
SUMMARY

This summary aims to give you an overview of the information contained in this Document. As it is a summary, it does not contain all the information that may be important to you and is qualified in its entirety by, and should be read in conjunction with, the full text of this Document. You should read the entire [REDACTED] before you decide to [REDACTED] in the [REDACTED]. There are risks associated with [REDACTED]. Some of the particular risks in [REDACTED] in the [REDACTED] are set out in the section headed “Risk Factors” in this Document. You should read that section carefully before you decide to [REDACTED] in the [REDACTED].

OVERVIEW

We are a global supplier of power equipment and solutions. Driven by market demands, we leverage our proprietary core technologies and R&D capabilities to offer a product portfolio and solutions covering multiple application fields. We focus on sectors such as new energy, data center, power distribution, industrial control and lighting, mainly specializing in transformer equipment products. Moreover, we provide integrated solutions tailored to various application scenarios, empowering customers worldwide. Specifically, in addition to supplying individual products, we are offering a broader range of complementary equipment and components that form part of a complete power supply system, together with installation-related support and technical services where appropriate.

Transformer equipment is a critical component within the power equipment system, responsible for core functions of voltage conversion and energy transmission. Its core function is to enable efficient and safe energy conversion and isolation between different voltage levels through electromagnetic induction, ensuring stability and economic efficiency during power transmission. According to the “Standard Voltages” (GB/T 156–2017) transformer equipment can be classified by rated voltage level into low voltage (below 1kV), medium voltage (1kV-35kV) and high-voltage (above 35kV). Among them, medium-voltage transformer equipment serves as key distribution infrastructure for new energy and data center applications; and medium- and high-voltage transformer equipment play a particularly critical role in supporting emerging energy systems and large-scale computing infrastructure. During the Track Record Period, our medium-voltage transformer equipment products accounted for 68.9%, 70.7%, 68.0% and 70.2% of our total revenue in 2023, 2024, 2025 and the six months ended June 30, 2026, respectively. See “— Business” in this section for further information of our revenues generated from our medium-voltage transformer equipment products.

The transformer equipment industry value chain consists primarily of three segments: (i) upstream raw material supply — raw material suppliers which supply key materials including copper, aluminium, electromagnetic wire, silicon steel sheets, and insulation materials, (ii) midstream transformer equipment design, manufacturing and integration, and (iii) downstream applications in scenarios such as new energy, data centers, industrial manufacturing, and power grids.

Driven by the accelerating global energy structure transformation and expanding computing demand, overall power system load and complexity are increasing globally. This imposes higher requirements on the stable operation capabilities of transformer equipment under different operation conditions. It is estimated that global electricity demand will exceed 35,000 TWh by 2030, driving cumulative grid investment beyond USD2,000 billion and providing long-term demand support for power infrastructure upgrades. Transformer equipment is therefore evolving toward higher power density, lower losses, intelligent monitoring, and liquid cooling solutions to enable efficient power supply and real-time control. In addition, the application scenarios of transformer equipment continue to broaden, with emerging areas such as EV charging networks, energy storage systems, and hydrogen energy facilities further driving innovation in equipment design, materials, and system integration.

The global transformer equipment market expanded from RMB322.7 billion in 2021 to RMB436.8 billion in 2025, representing a CAGR of 7.9%, and is expected to reach RMB639.9 billion by 2030, with a CAGR of approximately 7.9% from 2025 to 2030. China’s transformer

SUMMARY

equipment market reached approximately RMB133.3 billion in 2025, accounting for 30.5% of the global market, and is expected to reach approximately RMB262.4 billion by 2030, with a CAGR of approximately 14.5% from 2025 onward.

Among them, the global medium-voltage transformer equipment market size increased from RMB103.6 billion in 2021 to RMB152.0 billion in 2025, with a CAGR of 10.1%, and is expected to expand to RMB227.2 billion by 2030, with a CAGR of approximately 8.4% from 2025 onward. For China’s medium-voltage transformer equipment market, it expanded from RMB25.6 billion in 2021 to RMB45.3 billion in 2025, with a CAGR of 15.3% and is expected to reach RMB93.9 billion by 2030, with a CAGR of approximately 15.7% from 2025 onward. See “Industry Overview” for more information.

Our Business

As of June 30, 2026, we had established a presence in over 60 countries and regions worldwide through an international sales network, serving customers across different industries and application domains with quality products and solutions. In 2025, the top five China-based suppliers in the global medium-voltage transformer equipment industry accounted for a 9.8% market share by revenue, with our Company ranking second among these China-based suppliers, with a 2.3% market share. Medium-voltage transformer equipment refers to a category of electrical equipment used within medium-voltage power grid systems to perform voltage transformation, power transmission, and power distribution. Centred on the medium-voltage transformer as its core component, it also encompasses supporting devices such as medium-voltage switchgear, protection apparatus, and control systems, together forming a complete power transformation and distribution unit. Our medium-voltage transformer equipment portfolio covers distribution transformers, photovoltaic grid-connected step-up transformers, photovoltaic inverter high-frequency components, box-type transformers, and phase-shifting transformers. During the Track Record Period, revenues generated from our medium-voltage transformer equipment products for the years ended December 31, 2023, 2024, 2025 and the six months ended June 30, 2026 were approximately RMB2,492.0 million, RMB3,256.0 million, RMB3,546.1 million and RMB1,869.3 million, respectively, representing 68.9%, 70.7%, 68.0% and 70.2% of our Group’s total revenues for the same period. Our market position in key segments includes:

- New energy transformer equipment: In 2025, we secured approximately 3.5% of the global market with our revenue of approximately RMB2.9 billion, ranking second among China-based suppliers.
- Data center transformer equipment: In 2025, we secured approximately 2.3% of the global market with our revenue of approximately RMB0.2 billion, ranking third among China-based suppliers.
- LED driver sector: In 2025, we held approximately 1.3% of the global market with revenue of approximately RMB0.9 billion, ranking fourth among all suppliers globally.

Our Development

Since our inception, we have successfully expanded our global footprint, using consumer electronics as our initial entry point. We have consistently demonstrated agility in responding to market demand, having launched products in the new energy sector and established a strong presence in the field of new energy transformer equipment. Leveraging our products, we have expanded our business continuously, accumulating a portfolio of quality customers globally and building scaled manufacturing capabilities. By strategically replicating our product advantages into additional high-growth industries, we have further extended our reach into the data center sector. Simultaneously, we have broadened our product range across the industry value chain, expanding from core-component supply to complete-equipment sales, thereby forming our current multi-sector product portfolio.

