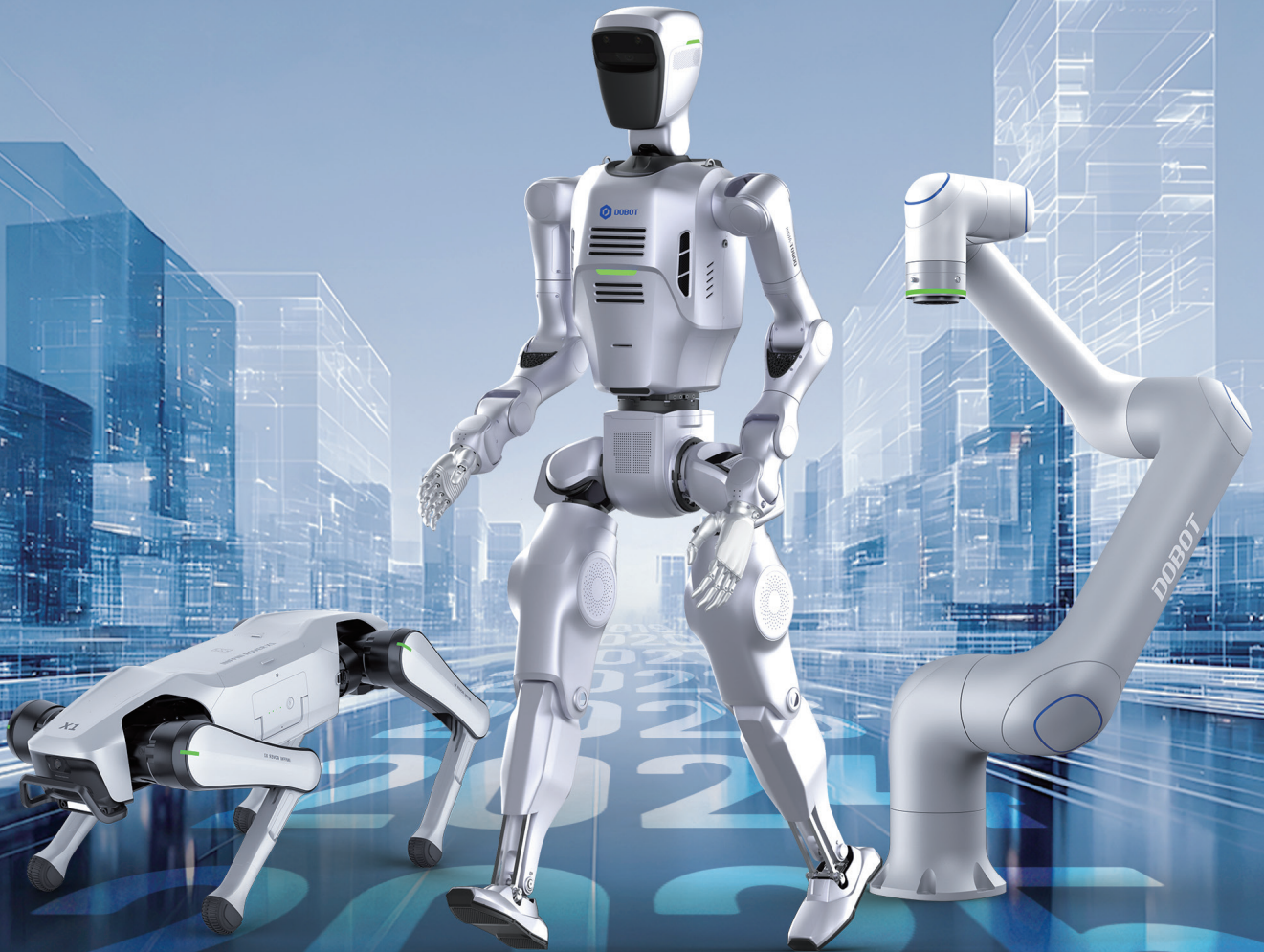




越疆机器人

DOBOT

— 2432.HK —



2025

ANNUAL REPORT

SHENZHEN DOBOT CORP LTD

深圳市越疆科技股份有限公司

(A joint stock company incorporated in the People's Republic of China with limited liability)



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CORPORATE INFORMATION

Board of Directors

Executive Directors

Mr. Liu Peichao (*Chairman*)
Mr. Wang Yong
Mr. Jiang Yu (*appointed with effect from 29 December 2025*)

Non-Executive Directors

Mr. Jing Liang (*retired with effect from 29 December 2025*)
Mr. Lang Xulin (*redesignated as a non-executive Director with effect from 29 December 2025*)

Independent Non-Executive Directors

Mr. Li Yibin
Mr. Ng Jack Ho Wan
Dr. Hou Lingling

Joint Company Secretaries

Mr. Wang Yong
Ms. Ching Shuk Wah Shirley

Audit Committee

Mr. Ng Jack Ho Wan (*Chairman*)
Mr. Li Yibin
Mr. Jing Liang (*retired with effect from 29 December 2025*)
Mr. Lang Xulin (*appointed with effect from 29 December 2025*)

