales agreement with our customers. Our warranty covers defects in materials, workmanship and performance against agreed specifications. During the warranty period, we will repair or replace any non-conforming product or service at no additional cost. Following the warranty period, maintenance and repair services are available at the customer’s expense. As of December 31, 2023, 2024 and 2025 and June 30, 2026, our provision for product warranties was RMB1.5 million, RMB2.0 million, RMB2.3 million and RMB2.8 million, respectively.

COMPETITION

We operate in the global industrial robot market and primarily compete with a number of domestic and international industrial robot manufacturers. The market in which we operate is highly competitive and characterized by high entry barriers in technical expertise, industry know-how, manufacturing capacity, brand recognition and regulatory compliance. Driven by factors such as supportive national policies, labor shortages, increasing demand for responsive and efficient production lines as well as technological advancement in AI, both the market size and penetration rate of industrial robots are expected to grow rapidly. According to Frost & Sullivan, (i) the size of the global parallel robot market is projected to reach RMB9.7 billion by 2030, representing a CAGR of 11.4% between 2025 and 2030; (ii) the size of the global SCARA robot market is projected to reach RMB25.1 billion by 2030, representing a CAGR of 12.0% between 2025 and 2030; (iii) the size of the global cobot market is projected to reach RMB32.3 billion by 2030, representing a CAGR of 28.6% between 2025 and 2030; and (iv) the size of the global high-speed industrial robot market is projected to reach RMB14.7 billion by 2030, representing a CAGR of 12.2% between 2025 and 2030. See “Industry Overview.”

According to Frost & Sullivan, in 2025 we ranked second among global parallel robot manufacturers in terms of global shipment volume with a market share of 7.7%, and first among parallel robot manufacturers in China in terms of shipment volume in China with a market share of 20.4%. In addition, we ranked first among high-speed industrial robot manufacturers in China in terms of shipment volume in China with a market share of 13.4%. We believe that we are well prepared to excel in industry competition. However, we operate in a highly competitive industry. Failure to compete effectively could adversely affect our market share, growth and profitability. See “Risk Factors — Risks Relating to Our General Operations and Industry — Our business, results of operations and financial condition could be adversely affected if we fail to compete with our competitors in the highly competitive robotics industry.”

BUSINESS

EMPLOYEES

As of June 30, 2026, we had 390 employees. All of our employees are based in China. The following table sets forth a breakdown of our employees by function as of June 30, 2026:

Function	Number of Employees	%
Production	115	29.5
R&D	99	25.4
Commissioning	82	21.0
Sales and Marketing	66	16.9
Finance and Administrative	28	7.2
Total	390	100.0

We consider our talent pool to be a primary source of our competitive advantage. Our success is directly linked to our ability to attract, retain and motivate qualified professionals. To this end, we recruit talent from various channels, including on-campus job fairs and online recruitment platforms, selecting the best-fit candidates for every role. Once on board, we are committed to our employees’ continuous growth. Our investment in our employees’ career development includes (i) onboarding training on job skills, business awareness and corporate culture; and (ii) on-the-job training provided by industry experts. These initiatives are designed to enhance our employees’ professional knowledge, polish their skillsets and foster a deep connection with our company culture. To recognize and reward our employees’ contribution, we offer a competitive remuneration package based on qualifications, experience and role. We conduct regular performance reviews, linking rewards such as bonuses and promotions directly to individual achievement and performance.

We maintain positive and cooperative relationships with our employees. During the Track Record Period and up to the Latest Practicable Date, we did not experience any labor disputes or strikes that had a material adverse impact on our business operation and financial performance.

Social Insurance and Housing Provident Funds

We are required by PRC laws and regulations to make contributions for our employees’ social insurance and housing provident funds. During the Track Record Period, we did not make adequate contributions to certain of our employees’ social insurance and housing provident funds (the “Shortfall”), which amounted to RMB3.7 million, RMB5.1 million, RMB5.1 million and RMB2.7 million, respectively. See “Risk Factors — Risks Relating to Doing Business in the Jurisdictions Where We Operate — We face certain legal and regulatory risks relating to social insurance and house provident fund.” Nevertheless, as advised by our PRC Legal Advisors, the possibility that the relevant competent authorities will (i) impose on us any administrative penalties or late fees for the Shortfall, or (ii) the centralized collection of the Shortfall is remote, provided that (i) there are no material changes to the current PRC applicable laws, regulations, policies and their enforcement, (ii) we and our holding subsidiaries have not received any material complaints or reports from any employees, and (iii) we fulfill our commitment to pay any arrears within the time limit required by the relevant administrative authorities when so requested.

With respect to administrative penalties or late fees for the Shortfall, we were advised by our PRC Legal Advisors that the Interpretation II of the Supreme People’s Court of the PRC on Certain Issues Concerning the Application of Law in the Trial of Labor Dispute Cases (《關於審理勞動爭議案件適用法律問題的解釋(二)》) (the “Interpretation”) may subject us to the risk of being ordered by a court to pay the Shortfall. Pursuant to the Interpretation, in a dispute between a company and its employees regarding social insurance funds, if the court finds that the company has failed to make full contributions for its employees, the company would be subject to the risk of being ordered by the court to pay the outstanding amounts, but no administrative penalty would be imposed on the company. As advised by our PRC Legal Advisors, considering that, as of the Latest Practicable Date, (i) we had contributed to all of our employees’ social insurance funds, with the only non-compliance being our failure to contribute in full based on certain employees’ actual

BUSINESS

wages; (ii) we had not been involved in any material employee complaints or any material labor disputes concerning employment or social insurance matters; and (iii) there had not been any unresolved social insurance complaints against us, our Directors are of the view that the Shortfall is not a material or systematic non-compliance. Based on the advice of the PRC Legal Advisors above, nothing has come to the attention of the Sole Sponsor to cast doubt on the Directors’ view and basis above. In addition, (a) we had undertaken that if any of our employees files a claim with a court for the payment of outstanding social insurance contributions and such claim is upheld in a final judgment, we will comply with the relevant judgment in accordance with law; and (b) Mr. Liu had undertaken that if the relevant competent authorities require us or our subsidiaries to pay any outstanding amounts, administrative penalties or late fees relating to our contribution to our employees’ social insurance and housing provident funds, they will bear such amounts, administrative penalties or late fees in full. Based on the foregoing, our Directors are of the view that the Shortfall will not have a material adverse impact on our operation or financial performance.