Our technological capability spans multiple dimensions, with intellectual property protection sought for all our key R&D achievements. Our patent coverage extends across critical areas including product design, manufacturing processes and automation equipment. As of June 30, 2026,

SUMMARY

we held 688 patents in Chinese Mainland, including 96 new patents added during the first six months of 2026. For the years of 2023, 2024, 2025 and the six months ended June 30, 2026, our R&D expenditure represented 5.1%, 4.2%, 4.6% and 3.8% of revenue, respectively.

Our Global Footprint

Our global footprint encompasses a comprehensive deep-localization strategy covering areas of production, sales and services. As of June 30, 2026, we operated nine manufacturing facilities worldwide, including overseas sites situated in the U.S., Mexico, Malaysia and Thailand; and Chinese Mainland facilities in Ji'an (Jiangxi), Foshan (Guangdong), Huainan (Anhui), Shenzhen (Guangdong) and Zhongshan (Guangdong). We have established scaled capacity deployment globally, and we have significantly enhanced our delivery certainty whilst compressing delivery lead-time. Our smart transformer manufacturing facility in the U.S., which commenced operations in October 2025, and our Mexican production base, which was opened in June 2026, form our localized supply capabilities serving the North American market. In addition, we have operated our southeast Asian production facilities in Thailand and Malaysia during the Track Record Period. As at the Latest Practicable Date, our Malaysian production base had ceased production activities out of considerations to optimize our production resource allocation, as well as to enhance management and production efficiency and cost-effectiveness. The remaining production arrangements and relevant capacity of the Malaysian production base is being progressively transferred to our Thailand production base. We believe that such production base adjustments and capacity transfers will not have any material adverse impact on the business operations, financial condition, or future prospects of the Group. See “Business — Production” for further information regarding the transfer of our Malaysian production capacity. Our Southeast Asian production bases, together with our North American and Chinese Mainland manufacturing bases, have created manufacturing synergies that provide us with operational flexibility in allocating our dynamic global production capacity, based on customer location, order requirements and cost efficiency, thereby strengthening our supply chain system.

We have built directly managed sales networks in our key overseas markets. As of June 30, 2026, we had established our directly-owned sales subsidiaries in North America, Europe, Southeast Asia and other regions, assembling localized sales teams with knowledge of local market conventions, cultures and customer requirements, as well as establishing a local after-sales service system under our direct management.

OUR ACHIEVEMENTS

Our achievements as of June 30, 2026 can be illustrated as follows:

Industry position	No. 2 Ranked by revenue in 2025 China-based supplier in the global medium-voltage transformer equipment market ⁴	No. 2 Ranked by revenue in 2025 China-based supplier in the global new energy transformer equipment market ⁴	No. 3 Ranked by revenue in 2025 China-based supplier in the global data center transformer equipment market ⁴
Commercial achievements	80% Coverage rate among top customers ¹ for PV inverters ⁴	80% Coverage rate among top customers ² for LED drivers ⁴	> 60 Countries and regions our business has reached ¹
Technical and production capabilities	688 Patented technologies in China ³	6 R&D centers in China ³	9 Global production bases ³

Note 1: Top customers for PV inverters refer to the top ten enterprises in the industry ranked by shipment volume in 2025.

Note 2: Top customers for LED drivers refer to the top ten enterprises in the industry ranked by revenue in 2025.

SUMMARY

Note 3: The data is provided as of June 30, 2026.

Note 4: The data is provided by Frost & Sullivan.

OUR FINANCIAL PERFORMANCE

We have achieved steady revenue growth during the Track Record Period. Our revenue increased by 27.3% from RMB3,616.3 million in 2023 to RMB4,602.7 million in 2024 and further increased by 13.3% to RMB5,214.0 million in 2025; and the revenue for the six months ended June 30, 2026 reached RMB2,662.1 million, representing a 9.1% increase compared to the same period in 2025.

OUR COMPETITIVE STRENGTHS

- Global footprint with localized overseas service capabilities;
- Technological and R&D strengths;
- Diversified product portfolio, continuously optimized and enriched in response to market and customer requirements;
- Diversified customer base from different regions;
- Digitally-managed manufacturing capabilities; and
- Experienced management team.

OUR DEVELOPMENT STRATEGY

We will concentrate on our core business strengths, leveraging them as a foundation to expand into new products and market domains. Global expansion remains central to our long-term strategy. In the domestic market, we endeavour to expand our market share in key segments whilst achieving deeper penetration in critical application areas. Our core objective is to enhance our market share in strategic sectors, such as, data center transformer equipment. By combining our competitive advantages with emerging market opportunities, we aim to further strengthen our market position.

We will stay closely aligned with industry technological developments and market demands, scaling up our R&D investment to upgrade and enrich our existing product portfolio. We consistently regard technological development and product iteration as fundamental to corporate development. We will continue to strengthen our R&D capabilities, optimize research resource deployment and establish more efficient R&D platforms. Through enhanced talent acquisition and development initiatives, we will prioritize recruiting professionals to elevate the overall capabilities of our R&D teams, thereby providing talent support for our technological development.

We will advance the construction and rollout of intelligent digital factories, equipping them with advanced production equipment, optimized process flows and upgraded digital systems. We will scale these smart manufacturing projects across production facilities throughout the Group, establishing an enterprise-wide digital twin (“數字孿生”) infrastructure. Specifically, the digital twin infrastructure is a 3D visual digital model that provides mapping of physical factories. It enables dynamic, real-time visualisation and monitoring of production line layouts, equipment status, and technological processes, serving as an integrated online digital production management system. This will deliver strategic benefits, including improved decision-making, accelerated market responsiveness, creation of digital competitive barriers and new revenue opportunities.

OUR PRODUCT PORTFOLIO

We are a global supplier of power equipment and solutions, focusing on sectors such as new energy, data centers, power distribution, industrial control, and lighting, specializing in transformer equipment products and related integrated solutions. Specifically, in addition to supplying individual products, we are offering a broader range of complementary equipment and components that form part of a complete power supply system, together with installation-related support and technical services where appropriate. According to Frost & Sullivan, in 2025, we

SUMMARY

accounted for approximately 3.5% of the global market share in the new energy transformer equipment industry, ranking among the top-tier China-based suppliers, and approximately 1.3% of the global market share in the LED driver industry, ranking fourth globally. Our product portfolio is structured into three primary segments: transformer equipment products (including new energy products, data center products, power distribution products and industrial control products), lighting products and other products.