Remuneration and Appraisal Committee

Mr. Li Yibin (*Chairman*)
Dr. Hou Lingling
Mr. Jiang Yu

Nomination Committee

Dr. Hou Lingling (*Chairlady*)
Mr. Ng Jack Ho Wan
Mr. Lang Xulin

Strategy Committee

Mr. Liu Peichao (*Chairman*)
Mr. Li Yibin
Mr. Wang Yong

Authorised Representatives

Mr. Lang Xulin
Ms. Ching Shuk Wah Shirley

Auditor

Ernst & Young
Certified Public Accountants
Registered Public Interest Entity Auditors
27/F, One Taikoo Place
979 King's Road
Quarry Bay
Hong Kong

Legal Advisors

As to Hong Kong laws:

DeHeng Law Offices (Hong Kong) LLP
28/F, Henley Building
5 Queen's Road Central
Hong Kong

Room 3507, 35/F, Edinburgh Tower
The Landmark, No. 15 Queen's Road Central
Central, Hong Kong

Room 1111, 11/F, New World Tower I
No. 16-18 Queen's Road Central
Central, Hong Kong

As to PRC law:

AllBright Law Offices (Shenzhen)
21, 22, 23/F, Tower 1,
Excellence Century Center
FuHua 3 Road
Futian District, Shenzhen
PRC

Compliance Advisor

Guotai Junan Capital Limited
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181 Queen's Road Central
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Registered Office and headquarters in the PRC

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Nanshan District
Shenzhen
PRC

Principal Place of Business in Hong Kong

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Wan Chai, Hong Kong

Principal Bank

Agricultural Bank of China Limited
The University City Branch
1/F, Building 2, Sangtaidanhua
No. 1 Pingshan Road
Nanshan District
Shenzhen
PRC

Hong Kong H Share Registrar and Transfer Office

Computershare Hong Kong Investor Services Limited
Shop 1712-1716, 17th Floor
Hopewell Centre
183 Queen's Road East, Wan Chai
Hong Kong

Stock Name

DOBOT

Stock Code

2432

Company's Website

<http://www.dobot.cn/>
(with respect to Chinese version)
<http://www.dobot-robots.com/>
(with respect to English version)

CHAIRMAN'S STATEMENT



Dear Shareholders,

I am pleased to present our annual report for the year ended 31 December 2025 to our shareholders.

2025 was a pivotal year for DOBOT as we strategically evolved from a “leader of cobots” to a “multimodal embodied AI platform”. Our cobots business achieved solid growth, with global shipments ranking first, whilst our embodied AI robotics business underwent a comprehensive upgrade, establishing DOBOT as the world’s first company to launch an embodied robotics platform encompassing forms of “robotic arms + humanoid + multi-legged”.

A DECADE OF COMMITTING TO A DIFFICULT YET RIGHT PATH

Since our inception, we have always adhered to the belief of “doing the difficult yet right thing”, dedicating ourselves to the robotics and continuously leading product and technological innovation in the industry. We have earned the trust and long-term partnership of global customers through excellence in product performance, innovation and quality.

As we celebrate our tenth anniversary, we have reached a historic milestone of cumulative global robot shipments exceeding 100,000 units, with total shipments in 2025 ranking first worldwide. This not only marks DOBOT as the first Chinese robotics enterprise to surpass 100,000 units in cobot shipments, achieving a leap in scale, industrialisation and globalisation, but also reflects how Chinese robotics, underpinned by a solid quality foundation and leading technology innovation, is driving the premiumisation and intelligent development of the global “smart manufacturing” industry.

FROM “LEADER OF COBOTS” TO “MULTIMODAL EMBODIED AI PLATFORM”

With robots deployed in over 100 countries and regions, DOBOT has built extensive customer and application resources. Leveraging on our full-stack proprietary technological and self-developed Dobot-VLA model, we have created an embodied AI platform with “one brain, multiple bodies” encompassing forms of “robotic arms + humanoid + multi-legged”.

In 2025, we launched DOBOT Atom, the embodied AI humanoid robot combining dexterous manipulation with straight-knee bipedal locomotion. We also introduced the wheeled humanoid robot Dobot ATOM-W, the all-scenario smart companion quadruped robot Rover X1, and the six-legged bionic robot Hexplorer. Additionally, we unveiled the “Super Factory” model enabling routine collaborative operations among different forms of embodied AI robots. Throughout 2025, our humanoid robots continued to achieve deployment in scenarios including automotive parts, commercial services, education and research, whilst we actively expanded the application of multi-legged robots, leading to the rapid growth in our embodied AI business.