With respect to centralized collection of the Shortfall, we were advised by our PRC Legal Advisors that the risk of centralized collection of the Shortfall is low. According to the Group’s Credit Report (Certificate of No Violation) (《信用報告(無違法違規證明版)》), neither we nor our subsidiaries have any record of violations in the areas of human resources and social security, social insurance or social security. Furthermore, pursuant to the Notice on Steadily and Orderly Carrying Out the Work Related to the Collection and Administration of Social Insurance Premiums (No. 142 [2018] of the General Office of the State Administration of Taxation) (《關於穩妥有序做好社會保險費徵管有關工作的通知》(稅總辦發[2018]142號)) promulgated by the State Administration of Taxation on September 13, 2018, relevant competent authorities would not initiate a centralized collection the Shortfall against us, and so long as we complete the required rectification within the prescribed timeline upon receiving their notice, they would not impose administrative penalties on us either. Considering that, as of the Latest Practicable Date, (i) neither we nor our subsidiaries had received any material complaints or reports from our employees; and (ii) we and Mr. Liu have each undertaken to pay the Shortfall within the prescribed timeline when requested by the relevant government authorities, our PRC Legal Advisors are of the view that the risk of the Shortfall being subject to centralized collection or of we being subject to administrative penalties by the competent authorities is remote, and we did not make any provisions for the Shortfall.

INSURANCE

During the Track Record Period, we purchased property all risks and employees’ accident insurance, which we believe was adequate and, according to Frost & Sullivan, was consistent with industry norm.

As of the Latest Practicable Date, we had not purchased product liability insurance, primarily because (i) our products are mainly used in the food and beverage, consumer goods, pharmaceuticals, renewable energy, consumer electronics and automotive industries, where safety and stability requirements for robots are extremely high; accordingly, we have incorporated ample safety redundancy, such as multiple protection mechanisms, into our product designs to ensure our robots’ reliability during high-speed, high-precision operation; (ii) we have implemented end-to-end quality control through the ISO 9001 quality management system, covering raw material procurement, production processes and outgoing testing, to ensure that every robot meets safety standards; (iii) since our inception, we had served over 1,000 customers without ever experiencing any material safety incident or customer claim arising from product defects; and (iv) while our property all-risks insurance primarily covers our own assets, in the event of a product liability incident, our property all-risks insurance can partially cover property losses incurred by us, and any loss of customer property would be covered by our customers’ own property insurance or resolved through mutual agreement. During the Track Record Period and up to the Latest Practicable Date, save for an insurance claim of RMB0.5 million in 2024 for damages to our inventory as well as plant, property and equipment caused by a storm flood in Kunshan, we did not make any material insurance claim in relation to our business.

BUSINESS

PROPERTIES

Land Use Rights

As of the Latest Practicable Date, we owned the land use rights of two land parcels. We have obtained the land ownership certificate of one land parcel with a GFA of approximately 1,500 sq.m. and another land parcel with a GFA of approximately 22,000 sq.m., on which we plan to construct a production facility for high-speed industrial robots.

Property Owned

As of June 30, 2026, we owned one property with a GFA of approximately 1,200 sq.m. in China. We leased part of it to a third party for office use. As of June 30, 2026, we had obtained the title certificate for such property. As of June 30, 2026, we did not have any single property with a book value accounting for 15% or more of our total assets, no single property interest that forms part of our property activities had a carrying amount representing 1% or more of our consolidated total assets, and the total carrying amount of property interests not valued did not exceed 10% of our consolidated total assets. According to Chapter 5 of the Hong Kong Listing Rules and section 6(2) of the Companies Ordinance (Exemption of Companies and Prospectuses from Compliance with Provisions) Notice, this document is exempt from the requirements of section 342(1) of the Companies (Winding Up and Miscellaneous Provisions) Ordinance to include all interests in land or buildings in a valuation report as described under paragraph 34(2) of the Third Schedule of the Companies (Winding Up and Miscellaneous Provisions) Ordinance.

Leased Properties

As of June 30, 2026, we leased eight properties from third parties with an aggregate GFA of approximately 25,900 sq.m. in China. We leased these properties primarily for office, R&D and production purposes. As of June 30, 2026, we had not completed the registration of three lease agreements (the “Lease Agreements”) for our leased properties (the “Unregistered Leased Properties”) with an aggregate GFA of approximately 15,000 sq.m. with the relevant government authorities in China, primarily due to the lessors’ failure to provide valid property ownership certificates. These leased properties are primarily used for production and office purposes. According to PRC laws and regulations, we might be ordered by the relevant government authorities to register the Lease Agreements within a prescribed period, and we might be subject to a fine ranging from RMB1,000 to RMB10,000 for each non-registered lease if we fail to comply. As of the Latest Practicable Date, we had not received any notice requiring us to vacate such premises due to any third-party challenge to the lessors’ leasehold right, nor were we aware of any ongoing disputes in respect of such leases. As advised by our PRC Legal Advisors, the validity and enforceability of the Lease Agreements are not affected. See “Risk Factors — Risks Relating to Our General Operations and Industry — We may face risks and uncertainties associated with our existing properties and the future construction and expansion of production and operational facilities.”

Considering that (i) (a) the GFA of the Unregistered Leased Property in Xinxiang accounted for only 5.2% of the total GFA of our leased properties, and the production equipment installed therein can be readily dismantled, transported and reinstalled within a week at relatively low cost; (b) the GFA of the Unregistered Leased Property in Shenzhen accounted for only 3.3% of the total GFA of our leased properties and it is used exclusively for office and R&D purposes with numerous alternatives of comparable size and rent in the vicinity; and (c) regarding the Unregistered Leased Property in Wuxi, we have obtained written confirmation from the relevant competent authority, confirming that there is no expropriation plan for the land on which the Unregistered Leased Property sits, and therefore there is no risk of relocation or demolition; (ii) even if we were subject to fines for leasing the Unregistered Leased Properties, the statutory amount of such fines is low; (iii) as advised by our PRC Legal Advisors, if the defective titles of the Unregistered Leased Properties cause losses to us, the landlords are liable for such losses; (iv) Mr. Liu has undertaken to indemnify us for all losses arising from any defects in the leased properties, our Directors are of the view, nothing has come to the attention of the Sole Sponsor to cast doubt on such Directors’ view, that our business operations and financial performance would not be materially and adversely affected even if we are required to vacate the Unregistered Leased Properties.

BUSINESS

LICENSES, APPROVALS AND PERMITS

We are obligated to maintain numerous licenses, permits and approvals to operate legally. We actively monitor our compliance status to ensure all requisite authorizations are in place. As confirmed by our PRC Legal Advisors, during the Track Record Period and up to the Latest Practicable Date, we possessed all such licenses, permits and approvals material to our existing business operations in China.

LEGAL PROCEEDINGS AND COMPLIANCE

We may from time to time become a party to legal, arbitral or administrative proceedings arising in the ordinary course of our business. As advised by our PRC Legal Advisors, during the Track Record Period and up to the Latest Practicable Date, we complied with the applicable laws and regulations in relation to our business operations in all material respects, had not been and were not a party to any material legal, arbitral or administrative proceedings, and were not aware of any pending or threatened legal, arbitral or administrative proceedings against us or our Directors that could, individually or in the aggregate, have a material adverse effect on our business, financial condition and results of operations.

DATA SECURITY AND PRIVACY

During the Track Record Period and up to the Latest Practicable Date, we did not collect any personal data from our customers other than their basic information, such as their business registration details, contact persons and addresses, as necessary and strictly in accordance with applicable PRC laws and regulations on data privacy and security with our customers’ prior consent. We have no access to the data captured by the robots sold to and controlled by our customers. All data that we collected in the PRC were stored in the PRC.