Transformer Equipment Products

New Energy Products

- ***New Energy Transformers.*** Our new energy transformers primarily include those applied in new energy power scenarios, such as, PV power generation, energy storage and hydrogen energy, which are characterised by conversion efficiency, operational stability and adaptability to harsh operating environments.
- ***Smart Transformer Station.*** Our smart transformer station integrates sensors, communication technologies and intelligent control devices to enable functions, such as, self-monitoring, self-diagnosis, automated control and remote monitoring to meet the modern power system’s demand for efficient, reliable, and safe power supply.
- ***High-Frequency Magnetic Components.*** Our high-frequency magnetic components serve as the core elements for PV inverter equipment, featuring low noise, high stability, lightweight design, compact structure and high efficiency.

Data Center Products

- ***Data Center Transformer.*** Our data center transformer products primarily comprise phase-shift transformers, oil-immersed transformers and dry-type transformers for data center applications.
- ***Data Center Power Supply System.*** Our data center power supply systems provide stable and efficient power supply solutions for data center applications through power-conversion technologies and system-level integration.

Power Distribution Products

- ***Distribution Transformer.*** Our distribution transformers mainly include single-phase transformers and three-phase transformers and are used to convert high-voltage electrical energy into low voltage suitable for end users, widely supporting residential, industrial and new energy grid connection scenarios.

Industrial Control Products

- ***Industrial Control Transformer.*** Our transformers for industrial control applications primarily include toroidal transformers, EI transformers and switching power supply.

Lighting Products

- ***LED Driver.*** Our LED drivers are primarily designed for commercial, home and outdoor lighting fixtures, they are designed with features, such as, high efficiency, high power factor, compact form factor and flicker-free performance, and are widely applied in indoor, outdoor and smart-lighting scenarios.
- ***Lighting Fixtures.*** We develop and supply customized lighting fixtures primarily for customers in the North American market, covering indoor and outdoor products, such as ceiling lights, wall lights, chandeliers, down lights and low-voltage landscape lights.

Other Products

- ***Car-Mounted Inductor.*** Our car-mounted inductor products are applied in pure EVs, hybrid vehicles and hydrogen fuel cell vehicles.

SUMMARY

- **EV Power Supply.** Our EV power supply products primarily comprise DC/DC converters, which are used to charge 12 V or 24 V batteries that power on-board electronic systems, and on-board chargers (“OBCs”), which convert AC input into DC output to meet the charging demands of new energy vehicles.
- **Communication Power Supply.** Our communication power supply products are designed for use in communication network infrastructure and provide power conversion and protection functions to support the continuous operation of telecom equipment under various operating conditions.
- **New Energy Vehicle Charging Piles.** Our new energy vehicle charging pile covers a comprehensive range of products, including super charging sets, AC charging piles, DC integrated charging piles, DC split chargers and common DC bus PV-storage-charging integrated systems.

OUR BUSINESS MODEL

We formulate our business strategies based on our core technical capabilities and market demands, strategically focusing on global industries with high-growth potential. We are dedicated to providing products, such as, transformer equipment, power supplies, and magnetic components, and gradually expand our offerings from core components to integrated system solutions. Specifically, in addition to supplying individual products, we are offering a broader range of complementary equipment and components that form part of a complete power supply system, together with installation-related support and technical services where appropriate. Our R&D efforts are guided by market needs and industry trends, product solutions and development plans are formulated based on specific application scenarios and technical specifications. Procurement is coordinated by a dedicated team, which is responsible for supplier development and management, as well as the implementation of centralized procurement and cost control. In terms of production, we adopt an order-driven model, organizing production in accordance with customer orders received. In terms of sales, we adopt a hybrid sales model dominated by direct sales and supplemented by distribution, focusing on serving leading customers across various industries. The quality control runs through the entire process of product R&D, production and delivery. Leveraging standardized quality management systems and digital systems, we conduct continuous monitoring of key raw materials, production processes and finished product quality to ensure the consistency and reliability of product performance.

With the foregoing business model, we are able to gain in-depth insights into customer needs and promptly convey market feedback to R&D, production, quality control and other links. Utilizing digital management systems including ERP, APS, MES and WMS, we integrate the processes of order management, R&D, procurement, production, sales and quality control, thereby building an integrated operation system that enables efficient collaborative operations from order acquisition to product delivery.

RESEARCH AND DEVELOPMENT

We maintain research and development capabilities, as we are committed to driving technological update in power electronics and new energy solutions and consistently adhering to a comprehensive R&D strategy for our products. We have established a well-scaled, experienced and professional R&D team. As of June 30, 2026, we operated six research and development centers across China (primarily including Ji’an (Jiangxi), Foshan (Guangdong) and Shenzhen (Guangdong), and Huainan (Anhui), which were supported by a research and development team comprising 742 members, representing approximately 22.3% of our total employees. Many core research and development members are graduates from well-known universities, and some hold senior engineer qualifications. Members of the research and development team at the director level and above have an average of more than 15 years of relevant experience in the power equipment industry, providing support for developing our technical know-how and industry insights. In 2023, 2024, 2025 and for the six months ended June 30, 2026, our research and development expense accounted for 5.1%,

SUMMARY

4.2%, 4.6% and 3.8% of our total revenue, respectively. The continuous R&D investment has laid a solid foundation for enhancing the competitiveness of core products and expanding the application of new technologies.

See “Business — Research and Development”.

PRODUCTION

Our production model is primarily order-based, that is, production is organized according to received orders. As customers require products in various specifications and models, we determine production plans based on order specifics. Supported by the APS system, we integrate capacity models with order demand to schedule production down to individual processes and equipment to enhance the accuracy and efficiency of order reviews and delivery commitments. For certain universal products, in addition to order-based production, we also engage in pre-order production based on market demand forecasts to enhance capacity utilization and meet the delivery requirements of our customers. Specific production activities are separately organized by our various business segments, each of which is equipped with a complete system including production, engineering, quality control, material control, and equipment management. This has enabled us to establish internal manufacturing management processes supporting our productions and operations.

See “Business — Production”.