RESHAPING HUMAN PRODUCTION AND LIFESTYLE WITH INNOVATIVE ROBOTIC TECHNOLOGY

In light of the historic opportunity presented by the exponential development of embodied AI, we are guided by our mission to “reshape human production and lifestyle with innovative robotic technology”, driving the integration of embodied AI into all industries and households through our “one brain, multiple bodies” multimodal embodied AI products designed for industrial, commercial and domestic applications.

Best regards,

Liu Peichao

Chairman of the Board, Executive Director and General Manager

SHENZHEN DOBOT CORP LTD

Shenzhen, the PRC, 30 March 2026



FINANCIAL HIGHLIGHTS

	For the year ended 31 December				
	2025 RMB'000	2024 RMB'000	2023 RMB'000	2022 RMB'000	2021 RMB'000
RESULTS					
Revenue	492,209	373,678	286,749	241,013	174,314
Cost of sales	(265,499)	(199,699)	(161,905)	(142,796)	(86,234)
Gross profit	226,710	173,979	124,844	98,217	88,080
Loss before income tax	(84,186)	(94,019)	(89,800)	(52,612)	(25,291)
Income tax credit/(expense)	139	(1,344)	(13,481)	135	(16,465)
Loss for the year attributable to owners of the Company	(83,535)	(95,363)	(103,281)	(52,477)	(41,558)
Loss for the year	(84,047)	(95,363)	(103,281)	(52,477)	(41,756)
Diluted loss per share (expressed in RMB per share)	(0.20)	(0.26)	(0.29)	(0.15)	(0.13)

	As at 31 December				
	2025 RMB'000	2024 RMB'000	2023 RMB'000	2022 RMB'000	2021 RMB'000
ASSETS AND LIABILITIES					
Total assets	3,102,781	1,495,208	734,888	925,420	665,085
Total liabilities	480,180	527,919	361,585	470,386	349,434
Total equity	2,622,601	967,289	373,303	455,034	315,651

I. BUSINESS REVIEW

In 2025, adhering to its dual-wheel driven strategy of “Cobot Intelligent Upgrade, Embodied AI Robot Innovation”, DOBOT continued to consolidate its technological and product advantages, accelerate global deployment and enhance localised operations. With focus on expanding markets in the Chinese Mainland, Europe and Asia-Pacific, we achieved remarkable growth in countries such as Germany, Thailand and South Korea, and successfully met our annual operating targets with high-quality development.

2025 also marked DOBOT’s “first year of mass production” and “first year of commercialisation” for embodied AI robots business. We developed “embodied AI products for all forms” and successfully achieved a complete closed loop from technological breakthroughs and product launches to scaled delivery, establishing DOBOT’s significant pioneer position as an embodied AI solutions provider in industrial and commercial applications.

In 2025, we recorded a revenue of RMB492 million, representing a year-on-year increase of 31.7%; Net loss amounted to RMB84 million, narrowing by 11.9% year-on-year, R&D investment amounted to RMB115 million, representing a year-on-year increase of 59.7%, which was attributable to our increased R&D investment in embodied AI.

I. Focusing on Product Innovation and Iteration to Build an Embodied AI Product Matrix for All Forms

In 2025, we continued to advance product innovation and iteration and enriched our product matrix, achieving breakthroughs in all aspects from cobots to multimodal embodied AI robots. We have established a multi-scenario embodied AI product matrix of “robotic arms + humanoid + multi-legged”, covering full-scenario applications including industrial, commercial, consumer, research and education.

In respect of cobots, we launched CRAF, an intelligent force-controlled cobot, and CR30H, a high-speed and heavy-payload cobot in the industry, meeting the demands of high-end manufacturing for high-precision and high-efficiency solutions. Gaining customer recognition, we have served over 80 Fortune Global 500 companies, covering core customer base comprising of the automotive industry chain, 3C electronics and semiconductors. The continued penetration of and repeat purchases from high-quality customers have become an important support for our business growth.

MANAGEMENT DISCUSSION AND ANALYSIS

In respect of embodied AI robots, we launched the bipedal humanoid robot DOBOT ATOM, DOBOT ATOM II, and the wheeled humanoid robot DOBOT ATOM-W within a year. ATOM adopts a high-degree-of-freedom bionic joint design, and is equipped with our in-house Neural Drive System for dexterous manipulation, achieving industrial-grade high-precision operation. It utilises an upgraded dual-brain decision-making architecture and dual-arm collaborative control algorithms, significantly enhancing anthropomorphic motion capabilities and collaborative operational efficiency.

We also launched the six-legged robot Hexplorer and the quadruped robot INFFNI RoverX1. Hexplorer overcame core technical challenges in triangular support steady-state motion control and adaptive adjustment in complex environment, breaking through the load capacity and stability bottlenecks of traditional multi-legged robots by significantly enhancing motion stability and load adaptability. INFFNI RoverX1, as the household intelligent agent, features a front-and-rear visual and depth sensor combination kit, all-terrain wheel-legged structure and intelligent load capacity, covering a wide range of diverse application scenarios including outdoor exploration, home security, programming education and emotional companionship.