To protect data privacy and security in full compliance with relevant PRC laws and regulations, we have implemented the following measures:

- ***Confidential System.*** We operate and maintain a suite of dedicated, access-controlled systems, including our R&D data management system, ERP system, CRM system, internal file storage (NAS) system and enterprise communication system, to protect the security of the data we collect.
- ***Strict Access Control and Authorization.*** Permissions to access our systems are strictly based on our employees’ job requirements. For instance, typically, our engineers could only access data relevant to their specific projects and our sales personnel could only access their assigned customer accounts. Any request for system access or modification must be submitted through a formal, centralized approval process, and a dedicated register is maintained to track all permissions, ensuring timely updates for any changes or revocations.
- ***Secure Endpoint Device Management.*** We enforce rigorous controls on endpoint devices and prohibit computers that handle sensitive data from connecting to public networks or non-approved external storage devices. Our dedicated security team also conducts regular, quarterly security inspections of our employees’ endpoint devices to ensure ongoing compliance and identify potential vulnerabilities.

These measures are integral to our compliance program, ensuring the effective protection of all the data that we collect and store. As advised by our PRC Legal Advisors, considering that (i) we primarily engaged in the production of hardware, such as robots, core components and complete machine assembly, as well as the R&D of embedded software, such as robot control systems and vision systems, and were not involved in data-related businesses, such as robot cloud services, data collection, storage or analysis; (ii) in our daily operations, other than processing a limited amount of basic customer information, such as business registration details, contact persons and addresses, necessary for contract performance and routine business operations, we did not process any important data including user data, operational data or industrial data; and (iii) as of the Latest Practicable Date, we had not been imposed any penalties from regulatory authorities in relation to data privacy or security, although there were cross-border data transmission during the Track

BUSINESS

Record Period, the information involved was non-sensitive, non-personal and non-important data. Accordingly, such data does not constitute “important data” under the Data Security Law of the People’s Republic of China or other relevant laws and regulations, nor does it fall within the scope of data transfers requiring security assessment under the Measures for Security Assessment of Cross-Border Data Transfers. As such, our Directors are of the view that we complied with the applicable data privacy and security laws and regulations during the Track Record Period and up to the Latest Practicable Date.

During the Track Record Period and up to the Latest Practicable Date, we did not experience any material data leakage or data loss, nor did we experience any material unauthorized use of customers’ or distributors’ information.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE

We are committed to being a responsible corporate citizen by complying with applicable laws, regulations and recognized market practices while fully integrating environmental, social and governance (“ESG”) considerations into our daily operations. We have established an ESG governance framework led by our Board of Directors (the “Board”), extending to key areas such as green operations, sustainable supply chain development and fostering a diverse and inclusive workplace, with the objective of driving long-term sustainable development.

During the Track Record Period and up to the Latest Practicable Date, we have complied in all material respects with all applicable environmental, occupational health and safety and other relevant laws and regulations in China.

Governance

To achieve coordinated and sustainable development in the economic, social and environmental dimensions and to actively fulfill our corporate social responsibilities, our Board has authorized the establishment of a three-tier ESG management structure, comprising the ESG Management Committee and the ESG Working Group.

The Board, as the highest decision-making and governance body for ESG-related matters, is responsible for leading and assuming ultimate accountability for our ESG governance. It supervises and reviews our ESG-related development strategies, objectives, plans and other matters that may have a significant impact, assesses and determines ESG-related risks and opportunities and ensures that our Group maintains an effective ESG risk management and internal control system.

The ESG Management Committee, consisting of members from our senior management, serves as the executive body responsible for ESG management. Its main duties include (i) monitoring and analyzing laws, regulations and policies in the ESG field; (ii) identifying and managing ESG-related risks and opportunities that may have a material impact on the business; and (iii) evaluating our overall ESG performance and proposing corresponding recommendations.

The ESG Working Group operates under the ESG Management Committee as the implementation body for ESG initiatives. It is primarily responsible for (i) promoting the execution of ESG topics; (ii) monitoring their progress; and (iii) regularly collecting, consolidating and reporting on the performance and case studies managed by respective responsible departments. Responsibility for each ESG topic is assigned to a group of department heads.

Environment

We actively implement the concept of sustainable development, integrating ecological and environmental protection requirements into our development strategy and corporate governance. We proactively participate in ecological civilization construction and related work concerning pollution prevention and control, resource conservation, ecological protection and climate change response, ensuring that environmental impacts are minimized throughout our entire production and operation process.

BUSINESS

Greenhouse Gas (GHG) Emissions

During the Track Record Period, our GHG emissions primarily originated from Scope 1 direct emissions generated from the vehicles we own and Scope 2 indirect GHG emissions associated with our consumption of purchased electricity. Our Scope 3 GHG emissions mainly include category 5, associated with waste generated in operations, and 6, associated with business travel. The following table sets forth our GHG emissions for the years indicated:

GHG Emissions	Unit	For the year ended December 31,			For the six months ended June 30, 2026
		2023	2024	2025	
Scope 1: Direct GHG Emissions	t CO2e	27	27	13	5
Scope 2: Indirect GHG Emissions	t CO2e	511	667	639	380
Scope 3: Other GHG Emissions	t CO2e	129	162	150	75
Total GHG Emissions	t CO2e	667	855	801	459
Total GHG Emission Intensity	t CO2e/RMB million revenue	7.13	6.32	3.17	3.40

Our total GHG emissions increased from 667 t CO2e in 2023 to 801 t CO2e in 2025 in tandem with our business growth as our revenue increased from RMB93.5 million in 2023 to RMB252.7 million in 2025. Specifically, such increase was primarily attributable to (i) an increase in our Scope 2 GHG emissions, which mainly came from the electricity that we purchased, from 511 t CO2e in 2023 to 639 t CO2e in 2025, reflecting the operation of additional assembly lines that supported the production of our robots and assembling of our robotics solutions; and (ii) an increase in our Scope 3 GHG emissions, which were mainly associated with emissions from business travels, from 129 t CO2e in 2023 to 150 t CO2e in 2025, as partially offset by a decrease in our Scope 1 GHG emissions from 27 t CO2e in 2023 to 13 t CO2e in 2025 due to the phase-out of our fossil-fuel vehicles, lower utilization of our remaining fossil-fuel fleet and increased mileage of electric vehicles.

Energy Consumption

To improve our energy utilization efficiency and reduce energy consumption, we have implemented internally the Energy Consumption Management Regulation, which primarily includes the following:

- *Air conditioning operating management:* air conditioning is activated and deactivated based on seasonal temperature changes; and
- *Electrical equipment and power usage management:* implement daytime shutdown and nighttime patrol mechanism to strictly regulate electricity usage.