We generate revenue through sales of products in Chinese Mainland, North America, Europe, Asia (excluding Chinese Mainland) and other countries/regions. The following table sets forth a breakdown of our revenue by countries/regions during the Track Record Period:

	Year ended December 31						Six months ended June 30			
	2023		2024		2025		2025		2026	
	RMB'000	%	RMB'000	%	RMB'000	%	RMB'000	%	RMB'000	%
	(unaudited)									
Revenue from External Customers										
— Chinese Mainland	2,635,030	72.9	3,245,598	70.5	3,304,289	63.4	1,751,895	71.8	1,368,549	51.4
— North America ⁽¹⁾	376,202	10.4	600,066	13.0	900,197	17.3	340,974	14.0	484,403	18.2
<i>The United States</i>	257,438	7.1	471,286	10.2	777,377	14.9	273,529	11.2	452,823	17.0
— Europe ⁽²⁾	352,753	9.8	521,225	11.3	524,931	10.1	234,641	9.6	244,752	9.2
— Asia (Excluding Chinese Mainland) ⁽³⁾	222,935	6.2	195,457	4.2	452,439	8.7	98,177	4.0	545,273	20.5
— Others	29,388	0.8	40,348	0.9	32,156	0.6	15,252	0.6	19,096	0.7
Total	3,616,308	100.0	4,602,694	100.0	5,214,012	100.0	2,440,939	100.0	2,662,073	100.0

Notes:

- (1) Primarily includes the United States.
- (2) Primarily includes Spain and Sweden.
- (3) Primarily includes Japan and Thailand.

OUR CUSTOMERS AND SUPPLIERS

We offer our customers comprehensive value-added services encompassing early-stage technical collaboration, product delivery and localized support. Our R&D teams maintain close collaboration with customers to identify front-end application requirements and engage in early-stage technical discussions and solution design. To ensure timely delivery and effectively manage demand fluctuations, we implement a production and sales coordination mechanism.

We have established a supplier management system that encompasses supplier onboarding, assessment and exit management to ensure that our supply chain meets our operational and strategic requirements in terms of quality, cost, delivery, and services. With respect to supplier onboarding, we have adopted supplier qualification procedures to assess their capabilities, production capacity, quality control systems, pricing and overall service performance.

See “Business — Customers” and “Business — Suppliers”.

SUMMARY

INTERNATIONAL SANCTIONS AND TRADE CONTROLS IMPLICATIONS

As advised by our International Sanctions and Trade Controls Legal Advisors:

- Russia, Belarus, Ukraine and Myanmar, where some of our customers during the Track Record Period were located, were not subject to general and comprehensive export, import, financial or investment embargoes under sanctions laws or regulations of the jurisdictions relevant to the Company during the Track Record Period. See “Business — Business Activities with Restricted Parties and Customers in High-Risk Jurisdictions from Sanctions and/or Trade Controls Perspectives”.
- While we have placed bank deposits with a bank included on the Correspondent Account or Payable-Through Account Sanctions (“CAPTA”) List, and a bank that is potentially subject to restrictions imposed on entities placed on the Entity List, for reasons including facilitating settlement of customer transactions and meeting operational requirements, there is no indication that these transactions constituted any violations or otherwise gave rise to any material sanctions or export control risks (as the case may be). In particular, there are no general restrictions under the EAR with respect to the placement of deposits with banks included on the Entity List. See “Business — Business Activities with Restricted Parties and Customers in High-Risk Jurisdictions from Sanctions and/or Trade Controls Perspectives”, and “Risk Factors — risks relating to our business and industry — Our operations and transactions involving certain high-risk jurisdictions and entities giving rise to potential sanctions and/or trade controls concerns expose us to compliance risks that could materially and adversely affect our business, financial condition and results of our operations”.
- Given the Group’s business model and based on information that our International Sanctions and Trade Controls Legal Advisors have been given about the Group’s sourcing, manufacturing, and sales activities (including that customers would bear the relevant tariffs under the FOB shipping terms), our Directors are of the view, with which the Sole Sponsor concurs, that the Group is not subject to any trade restrictions or sanctions risks that would materially affect its business operations during the Track Record Period and up to the Latest Practicable Date. See “Business — Impact of International Trade Policies on the Group’s Business Operations”.

COMPETITIVE LANDSCAPE

We operate in the highly competitive power electronics and transformer industry, which has undergone significant expansion in recent years. According to Frost & Sullivan, by 2025, the global power equipment market had reached over RMB8.5 trillion, and the market is projected to exceed RMB12 trillion by 2030, representing a CAGR of over 7.0% from 2025 to 2030.

According to Frost & Sullivan, the global medium-voltage transformer equipment market reached approximately RMB152.0 billion in 2025. The top five China-based suppliers together held around 9.8% of the market share. Our Group recorded revenue of RMB3.5 billion, corresponding to a market share of 2.3% and ranking second among China-based suppliers. In 2025, the global LED driver market reached approximately RMB68.6 billion. The industry is relatively fragmented, with the top five suppliers accounting for about 12.8% of the market, among which our Group achieved RMB0.9 billion in revenue, representing a 1.3% market share and ranking fourth.

See “Industry Overview”.

SUMMARY

RISK FACTORS

Our business involves certain risks as set out in “Risk Factors”. The major risk factors are as follows:

- Our business is highly dependent on investment cycles in infrastructure, renewable energy, and consumer electronics. Any slowdown in global demand for transformers, PV equipment, or LED lighting may materially and adversely affect our revenue and profitability.
- We operate in a highly competitive market and face pricing pressure, which may adversely affect our margins.
- Our business is subject to cyclical and macroeconomic fluctuations in the industries we serve.
- We are exposed to risks from raw material and component price volatility and supply chain disruptions.
- Any shortage in key supplies or disruptions to our supply chain may have an adverse effect on our business, financial condition and results of operations.
- Rapid technological change in the power electronics and new energy industries requires sustained research and development investment, and failure to maintain adequate R&D capabilities could weaken our competitiveness.
- A portion of our revenue is derived from overseas markets including North America, Europe, and Southeast Asia, exposing our export business and operations to legal, regulatory, political, and economic risks beyond our control.
- We are subject to ESG laws and regulations, and any failure to comply with such requirements may have a negative impact on our business operations.

See “Risk Factors.”