We continued the technological improvement for intelligent robotic arm XTrainer AI training platform, upgrading the VLA model algorithm and software ecosystem to enhance capabilities handling in complex long-horizon tasks, further improving the underlying technical support for the embodied AI product matrix.

II. Continued Breakthroughs in Technology R&D, Consolidating Full-Stack In-House Advantages

In 2025, we continued to stay on our “full-stack in-house” path, focusing on core technology breakthroughs to provide solid support for product innovation and market expansion. We increased R&D investment in embodied AI, which reached RMB45.1 million, accounting for 39.3% of total R&D investment.

We continued to deepen technology R&D in the field of cobot, achieving various technological breakthroughs. In respect of the intelligent force control technology, we achieved 0.1N-level high-precision force control and technical advancement of “zero-installation, zero-deployment”, empowering efficient application of the technology to complex human-robot collaborative scenarios such as precision assembly and polishing. We made breakthroughs in heavy-payload high-speed control technology to reach a 30 kg payload capacity and 300°/s joint speed, effectively resolving the industry pain point of “low speed and low efficiency” for heavy-payload cobots and significantly improving the technical efficiency of single-machine operations. We completed upgrades in explosion-proof and safety technology, and obtained CNEX National Explosion-Proof Technology Certification, achieving dual technical capabilities of IP68 protection rating and T6 temperature protection. Together with a dual-redundant safety control architecture, we have established a technical system for human-robot collaborative safety in high-risk scenarios, further consolidating and continuously improving the core technologies of cobots.



In the frontier track of embodied AI technology, we have continuously achieved breakthroughs. At the “Brain” level, we actively advanced the construction of capabilities in multimodal perception, task understanding, semantic reasoning and action planning, exploring the technical path of embodied AI with deep integration of vision, language and action. Focusing on complex task scenarios, we accelerated the construction of a closed-loop capability from “visual comprehension and auditory comprehension” to “cognitive reasoning and physical execution”, driving the evolution of robots from single-point functional execution to higher-level autonomous understanding and task coordination. We further achieved breakthroughs in “Cerebellum” motion control capabilities. Through the adoption of a kHz-level real-time control system and the optimisation of joint control, whole-body coordination, compliant control and task-level motion generation, our robots achieved significant progress in motion stability, action precision, execution efficiency and safety, establishing a highly reliable bridge for the transformation of upper-level intelligent decisions into real-world actions. We continued to enhance the integration capability of robot body and the actuator. Centering around the embodied AI requirements for high-dynamic, high-precision and high-reliability hardware platforms, we continuously optimised architecture of robot platforms, joint module capabilities and end-effector system design, achieving further improvements in structural integration, motion stability, control response speed and system reliability. Through collaborative design of robot body, drive, sensing and control chain, our robot platforms have possessed a stronger foundation for action execution, providing hardware support for robot body to perform complex operations, mobile operations and multi-task coordination.

III. Fruitful Achievements in Commercialisation with Growth in Multiple Regional Markets

Leveraging our comprehensive product matrix and high-quality service capabilities, we have achieved remarkable growth in multiple markets, marking milestones in terms of revenue scale, quality and new market expansion, thus laying a solid foundation for rapid development in the future.

In domestic market, we achieved revenue of RMB249 million, representing an increase of 44.4%. We expanded our customer base into leading players in industries such as global fast-moving consumer goods, consumer lithium batteries, 3C electronics and new energy vehicles. Key customers, including global leaders in the fields of powers battery, consumer electronics precision manufacturing, electronic manufacturing and comprehensive internet services, continued to make repeat purchases. We have begun the commercialisation of our embodied AI products such as intelligent robotic arms, humanoid robots and multi-legged robots.

In European market, we have deeply integrated into the European industrial system through three strategies of “technology adaptation + localised services + in-depth presence in the industry”, achieving breakthroughs in market share, industry penetration, technology recognition and other dimensions to become a vital force that drives the transformation of “smart manufacturing” towards flexibility and intelligence in Europe. We continued to advance our localisation strategy by establishing and expanding our local teams. This has significantly improved our customer service responsiveness and market coverage. In addition, we have successfully developed and accumulated an increasing number of high-quality industry customers, thereby further consolidating the brand influence of DOBOT in the cobot market.



In the Asia-Pacific market, we have achieved new breakthroughs. Our robot products have successfully been adopted in the core processes of the automotive manufacturing industry and have achieved scaled application in key processes such as stamping, welding, gluing and interior assembly. They have been well recognised by the customers for their efficiency, precision and safety. Meanwhile, we proactively promoted industry-school integration projects, collaborating with local universities and vocational schools to conduct industrial training programs and build a cobot ecosystem, laying a solid foundation for the long-term development in the Asia-Pacific market.