The following table sets forth our electricity consumption for the years indicated:

Electricity Consumption	Unit	For the year ended December 31,			For the six months ended June 30, 2026
		2023	2024	2025	
Total Electricity Consumption	MWh	810	1,085	1,059	642
Total Electricity Consumption Intensity	MWh/RMB million revenue	8.66	8.02	4.19	4.75

BUSINESS

Our total electricity consumption increased from 810MWh in 2023 to 1,085MWh in 2024, which was commensurate with our overall business expansion. As we enhanced our energy efficiency management in our production process, our total electricity consumption remained relatively stable between 2024 and 2025 despite our continuous business expansion.

Hazardous and Non-Hazardous Waste

Our operations produce both hazardous and non-hazardous waste. We have implemented Waste Management Regulations to standardize the classification, collection and disposal of waste generated during our production and business operations to reduce environmental pollution, ensure production safety and comply with national environmental protection regulations.

Our core competencies reside in robotic system integration, AI algorithm development and high-precision calibration. By procuring main parts and components from suppliers, we avoid the substantial environmental footprint associated with traditional heavy manufacturing operations. Since we did not perform casting, welding, chemical coating or other processes that typically generate industrial hazardous waste, our production line produced no hazardous waste attributable to manufacturing activities. All hazardous waste generated by us during the Track Record Period consisted solely of (i) office consumables, such as used batteries, discarded inkjet and toner cartridges, and obsolete computer parts; and (ii) small quantities of non-hazardous packaging materials used to protect incoming components, which were disposed of through recycling or municipal waste management channels. Our non-hazardous waste mainly consists of wastepaper, waste plastics and domestic waste. Domestic waste is typically handed over to our property management for centralized disposal.

The following table sets forth the amount of non-hazardous waste that we generated for the years indicated:

Non-Hazardous Waste	Unit	Year ended December 31,			For the six months ended June 30, 2026
		2023	2024	2025	
Total Non-Hazardous Waste	tonnes	4	6	8	4
Total Non-Hazardous Waste Intensity . . .	tonnes/RMB million revenue	0.05	0.04	0.03	0.03
Recycled Non-Hazardous Waste (from the above total)	tonnes	–	–	0.003	–

Our total non-hazardous waste increased from 4 tonnes in 2023 to 8 tonnes in 2025, primarily because as our production output increased, we used more packaging materials prior to the shipment and delivery of our robots and robotics solutions to our customers, which was commensurate with our overall business expansion.

Recycled non-hazardous waste represented the packaging materials, waste plastics and general domestic waste that we recycled.

Water Consumption

Municipal water supply is the primary source of our water supply and we have no issues in securing suitable water sources. Our water consumption increased during the Track Record Period, mainly due to the growth of our business. The following table sets forth our water consumption for the years indicated:

Water Consumption	Unit	Year ended December 31,			For the six months ended June 30, 2026
		2023	2024	2025	
Total Water Consumption	m ³	2,765	3,184	3,832	1,650

BUSINESS

Water Consumption	Unit	Year ended December 31,			For the six months ended June 30, 2026
		2023	2024	2025	
Total Water Consumption Intensity	m ³ /RMB million revenue	29.57	23.54	15.15	12.22

Our total water consumption increased from 2,765 cubic meters in 2023 to 3,832 cubic meters in 2025, which was commensurate with our overall business expansion.

Environmental Targets

To better control our energy consumption and monitor our emissions, we have set the following quantitative targets based on our energy consumption and GHG emissions in 2023. We will also establish more comprehensive internal measures after the [REDACTED] with the assistance of external ESG consultants.

Strategy theme	Reduction targets by 2030
GHG Emission reduction	35% reduction in GHG emission intensity
Electricity consumption reduction	35% reduction in electricity consumption intensity
Water consumption	25% reduction in water consumption intensity
Hazardous waste discharge	15% reduction in hazardous waste intensity
Non-hazardous waste discharge	15% reduction in non-hazardous waste intensity

Climate Change Risks and Opportunities

We recognize that climate-related issues pose varying degrees of threats to our operations while simultaneously presenting new opportunities. The climate-related risks that we have identified can be categorized into two primary types: physical risks and transition risks.

Physical risks refer to the risks related to the physical impacts of climate change, including acute risks and chronic risks. In terms of acute risks, our operations are confronted with risks brought about by extreme weather events such as heavy rain and floods. These incidents have a particularly severe impact on facilities and may lead to power outages and work stoppages. In terms of chronic risks, we are confronted with the long-term risk of climate change. The continuous high temperatures caused by global warming may increase the energy consumption of our cooling equipment, thereby raising operating costs.

Transition risks refer to medium and long-term financial risks related to the shift towards a lower-carbon economy, for example, changes in climate-related policies and regulations, technological changes or changes in market sentiment. If we fail to meet the market’s demand for high-efficiency and low-carbon products in a timely manner, it may lead to customer loss and a decline in operating performance.

We also recognize that climate change may create opportunities for our business operations and financial performance when we endeavor to mitigate and adapt to it. Specifically, these opportunities cover these dimensions: resource efficiency, product and service innovation and market expansion. To seize such opportunities, we leverage our products and technologies to advance technology for sustainability, addressing environmental and social pain points through technological applications.

BUSINESS

Social

Employee Rights and Welfare

We consider our talent pool to be a primary source of our competitive advantage. We adhere to all applicable labor laws and regulations in China in all material respects, including the Labor Law of the PRC, the Labor Contract Law of the PRC and the Implementing Regulations of the Labor Contract Law. We strictly prohibit the use of child labor and any form of forced labor, ensure that all employment is voluntary and are committed to safeguarding the lawful rights and interests of our employees.

Occupational Health and Safety

We prioritize the health and safety of our employees. Through the safety education module in our Employee Handbook, we systematically disseminate knowledge on workplace safety, traffic safety, electrical safety and fire safety. We also provide annual health check-ups for our employees, striving to maintain a safe, orderly and healthy working environment.

During the Track Record Period and up to the Latest Practicable Date, we have complied in all material respects with all applicable labor, employment and occupational health and safety laws and regulations in China, and no material work-related injuries, safety incidents or corresponding penalties had occurred.

Supplier Management

We are committed to integrating sustainable governance practices into our overall operations, particularly within supply chain management. Suppliers of core components or those engaging in operations with environmental implications are required to provide environmental compliance certificates or commitment letters.

We have established internal regulations, including the Supplier Management Regulations and Supplier Evaluation and Grading Management Regulations, which systematically govern supplier onboarding, performance assessment and dynamic grading. Our suppliers are required to comply with specified standards covering safety, environmental protection and quality management systems prior to onboarding. Our procurement and relevant departments conduct regular dynamic reviews of suppliers and address any identified issues promptly. Suppliers that fail to meet the evaluation standards will have their cooperation terminated and onboarding qualifications revoked. Furthermore, we conduct annual comprehensive evaluations of suppliers and implement a tiered management system based on the results.