SUMMARY OF HISTORICAL FINANCIAL INFORMATION

The following set out our key historical financial information for each year/period or as of the dates indicated.

Selection of Consolidated Statements of Profit or Loss and other Comprehensive Income

The following table sets out a summary of our consolidated statements of profit or loss and other comprehensive income for each year/period indicated:

	Year ended December 31			Six months ended June 30	
	2023	2024	2025	2025	2026
	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
				(unaudited)	
Revenue	3,616,308	4,602,694	5,214,012	2,440,939	2,662,073
Cost of sales	(2,833,087)	(3,677,647)	(4,297,168)	(2,029,785)	(2,159,991)
Gross profit	783,221	925,047	916,844	411,154	502,082
Other income	46,953	63,040	73,016	43,434	24,917
Other (losses)/gains, net	(14,352)	25,120	(6,007)	15,112	(44,596)
Impairment losses reversed/(recognised) on financial assets and contract assets, net	(12,834)	(17,200)	(3,065)	(1,967)	(7,223)
Research and development expenses	(185,800)	(191,177)	(239,090)	(116,346)	(102,258)
General and administrative expenses	(225,034)	(306,205)	(344,405)	(144,178)	(155,300)
Selling expenses	(88,491)	(109,553)	(125,888)	(68,532)	(61,125)
Finance costs	(23,788)	(43,239)	(51,808)	(24,533)	(33,279)
Share of result of an associate	(53,784)	457	(258)	(2,568)	(3,330)
Profit before income tax	226,091	346,290	219,339	111,576	119,888
Income tax expense	(9,248)	(46,128)	(4,377)	(1,732)	(4,179)
Profit for the year/period	216,843	300,162	214,962	109,844	115,709

SUMMARY

Revenue

The following table sets out a breakdown of our revenue by product types for each year/period indicated:

	Year ended December 31						Six months ended June 30			
	2023		2024		2025		2025		2026	
	RMB'000	%	RMB'000	%	RMB'000	%	RMB'000	%	RMB'000	%
	(unaudited)									
Transformer Equipment Products	2,626,562	72.6	3,390,204	73.7	3,813,506	73.1	1,836,051	75.2	1,915,624	72.0
— New energy products	1,953,199	54.0	2,636,273	57.3	2,904,124	55.7	1,452,329	59.5	1,432,043	53.8
— Data center products	49,678	1.4	149,294	3.2	237,123	4.5	53,562	2.2	219,801	8.3
— Power distribution products	374,069	10.3	372,004	8.1	410,946	7.9	221,056	9.1	146,424	5.5
— Industrial control products	249,616	6.9	232,633	5.1	261,313	5.0	109,104	4.5	117,356	4.4
Lighting Products	811,713	22.4	978,349	21.3	922,998	17.7	437,342	17.9	453,049	17.0
Other Products	178,033	5.0	234,141	5.0	477,508	9.2	167,546	6.9	293,400	11.0
Total	3,616,308	100.0	4,602,694	100.0	5,214,012	100.0	2,440,939	100.0	2,662,073	100.0

Gross Profit and Gross Profit Margin

The following table sets out a breakdown of gross profit and gross profit margin by product types for each year/period indicated:

	Year ended December 31						Six months ended June 30			
	2023		2024		2025		2025		2026	
	Gross profit	Gross Profit Margin	Gross profit	Gross Profit Margin	Gross profit	Gross Profit Margin	Gross profit	Gross Profit Margin	Gross profit	Gross Profit Margin
	RMB'000	%	RMB'000	%	RMB'000	%	RMB'000	%	RMB'000	%
	(unaudited)									
Transformer Equipment Products	543,172	20.7	681,729	20.1	664,958	17.4	292,518	15.9	371,218	19.4
— New energy products	377,074	19.3	492,632	18.7	410,087	14.1	189,103	13.0	243,103	17.0
— Data center products	10,941	22.0	19,403	13.0	85,947	36.3	15,253	28.5	72,537	33.0
— Power distribution products	97,537	26.1	115,183	31.0	103,557	25.2	61,416	27.8	27,666	18.9
— Industrial control products	57,620	23.1	54,511	23.4	65,367	25.0	26,764	24.5	27,912	23.8
Lighting Products	212,281	26.2	194,443	19.9	169,272	18.3	90,803	20.8	72,149	15.9
Other Products	27,768	15.6	48,875	20.9	82,614	17.3	27,833	16.6	58,715	20.0
Total	783,221	21.7	925,047	20.1	916,844	17.6	411,154	16.8	502,082	18.9

Selected Consolidated Statements of Financial Position Data

The following table sets out the key information from our combined statements of financial position for each year/period indicated:

	As at December 31			As at June 30,
	2023	2024	2025	2026
	RMB'000	RMB'000	RMB'000	RMB'000
Non-current assets	1,640,670	3,189,468	4,506,746	4,529,855
Current assets	3,660,264	4,223,143	4,594,104	5,682,688
Current liabilities	1,920,121	3,533,704	4,622,667	4,632,840
Non-current liabilities	271,054	642,974	650,625	1,777,544
Net current assets/(liabilities) ⁽¹⁾	1,740,143	689,439	(28,563)	1,049,848
Total assets less current liabilities	3,380,813	3,878,907	4,478,183	5,579,703
Net assets ⁽²⁾	3,109,759	3,235,933	3,827,558	3,802,159

SUMMARY

Notes:

- (1) Our net current assets decreased from RMB1,740.1 million as of December 31, 2023 to RMB689.4 million as of December 31, 2024, changed to net current liabilities of RMB28.6 million as of December 31, 2025 primarily because of increased working capital requirements in connection with our business expansion and production capacity enhancement. Through measures to optimize our working capital and enhance our cash flows, we recorded net current assets as of June 30, 2026. See “Financial Information — Sufficiency of Working Capital” for further details.

From 2023 to 2024, our current liabilities increased by RMB1,613.6 million, mainly due to increases in bank borrowings of RMB935.9 million, liabilities under supplier financing arrangements of RMB526.8 million and other payables and accruals, while our current assets increased by RMB562.9 million. From 2024 to 2025, our current liabilities further increased by RMB1,089.0 million, mainly due to increases in trade and notes payables of RMB597.8 million, bank borrowings of RMB390.4 million and other payables and accruals, while our current assets increased by RMB371.0 million. Such changes were mainly attributable to our business expansion, increased procurement scale and variations in settlement arrangements among suppliers, while part of our working capital continued to be occupied by inventories, contract assets and prepayments, other receivables and other assets in support of our domestic and overseas business expansion.