IV. Deep Cultivation in the Fields of Industrial Manufacturing and Education, Continuously Expanding Diverse Application Scenarios

In 2025, our revenue from the industrial sector amounted to RMB279 million, representing an increase of 39.4%. Our robotic products deeply empowered the industrial manufacturing sector by focusing on the core needs of “high precision, rapid response and flexibility” and achieving breakthroughs in key scenarios. We secured scaled orders in mid-to-high-end application scenarios such as semiconductor and medical surgery. In the automotive intelligent manufacturing sector, we have achieved high-precision collaborative operations across the entire process chain, deeply empowering the transformation of automotive manufacturing industry towards refinement and intelligence. Furthermore, we continued to deepen our presence in small-batch, multi-variety production processes such as 3C electronics and precision parts, accelerating the penetration of intelligent robot in various industries.

We continued deepen our presence in the education market, focusing on the multi-level teaching needs of K-12, vocational colleges and universities. By launching educational robot products and solutions tailored to both domestic and international markets, we empowered vocational and higher education with embodied AI technology. These initiatives have further deepened the school-enterprise cooperation and industry-school integration, helping universities worldwide to cultivate high-tech application-oriented talents. For example, our educational robots were deployed in the GO TEC education project in Virginia, USA, which covered more than 11,000 students in a single academic year.

V. Accelerating Embodied AI Deployment to Drive Commercialisation

In 2025, we took a huge step from technology verification to commercialisation in the field of embodied AI, reaching three major milestones of “building a full-scenario product matrix”, “technological breakthroughs and mass production delivery” and “deepening ecological cooperation”. We completed the mass production delivery of multiple embodied AI products within the Year, deepened cooperation with industry ecosystem partners, and opened up the entire chain of “technology research and development – scenario customisation – product deployment”.

We have always regard “full-stack proprietary” as the core engine, and have been focusing on the breakthroughs in fundamental technologies such as the robot body, precision force control, multimodal perception and edge-cloud collaboration. In order to further develop more advanced autonomous intelligent agents, we officially initiated the research and development of a large-scale robot brain model in the second half of 2025, focusing on key capabilities such as “autonomous decision-making”, “vision-language-action coordination” and autonomous planning in complex environments. Currently, our R&D investment in embodied AI is in the early stages; in the future, we will continue to increase resource investment and keep strengthening our technological leadership.

We have promoted the embodied AI from the laboratory to real-world scenarios. Our humanoid robots have been deployed across industrial, commercial, and educational settings. In the industrial sector, we have deployed our humanoid robots in the production scenarios such as automotive industry chains. In the commercial sector, we have implemented our humanoid robots in the K11 cinema in Shenzhen, a humanoid robot autonomously making popcorn. It continuously and autonomously perceives the environment, understands the task, observes the counter, identifies orders and assesses the status for 14 consecutive hours, efficiently achieving the popcorn production of 1,000 cups a day.



II. OUTLOOK

With the vision of “becoming a global-leading embodied intelligence platform”, we are committed to driving the scaled and industrial application of embodied AI products with various forms based on our self-developed full-stack technologies. Going forward, we will focus on the following strategies:

I. Diving Deep into Technology and Product Iteration to Build a “One Brain, Multiple Bodies” Embodied Intelligence Matrix

We will continue to strengthen our capabilities in “Cognitive AI System”, enhance the performance of “Motion Control Module”, and strengthen the foundation of “Robot Body”, achieving the integrated development of high dynamic mobility and precise operation capabilities, and further improving the embodied intelligence product portfolio with forms of robotic arms, humanoid and multi-legged robots. Adhering to the principle of “scenario-defined products”, we will introduce deeply adaptive solutions for key industries, driving embodied intelligence from technology validation to indispensable real-world applications, thereby forming competitive barrier.

II. Focusing on Scenario-Based Implementation to Push Forward the Scalability and Industrialisation of Embodied Intelligence

On the basis of the ongoing implementation of existing applications in vertical sectors such as automotive industry chains, commercial services, and research and education, we will concentrate on core scenarios including industrial manufacturing, commercial services, and scientific research and education, to drive deep penetration of embodied intelligence into vertical industries. By creating benchmark cases, we aim to achieve the transition from “single-point breakthrough” to “scalable replication”.

III. Driving High-Quality Growth with Dual Engines and Steadily Expanding Global Business

Leveraging China's position as the world's most vibrant market for intelligent manufacturing application, we will continue to deepen strategic partnerships with leading industry chain customers, diversify application scenarios, and accelerate the scalable deployment of embodied intelligence. Concurrently, we will expand into global markets, replicate the localised operations and successful experience from mature regional markets to further enhance coverage and market share across global regions. Seizing the opportunities of global embodied intelligence development, we will bring cutting-edge innovations and proven solutions to global markets to achieve high-quality business growth.