PATH TO PROFITABILITY

We operate in a rapidly growing robot industry and have demonstrated a clear path towards sustainable profitability as a commercially established company. During the Track Record Period, we achieved significant financial improvement. We recorded net losses of RMB39.3 million and RMB47.1 million, respectively, in 2023 and 2024, but in 2025, we turned profitable and recorded a net profit of RMB0.7 million, maintaining a strong growth momentum, which marked a milestone on our path to sustainable profitability. We recorded net losses of RMB28.8 million in the six months ended June 30, 2026, primarily attributable to our [REDACTED] and increased R&D expenses. Our [REDACTED] are one-off expenditures and do not impact our underlying profitability. In addition, we stepped up our R&D expenses primarily to capture market demand and growth opportunities presented by emerging products, such as embodied intelligent robots and space robotic arms. In light of the foregoing, our Directors are of the view that the short-term net loss will not alter our profitability or underlying earnings capacity.

We believe that our path to sustainable profitability is clearly defined and will be continuously driven by (i) the rapid growth of our revenue; (ii) our ongoing cost optimization; and (iii) our continuous improvements in operational efficiency.

BUSINESS

Rapid Revenue Growth

Rapid Growth in the Global Industrial Robot Market

Between 2021 and 2025, the combined market for parallel, SCARA and cobots expanded steadily, with the global market increasing from approximately RMB19.2 billion to approximately RMB29.0 billion, while China’s market grew from approximately RMB5.1 billion to approximately RMB8.7 billion. Driven by the accelerating adoption of intelligent manufacturing, this segment is expected to maintain strong momentum, with the global and China’s markets projected to reach roughly RMB67.1 billion and RMB25.2 billion by 2030, representing CAGRs of approximately 18.2% and 23.6%, respectively, from 2025 to 2030.

Furthermore, the continued advancement of AI and embodied intelligence is expected to further expand the addressable market for industrial robots. Enhancements in perception, control and autonomous decision-making capabilities are likely to broaden the application scenarios and unlock additional long-term growth potential for the industrial robot market.

Continuous Technological Advancement and Product Iteration

We have established a core strategic focus on high-speed industrial robots. Leveraging parallel robots as our core products, the shared underlying technologies and synergistic product development, we have built a comprehensive product portfolio that consists of parallel robots, high-speed SCARA robots, high-payload cobots and embodied intelligent robots. According to Frost & Sullivan, (i) in terms of shipment volume in 2025, we ranked first among parallel robot companies in China and second among global parallel robot companies; and (ii) in terms of shipment volume of high-speed industrial robots in 2025, we ranked first in the high-speed industrial robot market in China and fourth in the global high-speed industrial robot market. We plan to solidify our leadership in the high-speed industrial robot industry while consistently pursuing technological advancement and product iteration to increase the penetration rate of our products and solutions across downstream industries. We plan to continually enrich our new product portfolio in alignment with industry trends and customer demands, introducing products such as smart cleaning robots, space robotic arms and force-controlled humanoid arms, thereby further broadening the scope of our business. The following table sets forth our specific plans for upgrading and iterating the products we sold during the Track Record Period, including the planned enhancements, respective development timelines and expected outcomes:

Product	Upgrade	Target by 2026	Target by 2027	Expected Results
Parallel robots & high-speed SCARA robots	Motion control algorithm optimization	<p>Enhance operational intelligence and ease-of-use:</p> <ul style="list-style-type: none"> – Based on the integrated drive-control architecture, develop adaptive parameter tuning functionality to reduce on-site commissioning time – Optimize interface by introducing graphical programming and a task template library to lower the entry barrier for users – Improve dynamic trajectory tracking accuracy and enhance adaptive picking capability under complex incoming material conditions 	<p>Comprehensive robot performance upgrades</p> <ul style="list-style-type: none"> – Achieve deep iteration of motion control algorithms, raising the standard cycle time of key models by 5%–8%. – Leverage the real-time advantages of the integrated drive-control architecture to further optimize vibration suppression during high-speed start/stop operations – Enhance repeat positioning accuracy to meet the demands of application scenarios that demand high precision 	<ul style="list-style-type: none"> – Further improve market share in traditional industries, such as food and beverage and pharmaceuticals – Expand into other application scenarios that require high precision, such as semiconductors

BUSINESS

Product	Upgrade	Target by 2026	Target by 2027	Expected Results
High-payload cobots . . .	<ul style="list-style-type: none"> – Upgrade cobots with payload of 35kg and 40kg – Develop cobots with payload of 50kg 	<ul style="list-style-type: none"> – Launch cobots with payload of 35kg for medium-payload palletizing – Launch cobots with payload of 40kg for increased working height and expanded working space to accommodate diverse application scenarios – Develop the engineering prototype for cobots with payload of 50kg 	<ul style="list-style-type: none"> – Continue to optimize cobots with payloads of 35kg and 40kg based on customer feedbacks to enhance their operational stability under complex working conditions – Develop a high-reliability version of cobots with payload of 50kg and achieve small-batch sales 	Expand product matrix of high-payload cobots by offering more payload options
Embodied intelligent robots	<ul style="list-style-type: none"> – Optimize multi-modal perception and navigation systems – Enhance autonomous decision-making capabilities 	<ul style="list-style-type: none"> – Complete perception system upgrade to enable environmental modeling and dynamic target tracking in more complex scenarios – Partner with AI large model providers to complete foundational technology selection and initiate engineering integration of decision-layer algorithms – Complete delivery under the letter of intent with the education institute to validate product reliability in university and laboratory settings – Pursue pilot applications in industrial scenarios such as material handling and sorting 	<ul style="list-style-type: none"> – Complete deep optimization of the perception-decision-execution closed loop to enhance adaptive capabilities and task success rates in dynamic environments – Continuously iterate based on scenario-specific data to develop replicable industry-specific solution – Iterate and enhance products to expand their presence across a broader range of academic institutions – Develop replicable, industry-specific solutions for industrial applications and scale up their deployment 	<ul style="list-style-type: none"> – Develop embodied intelligent robots with capabilities for environmental understanding, autonomous decision-making and task generalization – Penetrate high-value markets such as industrial automation, education, commercial services and special operations

BUSINESS

The following table sets out our specific plans for developing new products, including the planned iterations, respective development timelines and expected outcomes:

Product	Target by 2026	Target by 2027	Expected Results
Space robotic arm . .	Complete conceptual design, prototype production, prototype testing, flight model production and verification testing	<ul style="list-style-type: none"> – Conduct joint integration and testing with the host satellite – Perform the first in-orbit operation, collect extraterrestrial operational data and implement the product iteration based on on-orbit performance feedback 	Commercialize space robotic arms to target the aerospace sector
Smart cleaning robots	Complete the development of an engineering prototype for a toilet cleaning robot that integrates a collaborative arm and cleaning system	Commence commercialization	Commercialize smart cleaning robots to target the consumer service sector

Broadening Customer Base and Strong Customer Loyalty

As a driving force behind the adoption of high-speed industrial robots, we have cultivated a diversified customer base that spans multiple industries, including food and beverage, consumer goods, pharmaceutical, renewable energy, consumer electronics and automotive. As of the Latest Practicable Date, we had offered our robotics products and solutions to over 1,000 customers, providing a broad and solid foundation for our future business growth. While our customer base continues to expand, we have also maintained strong customer loyalty. During the Track Record Period, over half of our parallel robot customers were repeat buyers. Leveraging established trust with our customers and product synergies, as of June 30, 2026, approximately 49% of the customers of our high-payload cobots were existing customers of our parallel robots. Strong customer loyalty not only reduces our customer acquisition costs but also provides clear growth expectations for our high-payload cobot products, creating a growth flywheel powered by increasing market penetration as well as high repurchase and demand conversion rates.