- (2) Our net assets increased from RMB3,109.8 million as of December 31, 2023 to RMB3,235.9 million as of December 31, 2024, to RMB3,827.6 million as of December 31, 2025. The increase was primarily due to an increase in our reserves resulting from our retained earnings, and an increase in our share capital. Such increase was partially offset by dividends declared during the Track Record Period, repurchases and repurchase obligations in connection with our share incentive schemes, and other comprehensive loss from translation of financial statements of foreign operations. The further increase in our net assets in 2025 was also supported by an increase in other comprehensive income and non-controlling interests.

Selected Consolidated Cash Flow Statements Data

The table below sets out the key cash flow information from the consolidated statements of cash flows for each year/period indicated.

	Year ended December 31			Six months ended June 30	
	2023	2024	2025	2025	2026
	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
				(unaudited)	
Net cash flows generated from/(used in) operating activities	173,416	179,449	640,522	90,377	(22,775)
Net cash flows used in investing activities	(1,031,059)	(1,121,600)	(1,228,992)	(507,107)	(178,646)
Net cash flows generated from financing activities	1,149,930	877,523	815,036	579,791	946,699
Net increase/(decrease) in cash and cash equivalents	292,287	(64,628)	226,566	163,061	745,278
Cash and cash equivalents at beginning of year/period	336,192	634,440	551,848	551,848	768,255
Effect of foreign exchange rate changes, net	5,961	(17,964)	(10,159)	9,167	(29,464)
Cash and cash equivalents at end of year/period	634,440	551,848	768,255	724,076	1,484,069

See “Financial Information — Liquidity and Capital Resources — Cash Flow”.

SUMMARY

Key Financial Ratios

The following table sets out certain of our key financial ratios for each year/period indicated:

	Year ended December 31			Six Months ended June 30,
	2023	2024	2025	2026
Gross profit margin (%) (<i>Note (1)</i>)	21.7	20.1	17.6	18.9
Net profit margin (%) (<i>Note (2)</i>)	6.0	6.5	4.1	4.3
Weighted average return on equity (%) (<i>Note (3)</i>)	9.3	9.3	5.9	3.1
Current ratio (<i>Note (4)</i>)	1.9	1.2	1.0	1.2
Debt-to-asset ratio (%) (<i>Note (5)</i>)	41.3	56.3	57.9	62.8

Notes:

- (1) Gross profit margin is calculated based on gross profit for the year divided by the total revenue for the same year/period and multiplied by 100%.
- (2) Net profit margin is calculated based on profit for the year divided by the total revenue for the same year/period and multiplied by 100%.
- (3) Weighted average return on equity is calculated by dividing the profit attributable to owners of the Company for the year/period by the monthly weighted average of equity attributable to owners of the Company.
- (4) Current ratio is calculated by dividing current assets by current liabilities as of the relevant date.
- (5) Debt-to-asset ratio is calculated by dividing total liabilities by total assets as of the relevant date and multiplied by 100%.

Other Operating Data

(i) Customer Retention Rate and Net Dollar Retention

During the Track Record Period, our customer retention rate was approximately 61%, 57%, 63% and 78% in 2023, 2024, 2025 and for the six months ended June 30, 2026, respectively. During the Track Record Period, we recorded the net dollar retention rate of 90%, 87%, 81% and 94%, respectively. The year-on-year decrease in our net dollar retention rate from 2023 to 2025 was primarily attributable to the reduction in procurement volume from our single largest customer. Concurrently, we have diversified our customer base by acquiring new clients during the Track Record Period, thereby managing the risk of customer concentration. Our net dollar retention rebounded for the six months ended June 30, 2026, which was primarily attributable to increased purchase volumes from our existing customers.

According to Frost & Sullivan, our customer retention rate and net dollar retention are in line with industry range.

SUMMARY

(ii) Key Product Categories

For the year ended December 31, 2023

Below is a table of our sales volume, sales revenue and range of the average selling price of our key products for the year ended December 31, 2023.

Product Category	Sales Volume	Sales Revenue (Tax-excluded) (RMB'000)	Range of Selling Price (Min.-Max.; RMB)
Transformer Equipment Products:			
— New energy products	4,281,434	1,953,199	178.6–548,432.3
— Data center products	413	49,678	82,904.6–127,653.5
— Power distribution products	75,533	374,069	2,032.7–101,055.6
— Industrial control products	2,971,252	249,616	70.8–101.6
Lighting Products	54,017,683	811,713	8.5–291.0
Other Products	2,525,514	178,033	6.3–24,260.2
Total	63,871,828	3,616,308	—

For the year ended December 31, 2024

Below is a table of our sales volume, sales revenue and range of the average selling price of our key products for the year ended December 31, 2024.

Product Category	Sales Volume	Sales Revenue (Tax-excluded) (RMB'000)	Range of Selling Price (Min.-Max.; RMB)
Transformer Equipment Products:			
—New energy products	3,741,670	2,636,273	206.1–300,063.3
—Data center products	736	149,294	50,498.46–212,142.3
—Power distribution products	87,526	372,004	2,226.0–111,461.8
—Industrial control products	3,115,117	232,633	58.7–87.6
Lighting Products	78,790,653	978,349	7.6–271.8
Other Products	2,304,201	234,141	14.4–19,996.8
	87,939,903	4,602,694	—

For the year ended December 31, 2025

Below is a table of our sales volume, sales revenue and range of the average selling price of our key products for the year ended December 31, 2025.

Product Category	Sales Volume	Sales Revenue (Tax-excluded) (RMB'000)	Range of Selling Price (Min.-Max.; RMB)
Transformer Equipment Products:			
—New energy products	4,821,958	2,904,124	150.7–419,593.1
—Data center products	1,004	237,123	50,101.1–402,426.5
—Power distribution products	23,660	410,946	14,041.9–100,466.1
—Industrial control products	2,918,426	261,313	58.6–99,412.3
Lighting Products	91,016,257	922,998	6.6–256.4
Other Products	4,428,430	477,508	13.9–2,720.4
Total	103,209,735	5,214,012	—

SUMMARY

For the six months ended June 30, 2025

Below is a table of our sales volume, sales revenue and range of the average selling price of our key products for the six months ended June 30, 2025.