III. FINANCIAL REVIEW

Operating results

In 2025, the revenue of the Group amounted to RMB492.2 million, representing an increase of 31.7% as compared to RMB373.7 million in 2024, primarily due to the expansion of product matrix, rising market penetration, increasing market shares for cobots, as well as the rapid growth of embodied AI products. Sales of six-axis cobots achieved substantial growth of 44.7%. In addition, we have successively launched embodied AI products such as humanoid robots and multi-legged robots during the Year, achieving rapid growth and providing new growth momentum for the Company's performance.



Revenue from principal business

The following table illustrates the details of sales by products of the Group for the two years ended 31 December 2025 and 31 December 2024 respectively:

	2025		2024	
	RMB'000	% of Total	RMB'000	% of Total
– Six-axis cobots	302,168	61.4	208,888	55.9
– Four-axis cobots	92,951	18.9	95,837	25.7
– Integrated cobots	67,610	13.7	53,120	14.2
– Embodied AI robots	20,042	4.1	3,863	1.0
– Others	9,438	1.9	11,970	3.2
Total	492,209	100.0	373,678	100.0

Revenue from sales of six-axis cobots

For the Year, the Group's revenue from sales of six-axis cobots was approximately RMB302.2 million (2024: RMB208.9 million), representing an increase of approximately 44.7% as compared to the previous year. On one hand, the ongoing enrichment of product types has brought new growth momentum, with heavy payload six-axis cobots contributing a significant growth during the year. On the other hand, the continuous expansion and deepening of application scenarios in key fields such as automotive manufacturing, 3C electronics, healthcare, and commercial retail, especially the ongoing penetration in core scenarios including loading and unloading, assembly and inspection, have effectively driven significant sales growth of six-axis cobot products.

Revenue from sales of four-axis cobots

For the Year, the Group's revenue from sales of four-axis cobots was approximately RMB93.0 million (2024: RMB95.8 million), representing a decrease of approximately 3.0% as compared to the previous year due to our strategic adjustment of four-axis product portfolio for STEAM education to six-axis cobots.

Revenue from sales of integrated cobots

For the Year, the Group's revenue from sales of integrated cobots was approximately RMB67.6 million (2024: RMB53.1 million), representing an increase of approximately 27.3% as compared to the previous year as a result of the increased sales of integrated cobots for autonomous coffee stations in the retail sector and for intelligent production lines in the manufacturing industry.

Revenue from sales of embodied AI robots

For the Year, the Group's revenue from sales of embodied AI robots was approximately RMB20.0 million (2024: RMB3.9 million), representing an increase of approximately 418.8% as compared to the previous year. In 2025, we successfully started to deploy our humanoid robots and multi-legged robots in scenarios including automotive industry chains, commercial services, education and research, coupled with the expansion of sales channels for the X-trainer series during the Year, which drove the increase in sales of embodied AI robots.

Revenue from the sales of products by application settings

	2025		2024	
	RMB'000	% of Total	RMB'000	% of Total
Industrial	278,791	56.9	199,989	53.7
Education	166,608	34.0	146,509	39.4
Commercial	44,939	9.1	25,577	6.9
Total	490,338	100.0	372,075	100.0

Revenue in industrial settings

Our revenue from industrial settings increased by 39.4% from RMB200.0 million in 2024 to RMB278.8 million in 2025, primarily due to our deep exploration of industrial scenarios, continuous expansion of cobot product offerings and enhancement of product functions, as well as rising demand for automated production lines in downstream industrial sectors and continuous expansion of related market scale.

Revenue in education settings

Our revenue from education settings increased by 13.7% from RMB146.5 million in 2024 to RMB166.6 million in 2025, primarily due to the increase in sales volume of six-axis cobots and embodied AI robots for education settings, as we further deepened our market penetration of relevant products.

Revenue in commercial settings

Our revenue from commercial settings increased by 75.7% from RMB25.6 million in 2024 to RMB44.9 million in 2025, primarily due to our deep cultivation of commercial application scenarios, particularly in commercial retail and physical therapy settings, where we established strategic partnerships with clients from vertical segments while focusing on product innovation and continuously enhancing product competitiveness.

Gross profit and gross profit margin

In 2025, the gross profit of the Group amounted to RMB226.7 million, representing an increase of 30.3% as compared to RMB174.0 million in 2024. The gross profit margin was 46.1% in 2025, representing a decrease of 0.5 percentage points as compared to 46.6% in 2024. Without considering the impact of write-down of inventories recorded in cost of sales, the gross profit margin was 48.4% in 2025, representing a decrease of 1.1 percentage points as compared to 49.5% in 2024, primarily due to the increase in proportion of domestic revenue with relatively lower gross profit margin.

Cost of sales

For the Year, the Group's cost of sales was approximately RMB265.5 million (2024: RMB199.7 million), representing an increase of approximately 32.9% as compared to the previous year, mainly due to the increase in sales volume of our six-axis cobots, integrated cobots and embodied AI robots.