To broaden our customer base, we plan to (i) deepen our market presence in the food and beverage, consumer goods and pharmaceutical industries by leveraging our leading market position to capture new demand from our existing customers, including the deployment of our solutions across their additional production lines or new facilities; (ii) focus on high-growth sectors such as consumer electronics, automotive and renewable energy by developing customized solutions to increase our penetration in advanced manufacturing; (iii) accelerate our overseas expansion to develop a second growth curve, targeting key regions such as East Asia, Southeast Asia, the Middle East, Europe and North America through localized services and a demonstrative flagship project; during the Track Record Period, our revenue from overseas markets grew from RMB3.4 million in 2023 to RMB26.5 million in 2025, with its revenue contribution increasing from 3.6% in 2023 to 10.5% in 2025, and our revenue from overseas markets grew from RMB2.3 million in the six months ended June 30, 2025 to RMB8.6 million in the six months ended June 30, 2026, with its revenue contribution increasing from 2.4% in the six months ended June 30, 2025 to 6.4% in the six months ended June 30, 2026, and our products were showcased at international exhibitions such as the Hannover Messe; and (iv) continue to expand our product matrix to meet various customer needs across different industries and application scenarios.

To strengthen customer loyalty, we plan to focus on building a full-lifecycle service system to enhance customer experience. Supported by a dedicated service team of nearly 100 professionals as of June 30, 2026, we are committed to ensuring rapid response, efficient delivery and continuous support. Our service standards include a one-hour response time, on-site arrival within 24 hours and issue resolution within 72 hours, with commissioning typically completed in three to five days for

BUSINESS

standard scenarios and within 10 to 15 days for complex projects. We will also promote cross-selling and repeat purchases by enhancing product synergy across our portfolio. Our parallel robots have achieved a repeat purchase rate of over 50% and approximately 49% of our high-payload cobot customers had previously purchased our parallel robots. Furthermore, our forward design methodology enables us to quickly respond to customer-specific application needs with customized solutions, deepening customer reliance on our technology. As of the Latest Practicable Date, we had accumulated over 1,000 use cases across niche scenarios and all of our core technologies were developed in-house, giving us the agility to deliver rapid customization. Lastly, we plan to continue to strengthen our brand image through high-profile industry benchmark projects, participation in international exhibitions as well as authoritative certifications and awards.

Continuous Expansion in Overseas Markets

The demand for parallel robots, high-speed SCARA robots, high-payload cobots and embodied intelligent robots in the overseas markets remains strong. In particular, the overseas high-speed industrial robot market is several times larger than the domestic market. During the Track Record Period, the shipment volume of our robots in overseas markets remained below that in the domestic market. As our products continue to be validated across diverse application scenarios within China, we anticipate growing interest and demand from international customers. Moving forward, we plan to substantially increase our investment in overseas markets, accelerating the deployment of sales channels and technical support teams in key regions, such as East Asia, Southeast Asia, the Middle East, Europe and North America. Such focused expansion is designed to elevate our overseas sales scale and cultivate new avenues for business growth.

Our overseas expansion is driven by a combination of market opportunity, strategic necessity and operational momentum. Domestically, the industrial robot market has become increasingly competitive, with leading players facing pronounced product homogenization. In contrast, the overseas industrial robot market continues to expand, with an estimated market size of US\$10.6 billion in 2026, according to Frost & Sullivan, offering substantial headroom for growth. Notably, our overseas operation has already demonstrated strong momentum, with revenue from overseas markets growing from RMB3.4 million in 2023 to RMB26.5 million in 2025, and from RMB2.3 million in the six months ended June 30, 2025 to RMB8.6 million in the six months ended June 30, 2026, providing a solid foundation for further expansion.

Regionally, we are targeting both established and emerging high-growth markets. Established markets, such as East Asia (particularly Japan and South Korea), Europe (particularly Germany and Italy) and North America have high levels of automation and stable demand for high-speed, high-precision industrial robots. Meanwhile, emerging high-growth markets such as Southeast Asia and the Middle East are driven by rapid manufacturing upgrades and rising labor costs. Key application sectors in these regions, including food and beverage, consumer goods, pharmaceutical and renewable energy, align closely with the core positioning of our parallel robots and high-speed SCARA robots, creating strong product-market fit.

Expanding our global footprint also serves as a critical risk mitigation strategy. Reliance on a single market exposes us to cyclical fluctuations in domestic manufacturing and macroeconomic policies. By diversifying our revenue base across multiple regions, we can better absorb the impact of industry cycles, regulatory changes and geopolitical uncertainties. Geographic diversification also allows us to optimize our global production capacity allocation, enhancing our overall resilience and long-term sustainability.

Finally, overseas expansion is integral to strengthening our brand presence and technological competitiveness. Entering overseas markets elevates the global profile of our brand and supports the broader mission of advancing Chinese industrial robot on the world stage. Moreover, exposure to diverse regional technical standards and customer requirements will in turn drive our R&D capabilities forward, enabling us to continuously refine and iterate our technologies to meet evolving global market needs.

Our overseas expansion strategy is structured across five key regions, each with a tailored approach designed to leverage market opportunities, build on existing strengths and ensure long-term growth.

BUSINESS

East Asia

In East Asia, we plan to focus on Japan, South Korea and Taiwan, China, where we will promote our parallel robots and high-speed SCARA robots, targeting applications in food processing, electronics manufacturing and pharmaceutical packaging. We intend to steadily advance our development of distribution channels and customer acquisition between 2026 and 2028 to progressively increase market penetration.

Such approach is highly feasible given the strong alignment between our product offerings and regional market demand. Japan and South Korea are traditional powerhouses in industrial robots, with new installations reaching 47,600 units in Japan and 33,400 units in South Korea in 2025, driven largely by electronics and automotive manufacturing, sectors that closely match our application strengths. Technically, our products have already obtained key international certifications such as CE and KCS, meeting regional standards and our technological edge in high-speed, high-precision applications addresses niche gaps in the local market. During the Track Record Period, we already had a distributor in South Korea that has generated a consistent stream of orders, providing a strong foundation to expand further in the country, while our existing overseas customer base will help facilitate entry into Japan and Taiwan, China, reducing the barriers to market entry.