Product Category	Sales Volume	Sales Revenue (Tax-excluded) (RMB'000)	Range of Selling Price (Min.-Max.; RMB)
Transformer Equipment Products:			
— New energy products	2,248,859	1,452,329	180.3–410,743.6
— Data center products	315	53,562	76,524.5–346,710.6
— Power distribution products	12,957	221,056	13,405.7–106,227.6
— Industrial control products	1,421,528	109,104	55.3–96.8
Lighting Products	39,478,206	437,342	7.3–259.2
Other Products	1,055,932	167,546	8.1–283,803.0
Total	44,217,797	2,440,939	—

For the six months ended June 30, 2026

Below is a table of our sales volume, sales revenue and range of the average selling price of our key products for the six months ended June 30, 2026.

Product Category	Sales Volume	Sales Revenue (Tax-excluded) (RMB'000)	Range of Selling Price (Min.-Max.; RMB)
Transformer Equipment Products:			
— New energy products	2,545,401	1,432,043	145.5–557,302.8
— Data center products	854	219,801	158,203.7–351,349.7
— Power distribution products	9,233	146,424	11,167.6–115,345.7
— Industrial control products	1,201,820	117,356	60.9–166,723.1
Lighting Products	51,890,716	453,049	6.3–266.1
Other Products	4,920,346	293,400	9.0–798.1
Total	60,568,370	2,662,073	—

Below is a table of our average selling price of our key products during the Track Record Period.

Product Category	Average Selling Price (For the year ended December 31, 2023)	Average Selling Price (For the year ended December 31, 2024)	Average Selling Price (For the year ended December 31, 2025)	Average Selling Price (For the six months ended June 30, 2025)	Average Selling Price (For the six months ended June 30, 2026)
Transformer Equipment Products:	—	—	—	—	—
— New energy products ⁽¹⁾	456.2	704.6	602.3	645.8	562.6
— Data center products ⁽²⁾	120,285.7	202,844.4	236,178.3	170,038.6	257,377.8
— Power distribution products ⁽³⁾	4,952.4	4,250.2	17,368.4	17,060.4	15,859.2
— Industrial control products ⁽⁴⁾	84.0	74.7	89.5	76.8	97.7
Lighting Products⁽⁵⁾	15.0	12.4	10.1	11.1	8.7
Other Products⁽⁶⁾	70.5	101.6	107.8	158.7	59.6

SUMMARY

Notes:

- (1) The average selling price of our new energy products increased from RMB456.2 in 2023 to RMB704.6 in 2024, primarily due to changes in product mix. In particular, the sales contribution from smart transformer stations increased, and such products are generally sold at higher unit prices. The average selling price decreased from RMB704.6 in 2024 to RMB602.3 in 2025, primarily due to the increased sales volume of lower-priced high-frequency magnetic components. The average selling price decreased from the six months ended June 30, 2025 to the six months ended June 30, 2026 for the same reason.
- (2) The average selling price of our data center products increased from RMB120,285.7 in 2023 to RMB202,844.4 in 2024 and further increased to RMB236,178.3 in 2025, primarily due to changes in customer mix. The average selling price of our data center products increased from the six months ended June 30, 2025 to the six months ended June 30, 2026, primarily driven by a rise in sales of higher-priced products.
- (3) The average selling price of our power distribution products decreased from RMB4,952.4 in 2023 to RMB4,250.2 in 2024, primarily due to the increased sales volume contribution from domestic sales, where the relevant products were generally sold at lower unit prices. The average selling price increased from RMB4,250.2 in 2024 to RMB17,368.4 in 2025, primarily due to changes in product mix. The average selling price of our power distribution products decreased from RMB17,060.4 for the six months ended June 30, 2025 to RMB15,859.2 for the six months ended June 30, 2026 for the same reason.
- (4) The average selling price of our industrial control products decreased from RMB84.0 in 2023 to RMB74.7 in 2024, primarily due to the general decrease in the unit selling prices of such products. The average selling price increased from 2024 to 2025 and from the six months ended June 30, 2025 to the six months ended June 30, 2026, primarily due to changes in product mix, where the sales volume of products at higher unit prices increased.
- (5) The average selling price of our lighting products decreased from 2024 to 2025 and from the six months ended June 30, 2025 to the six months ended June 30, 2026, primarily due to market competition in the lighting products industry, which resulted in pricing pressure and a continuous decline in the overall average selling price of our lighting products during the Track Record Period.
- (6) The average selling price of our other products increased from RMB70.5 in 2023 to RMB101.6 in 2024 and further increased to RMB107.8 in 2025, primarily due to changes in product mix, in particular the increase in the average selling price and sales contribution of car-mounted inductors. The average selling price of our other products increased from the six months ended June 30, 2025 to the six months ended June 30, 2026, primarily due to changes in our product mix, where the sales volume of lower-priced products increased.

According to Frost & Sullivan, given that each of our key product categories comprises products with different specifications, application scenarios and customer requirements, direct comparison with a single industry-wide average selling price may not be meaningful. Nevertheless, the average selling prices of our key product categories and the fluctuations during the Track Record Period were generally in line with the relevant industry range and market trends, taking into account the product mix, customer mix, specifications and application scenarios of the relevant products.

RECENT DEVELOPMENTS AND NO MATERIAL ADVERSE CHANGE

Subsequent to June 30, 2026 and as of the Latest Practicable Date, our business operation remained relatively stable, and our domestic and overseas production, sales and delivery arrangements continued without material disruption.

In addition, subsequent to the Track Record Period, we expect to inject additional capital into Eaglerise Electronic (Guangdong) (the “Target Company”) with other investors, following which, our equity interest in the Target Company is expected to remain unchanged at 51% and the Target Company will continue to be a consolidated subsidiary of our Group. In the proposed transaction, certain investors are expected to have redemption rights in respect of their equity interests upon the occurrence of specified events. We, as the controlling shareholder of the Target Company, will undertake to fulfil such redemption obligation under certain circumstances. The completion of the proposed transaction is subject to, among other things, approval by the shareholders of the Target Company, execution of the relevant agreements, completion of the closing procedures and filing and

SUMMARY

registration of the relevant changes with the competent regulatory authorities. Accordingly, there is no assurance that the proposed transaction will be completed, or that it will be implemented as contemplated.