Capital expenditures

During the Year, the Group's capital expenditures were approximately RMB15.2 million (2024: RMB14.6 million), representing an increase of approximately 4.1% as compared to the previous year, mainly due to investment in embodied AI during the Year with the increased procurement of R&D equipment, as well as increased procurement of office equipment in line with the Company's expansion.

Other income and gains

During the Year, the Group's other income and gains were approximately RMB106.7 million (2024: RMB41.3 million), representing an increase of approximately 158.4% as compared to the previous year, mainly due to the increase in bank interest income and investment income from financial assets at fair value through profit or loss.

Selling and distribution expenses

For the Year, the Group's selling and distribution expenses were approximately RMB182.3 million (2024: RMB138.0 million), representing an increase of approximately 32.1% as compared to the previous year. The increase was mainly due to our enhanced global sales channel expansion and continuous expansion of sales and technical support teams, leading to corresponding increases in employee compensation and traveling expenses. Meanwhile, in order to enhance market influence and brand awareness, we actively participated in vertical field exhibitions and increased investment in online marketing campaigns.



Administrative expenses

For the Year, the Group's administrative expenses were approximately RMB73.2 million (2024: RMB88.8 million), representing a decrease of approximately 17.6% as compared to the previous year, primarily due to the decrease in listing expenses. After deducting the impact of listing expenses, administrative expenses increased by approximately 30.1% compared to last year, which was mainly due to the increase in headcount of management departments in line with the rapid development of our business. As a result, the employee compensation expenses and share-based payment expenses increased accordingly.

Research and development expenses

The Group's research and development expenses were approximately RMB114.7 million during the Year (2024: RMB71.8 million), representing an increase of approximately 59.7% as compared to the previous year. The increase in R&D expenses was primarily due to our continuous increase in R&D investments in core technologies and embodied AI robots, with an increase in the headcount of research and development personnel and corresponding increase in employee benefit expenses, as well as increased expenditures on materials and consumables to meet the needs of R&D activities.

Other expenses

During the Year, the Group's other expenses were approximately RMB40.9 million (2024: RMB6.1 million), representing an increase of approximately 565.3% as compared to the previous year, primarily due to the increase in exchange losses of RMB28.4 million, impairment on prepayment of RMB7.5 million and donations of RMB1.4 million to support charitable and public welfare.

Financial costs

During the Year, the Group's financial costs were approximately RMB3.0 million (2024: RMB1.8 million), representing an increase of approximately 66.7% as compared to the previous year, primarily due to the increase in bank borrowings as a result of temporary cash flow needs.

Income tax credit/(expense)

During the Year, the Group's income tax credit was approximately RMB0.1 million (2024 income tax expense: RMB1.3 million), primarily due to the increase in the deferred tax assets of subsidiaries.

Net loss

For the Year, the Group's net loss was approximately RMB84.0 million (2024: RMB95.4 million), representing a decrease of approximately 11.9% as compared to the previous year.

Non-IFRS measure

To supplement our consolidated financial statements which are presented in accordance with the IFRSs, we also use adjusted net loss (non-IFRS measure) as additional financial measure, which is not required by, or presented in accordance with, the IFRSs. We believe that such non-IFRS measure facilitates comparisons of operating performance from period to period and company to company by eliminating potential impacts of certain items and provides useful information to investors and others in understanding and evaluating our consolidated results of operations in the same manner as it helps our management. However, our presentation of adjusted net loss (non-IFRS measure) may not be comparable to similarly titled measures presented by other companies. The use of such non-IFRS measure has limitations as an analytical tool, and you should not consider them in isolation from, or as substitute for analysis of, our results of operations or financial condition as reported under the IFRSs.



MANAGEMENT DISCUSSION AND ANALYSIS

We define adjusted net loss (non-IFRS measure) as loss for the Year adjusted for share-based payment expenses and listing expenses. Listing expenses are related to the global offering. Share-based payment expenses are non-cash expenses arising from granting restricted share units and options to senior management and employees. The following table sets out a reconciliation from adjusted net loss (non-IFRS measure) to loss for the Year which is presented in accordance with the IFRSs.

	2025 RMB'000	2024 RMB'000
Loss for the Year	(84,047)	(95,363)
Add:		
– Share-based payment expenses	34,447	26,356
– Listing expenses	–	32,554
Adjusted net loss (non-IFRS measure)	(49,600)	(36,453)

Adjusted net loss (non-IFRS measure) loss for the Year attributable to equity shareholders of the Company amounted to RMB49.6 million, representing an increase of 36.1% as compared to RMB36.5 million in 2024 resulted from continuous additional R&D investment in embodied AI during the Year.

Financial condition

Shareholders' equity increased from RMB967.3 million as of 31 December 2024 to RMB2,622.6 million as of 31 December 2025, mainly due to the placings in 2025, which increased the share capital and share premium by RMB1,705.9 million, and share-based payment of RMB34.4 million in 2025, partially offset by the loss for the Year of RMB84.0 million.