The sustainability of our expansion in East Asia is underpinned by strong customer stickiness. Manufacturers in this region place a premium on equipment stability and precision and our products, which have already been proven across over 1,000 customers in China, deliver the reliability required to build lasting relationships. Our continued R&D investment will enable us to further optimize our products for regional needs, developing customized solutions for electronics manufacturing and automotive component processing while staying abreast of emerging trends such as humanoid robots and cobots. In addition, the high degree of trade facilitation and low tariff barriers in East Asia, together with local government support for manufacturing automation upgrades, provide a favorable policy environment for sustained growth.

Southeast Asia

In Southeast Asia, we plan to concentrate on Thailand, Singapore and Indonesia and gradually expand to Vietnam and Malaysia. Our focus will be on promoting cost-competitive parallel robots and high-payload cobots, targeting applications in food and beverage, textiles and apparel and electronics assembly. Between 2026 and 2028, we plan to deepen our partnership with local distributors and enhance our localized service capabilities to steadily expand our market share.

As manufacturing continues to shift into the region, demand for automation is set to accelerate. Our cost competitiveness is another key advantage. With our manufacturing base in China, we benefit from economies of scale that allow us to offer products at prices 20% to 30% lower than leading international brands, aligning well with the cost-sensitivity of Southeast Asian enterprises. We also plan to optimize logistics through our core distribution partners to further reduce operational costs.

The sustainability of our expansion in Southeast Asia will be driven by policy tailwinds, as many Southeast Asian governments have introduced manufacturing upgrade initiatives that include tax incentives and subsidies for automation adoption. By investing in localized services, such as establishing technical support points and training local personnel, we plan to enhance customer experience and steadily grow our customer base. Looking ahead, we intend to set up regional warehousing hubs in key Southeast Asian locations within the next three years to shorten delivery lead times and enhance supply chain responsiveness, creating a durable foundation for continued expansion.

Middle East

In the Middle East, our focus will be on the UAE, Saudi Arabia and Turkey, where we will emphasize high-payload cobots and parallel robots for applications in food processing, petrochemicals and building materials. Our goal is to establish a comprehensive channel and service network between 2026 and 2028, enabling rapid market entry and enhanced brand recognition.

BUSINESS

The region’s thriving petrochemical sector generates significant demand for high-payload, high-precision automation equipment, while government-led economic diversification efforts are accelerating manufacturing growth. Turkey, as an emerging manufacturing hub, is experiencing rapid development in automotive and electronics assembly, with automation needs rising accordingly. We have already secured partnerships with two major trading companies in the region, leveraging their existing channel resources to accelerate market entry and we are actively participating in regional industrial automation exhibitions to build brand visibility in Dubai and beyond. Our high-payload cobots are well-suited to hazardous environments such as petrochemical facilities, addressing local demand for safe and efficient operations, while our parallel robots offer a differentiated solution for automotive and electronics assembly applications in Turkey.

The sustainability of our expansion in the Middle East will be reinforced by the nature of customer relationships in the region, where our customers, often large state-owned or multinational enterprises, tend to engage in long-term partnerships characterized by stable order volumes. To support these relationships, we plan to establish a service center in the UAE staffed with dedicated technical personnel to provide round-the-clock after-sales support, ensuring high customer satisfaction. We also plan to closely monitor regional trade and foreign exchange policies, collaborating with local partners to navigate regulatory developments and maintain business continuity.

Europe

Europe represents an important market for high-end industrial robots. We plan to focus initially on Germany and Italy and gradually expand into Spain, the UK, France and the Netherlands. Our parallel robots and high-speed SCARA robots are well positioned for automotive manufacturing, machinery and electronics applications. We plan to accelerate certification processes, deepen partnerships with local distributors and advance localized operations between 2026 and 2028 to increase our presence in the premium segment and contribute meaningfully to our overall overseas revenue targets.

Europe is a traditional stronghold for industrial robots, with new installations reaching 74,500 units in 2025. Germany alone accounted for 33% of this total with 24,600 units, while Italy ranked the second-largest market in the region. Demand for high-end robots remains robust and customers in Europe are generally willing to pay a premium for superior technology. Our products feature differentiated strengths in high-speed sorting and precision assembly that align well with the needs of European advanced manufacturing. With CE certification already in place, we have cleared a critical regulatory hurdle and we are currently in discussions with established distributors who bring extensive local customer networks and service capabilities. We are also progressing toward establishing a subsidiary in Germany in 2026, which will provide a localized operational base for further expansion.

The sustainability of our expansion in Europe will be driven by our deliberate brand-building efforts, including participation in leading trade fairs such as Hannover Messe and the Italian Packaging Exhibition, as well as collaborative research partnerships with local universities and research institutions to integrate into the regional innovation ecosystem. We will maintain strict compliance with EU regulations, including GDPR and environmental standards, while continuously refining our product designs to align with local technical and sustainability requirements.

North America

In North America, we will focus on the United States and Canada, promoting our high-precision parallel robots and embodied intelligent robots for applications in food processing, electronics manufacturing and automotive components. Between 2026 and 2028, we plan to advance product certifications, establish channel partnerships, build localized service capabilities and cultivate core customer accounts to support our broader overseas growth objectives.

North America is a key global market for industrial robots, with an installed base of 47,000 units in 2025, representing approximately 8% of the global total. Demand is strong for high-precision and intelligent automation solutions, particularly in electronics manufacturing and automotive components which align well with our product strengths. Moreover, North American customers are highly receptive to emerging technologies such as embodied intelligent robots and cobots, creating a favorable environment for introducing our newer product lines. Technically, we have initiated UL and FDA certifications for our products, which are essential for market access in

BUSINESS

food and pharmaceutical applications and expect to complete the process by the end of 2027. To accelerate market entry, we are already engaging with local equipment distributors who can leverage their established channel networks to help us gain initial traction.

The sustainability of our expansion in North America will be supported by a phased localization strategy, beginning with the establishment of sales and technical service points staffed by locally hired personnel to ensure rapid response times and meet the service expectations of North American customers. Over the longer term, we plan to establish a local R&D presence to better tailor our products to regional market needs. We are also proactively addressing potential risks by closely monitoring trade policy developments, collaborating with local partners to mitigate tariff impacts and building a robust intellectual property framework to protect our innovations. We also expect that the consistent investment in brand promotion through participation in North American automation trade shows will help us cultivate core customers and steadily build market share over time, laying a solid foundation for sustained long-term growth.

The policies and legal systems across these regions vary significantly, exposing us to potential risks such as trade barriers, tariff adjustments, foreign exchange controls and changes in industry regulatory policies. See “Risk Factors — Risks Relating to Our General Operations and Industry — We are subject to risks associated with international trade policies, geopolitics and trade protection measures, tariffs, rising political tensions and our business, financial condition and results of operations could be adversely affected. To that end, we plan to (i) establish a dedicated compliance team to conduct in-depth research into the policies, laws and regulations of each jurisdiction, ensuring that our operations remain compliant and that we complete necessary certifications and filings in advance; (ii) closely monitor policy developments across regions and put in place an early-warning mechanism to enable timely adjustments to our business strategy in response to policy changes; for instance, we plan to optimize our supply chain layout to mitigate the impact of tariff fluctuations; (iii) strengthen intellectual property protection by pursuing patents and trademark registrations in target regions and establishing mechanisms to safeguard our intellectual property rights against infringement; and (iv) maintain close communication with local partners and industry associations to stay informed of policy updates and seek to gain policy support where possible.