Our Directors confirm that save for the estimated non-recurring [REDACTED] as disclosed in the Financial Information section in this Document, since June 30, 2026 and up to the date of this Document: (i) there was no material adverse change in the market conditions and the industry and the regulatory environment in which our Group operates that affects our financial or operating position materially and adversely; (ii) there was no material adverse change in the business, revenue structure, profitability, cost structure, financial and trading position and prospects of our Group; and (iii) no event had occurred that would affect the information shown in the Accountants’ Report in Appendix I to this Document materially and adversely.

RELATIONSHIP WITH OUR SINGLE LARGEST SHAREHOLDERS GROUP

As of the Latest Practicable Date, Mr. Xiao, through his direct shareholding and his controlled entity, MegaMax, was entitled to exercise in aggregate of approximately 32.05% of the voting power at the general meetings of our Company (excluding the 3,079,900 A Shares held by our Company as treasury Shares as of the Latest Practicable Date). MegaMax was wholly owned by Mr. Xiao.

Immediately following the completion of the [REDACTED] (assuming the [REDACTED] is not exercised and no other changes are made to the issued share capital of our Company between the Latest Practicable Date and the [REDACTED]), Mr. Xiao and MegaMax will be entitled to exercise approximately [REDACTED]% of the voting power at the general meetings of our Company (excluding 3,079,900 A Shares held by our Company as treasury Shares). Therefore, Mr. Xiao and MegaMax will comprise the Single Largest Shareholders Group of our Company. See “Relationship with Our Single Largest Shareholders Group” for more details.

DIVIDENDS

For the years ended December 31, 2023, 2024, 2025 and for the six months ended June 30, 2026, we declared or paid cash dividends to our shareholders of RMB75.2 million, RMB115.7 million, RMB116.5 million and RMB125.8 million respectively. Pursuant to our Articles of Association, we have adopted a dividend distribution policy under which it generally considers making dividend distributions on an annual basis and may also, subject to the approval of shareholders, consider interim dividends. The Articles of Association set out certain guiding principles for cash dividends, including that we may, subject to our financial performance, capital requirements and other relevant factors, consider distributing a portion of its distributable profits in cash.

However, we do not have a fixed or pre-determined dividend payout ratio. There can be no assurance as to the timing, amount or form of any future dividends. Any declaration or payment of dividends is subject to the discretion of the Board and the approval of Shareholders, after taking into account our results of operations, financial condition, operating and capital requirements and other factors we consider relevant.

See “Financial Information — Dividend Policy.”

FUTURE PLANS AND USE OF [REDACTED]

We estimate the [REDACTED] of the [REDACTED] which we will receive, assuming an [REDACTED] of HK\$[REDACTED] per [REDACTED] (being the midpoint of the [REDACTED] range stated in this Document), will be approximately [REDACTED], after deduction of the [REDACTED], commissions and estimated expenses payable by us in connection with the [REDACTED], assuming that the [REDACTED] is not exercised. We intend to use the [REDACTED] from the [REDACTED] for purposes and in the amounts set forth below:

- Approximately [REDACTED] of the [REDACTED], or HK\$[REDACTED], will be utilized to implement our overseas expansion and global sales network construction.

SUMMARY

- Approximately [REDACTED] of the [REDACTED], or HK\$[REDACTED], will be utilized for the digital and intelligent upgrade of our domestic and overseas manufacturing facilities.
- Approximately [REDACTED] of the [REDACTED], or HK\$[REDACTED], will be utilized for the research, development and industrialization of next-generation solid-state transformers (SST) and Panama power systems, with the aim of strengthening technological barriers in the power electronics field and enhancing core product R&D and scalable manufacturing capabilities.
- Approximately [REDACTED] of the [REDACTED], or HK\$[REDACTED], will be utilized to make investments and acquisitions in the upstream and downstream segments of the industry chain and in strategic industries, aiming to complement organic growth with inorganic expansion, improve industry layout and enhance overall competitiveness.
- Approximately [REDACTED] of the [REDACTED], or HK\$[REDACTED], will be used as working capital and for general purposes.

See further in “Future Plans and Use of [REDACTED].”

[REDACTED]

[REDACTED]

[REDACTED]

We estimate that our [REDACTED] will be approximately HK\$[REDACTED], representing approximately [REDACTED]% of the gross [REDACTED] from the [REDACTED] (assuming an [REDACTED] of HK\$[REDACTED] per Share (being the mid-point of the indicative [REDACTED] range), which consist of (i) [REDACTED] related expenses (including but not limited to commissions and fees) of approximately HK\$[REDACTED], and (ii) [REDACTED] expenses of approximately HK\$[REDACTED], including (a) financial and legal advisory fees and expenses of

SUMMARY

approximately HK\$[REDACTED], and (b) other fees and expenses of approximately HK\$[REDACTED]. Whereas approximately HK\$[REDACTED] of the [REDACTED] is directly attributable to the issue of our H Shares to the [REDACTED] and is expected to be recognized directly as a deduction from equity upon the [REDACTED], approximately HK\$[REDACTED] of the [REDACTED] is expected to be expensed prior to the [REDACTED], with no [REDACTED] incurred during the Track Record Period.

The [REDACTED] above are the latest practicable estimate for reference only, and the actual amount may differ from this estimate.

[REDACTED] ON THE SHENZHEN STOCK EXCHANGE AND REASONS FOR THE [REDACTED] ON THE STOCK EXCHANGE

Our Company has been listed on the Shenzhen Stock Exchange since December 29, 2017. As of the Latest Practicable Date, the Directors of our Company confirmed that we had no instances of material noncompliance with the rules of the Shenzhen Stock Exchange and other applicable securities laws and regulations of the PRC in any material respects, and, to the best knowledge of our Directors having made all reasonable inquiries, there was no material matter that should be brought to the attention of [REDACTED] in relation to our compliance record on the Shenzhen Stock Exchange. As advised by our PRC Legal Advisor, during the Track Record Period and as of the Latest Practicable Date, we had not been subject to any material administrative penalties or regulatory measures imposed by the CSRC, the Shenzhen Stock Exchange or other competent PRC securities regulatory authorities.

We believe the [REDACTED] on the Hong Kong Stock Exchange will help advance our global strategic deployment, enhance our international profile, establish diversified financing channels, and further improve our Company’s core competitiveness and strengthen our global procurement network. See “Business — Our Development Strategies” and “Future Plans and Use of [REDACTED].”