Benefiting from the abovementioned factors, our revenue exhibited consistent growth during the Track Record Period, increasing by 44.7% from RMB93.5 million in 2023 to RMB135.3 million in 2024, then by 86.8% to RMB252.7 million in 2025, and increased by 42.8% from RMB94.6 million in the six months ended June 30, 2025 to RMB135.1 million in the six months ended June 30, 2026. Our steady and rapid revenue growth provides a robust foundation and a clear pathway for achieving sustainable profitability.

Ongoing Cost Optimization

It has been our strategic focus to develop proprietary and controllable technologies. We have built a comprehensive technology ecosystem, covering foundational theory, underlying algorithms, core components and complete robotic systems. We ensure that all key technologies remain proprietary, providing our products with difficult-to-replicate technical barriers and continuously leading performance indicators. In our production, we plan to continuously increase the proportion of core components that we manufacture in-house. By manufacturing critical parts in-house and pursuing vertical supply chain integration, we aim to ensure stable production capacity and cost controllability. Such approach provides essential support for the scaled deployment of our multi-category products, which in turn is expected to further dilute our R&D expenses and production costs, leading to the ongoing optimization of our overall cost structure.

Continuous Improvement in Operational Efficiency

During the Track Record Period, our costs were continuously optimized, demonstrating a degree of economies of scale. Our gross profit steadily increased by 94.4% from RMB15.9 million in 2023 to RMB30.9 million in 2024, then by 149.3% to RMB76.9 million in 2025. Our gross profit also increased by 55.6% from RMB23.6 million in the six months ended June 30, 2025 to RMB36.7 million in the six months ended June 30, 2026. We anticipate that, as our revenue continues to grow rapidly and we continue to optimize our costs, we will realize greater economies of scale and our operational efficiency will be further enhanced.

BUSINESS

Furthermore, the ratio of our sales and marketing expenses as well as administrative expenses to revenue decreased from 44.3% in 2023 to 40.8% in 2024, and further to 23.7% in 2025. Such ratio increased from 19.6% in the six months ended June 30, 2025 to 28.4% in the six months ended June 30, 2026, primarily attributable to the [REDACTED] that we incurred.

SEASONALITY

Our business is subject to seasonal fluctuations. In particular, our revenue in the second half of a calendar year typically accounted for over 50% of our total revenue, which is mainly attributable to the procurement and financial management practices of our customers.

The primary reason for such seasonality is the standard corporate budgeting and capital expenditure cycle. A majority of our customers formulate their annual budgets and capital investment plans in the first half of a calendar year, and the subsequent approval, vendor selection and procurement processes typically lead to purchase orders, deliveries and installations being concentrated in the second half of the calendar year. Such practice generally aligns with our customers’ objective of deploying new capacity and technology in time for the following year’s production cycles. See “Risk Factors — Risks Relating to Our General Operations and Industry — Our business is subject to seasonal fluctuations.”

RISK MANAGEMENT AND INTERNAL CONTROL

We have put in place a set of risk management and internal control procedures to address various potential operational, financial, legal and market risks identified in relation to our operations. We also periodically review these procedures to ensure their effectiveness.

To monitor the ongoing implementation of our risk management policies and corporate governance measures after the [REDACTED], we have implemented, or will continue to implement, among other things, the following risk management measures:

- Establish an Audit Committee to review and supervise our financial reporting process and internal control system. For the qualifications and experience of the committee members, see “Directors and Senior Management;”
- Adopt various policies to ensure compliance with the Listing Rules, including, but not limited to, aspects related to risk management and connected transactions;
- Provide anti-corruption and anti-bribery compliance training periodically to our senior management and employees to enhance their knowledge and compliance with applicable laws and regulations, and include relevant policies against noncompliance in employee handbooks;
- Organize training sessions for our Directors and senior management in respect of the relevant requirements of the Listing Rules and duties of Directors of companies listed in Hong Kong;
- Enhance our reporting and records system for production facilities, including centralizing their quality assurance and safety management systems and conducting regular inspections of the facilities;
- Establish a set of emergency procedures in the event of major production safety-related issues;
- Provide enhanced training programs on quality assurance and production safety procedures;
- Strengthen fund management to prevent the misappropriation of funds, and enhance the efficiency of fund utilization; and
- Periodically review access to our IT systems.

BUSINESS

We have engaged an internal control consultant to conduct a general internal control review, which is associated with our major business processes, identifies deficiencies and areas for improvement, provides recommendations and reviews the implementation status of these remedial actions. As advised by our internal control consultant, no key issues or major deficiencies were identified during its internal control review. To ensure that the above compliance culture is embedded into our everyday workflow and sets clear expectations for individual behavior across our Group, we will regularly review our risk management policies and internal management procedures, adopt strict accountability internally and conduct compliance training. Our Directors are of the view that our enhanced internal control system is adequate and effective for our current operations.

AWARDS AND RECOGNITION

During the Track Record Period and up to the Latest Practicable Date, we received awards and recognition in connection with our business and products. The following table sets forth our selected awards and recognition:

Awarding Year	Award/Recognition	Awarding Entity
2023	National Specialized, Sophisticated, Differential and Innovative Small- and Mid-sized Enterprises (“SMEs”) (國家級“專精特新”小巨人)	Ministry of Industry and Information Technology
2023	Tianjin Specialized, Sophisticated, Differential and Innovative SMEs (天津市“專精特新”中小企業)	Tianjin Industry and Information Technology Bureau & Tianjin Finance Bureau
2023	National Intellectual Property Advantage Enterprise (國家知識產權優勢企業)	China National Intellectual Property Administration (CNIPA)
2023	Tianjin Technology-based SMEs (天津市科技型中小企業)	Tianjin Science and Technology Commission
2024	National High-Tech Enterprise (Re-certification) (國家高新技術企業)	Office of the National Leading Group for the Identification and Administration of High-Tech Enterprises
2024	Gaogong Golden Globe Annual Enterprise Award (高工金球獎年度企業獎)	Shenzhen Gaogong Consulting Co., Ltd.
2025	Tianjin Patent Excellence Award (天津市專利優秀獎)	Tianjin Municipal People’s Government
2025	Tianjin Science and Technology Progress First Prize (天津市科學技術進步一等獎)	Tianjin Science and Technology Bureau
2025	Tianjin Enterprise Technology Center (天津市企業技術中心)	Tianjin Industry and Information Technology Bureau, Tianjin Municipal Development and Reform Commission, Tianjin Science and Technology Commission & Tianjin Finance Bureau
2025	Industrial Robot High-End Application Award (工業機器人高端應用獎)	6th China Robot Industry Annual Conference