BIOGRAPHICAL DETAILS OF DIRECTORS AND SENIOR MANAGEMENT

EXECUTIVE DIRECTORS

Mr. Liu Peichao (劉培超) (“Mr. Liu”), aged 39, is our chairman of the Board, executive Director and general manager of our Company, and was appointed as an executive Director and general manager of our Company in July 2015. Mr. Liu is primarily responsible for the overall strategic planning, business direction and management of our Group. Mr. Liu has also served as a director in certain subsidiaries of our Company. Mr. Liu currently serves as a director of Rizhao Yuejiang Intelligent Technology Co., Ltd. (日照市越疆智能科技有限公司), Dobot HK Limited (越疆機器人香港有限公司) and DOBOT MALAYSIA SDN.BHD. (越疆機器人馬來西亞有限公司).

Mr. Liu has more than eleven years of experience in the robot industry. Mr. Liu was awarded the Shenzhen New Industry Leader (深圳行業領袖新青年) by the Shenzhen General Chamber of Commerce (深圳市工商業聯合會(總商會)) in September 2022, the China Youth Entrepreneurship Award (中國青年創業獎) by the Ministry of Human Resources and Social Security of the People’s Republic of China (中華人民共和國人力資源和社會保障部) in November 2021 and the Shenzhen Municipal Leading Talent (深圳市地方級領軍人才) by the Shenzhen Municipal Government in July 2020. He was selected as one of the 2019 Shenzhen Top 10 Small and Medium-sized Enterprise Entrepreneurial Talents by the Shenzhen Small and Medium-sized Enterprises Development Promotion Association (深圳市中小企業發展促進會) in November 2019, and the Technological Innovation and Entrepreneurial Talents of the Innovation Talent Advancement Program (創新人才推進計劃科技創新創業人才) by the Ministry of Science and Technology of the People’s Republic of China (中華人民共和國科學技術部) in June 2019.

Mr. Liu obtained a bachelor’s degree in mechanical design & manufacturing and automation from Shandong University (山東大學) in the PRC in June 2011. Mr. Liu further obtained a master’s degree in mechanical engineering from Shandong University in June 2014.

Mr. Wang Yong (王勇) (“Mr. Wang”), aged 46, is our executive Director, deputy general manager, chief financial officer, and joint company secretary. Mr. Wang joined our Company in August 2022 and was appointed as an executive Director in December 2022, and was the secretary to the Board of the Company from December 2022 to March 2026. Mr. Wang is primarily responsible for the overall strategic planning, financial and accounting affairs of our Group. Mr. Wang currently serves as a director of DOBOT SINGAPORE PTE. LTD. (越疆機器人新加坡私人有限公司).

BIOGRAPHICAL DETAILS OF DIRECTORS AND SENIOR MANAGEMENT

Mr. Wang has more than 24 years of experience in corporate governance and finance. Prior to joining our Company, from October 2014 to August 2021, Mr. Wang successively served as a vice general manager, board secretary and chief financial officer in Antel Intelligent Technology Corp., Ltd. (深圳市道通科技股份有限公司), whose shares are listed on the Shanghai Stock Exchange (stock code: 688208). From September 2002 to September 2014, Mr. Wang successively served as an auditor, senior auditor, manager and senior manager in Ernst & Young Hua Ming LLP (安永華明會計師事務所(特殊普通合夥)). During his employment in Ernst & Young Hua Ming LLP, from October 2007 to March 2009, Mr. Wang participated in Ernst & Young's global exchange program and worked at Ernst & Young's Milwaukee office in the United States. From July 2001 to September 2002, Mr. Wang served as a financial accountant in Shenzhen SDG Information Co., Ltd. (深圳市特發信息股份有限公司), whose shares are listed on the Shenzhen Stock Exchange (stock code: 000070).

Mr. Wang obtained a bachelor's degree in investment economics from Southwestern University of Finance and Economics (西南財經大學) in July 2001. Mr. Wang is a Chinese Certified Public Accountant (non-practicing member).

Mr. Jiang Yu (姜宇) (“Mr. Jiang”), aged 41, is our employee representative Director, executive Director and deputy general manager. Mr. Jiang joined our Company in August 2017 and was appointed as an executive Director in December 2025. He successively served as a R&D director and supply chain director. Mr. Jiang is responsible for the management of the R&D department and procurement department. Mr. Jiang currently serves as a director of Yunzhichuanghe Culture Technology (Shenzhen) Co., Ltd. (雲智創合文化科技(深圳)有限公司), Shenzhen Yuejiang Drive Technology Co., Ltd. (深圳市越疆驅動科技有限公司), and Shanghai DOBOT Embodied Intelligence Technology Co., Ltd (上海越疆具身智能技術有限責任公司). He also serves as a director and manager of Hangzhou Xingsi Wujie Technology Co., Ltd. (杭州行思無界科技有限公司).

Prior to joining us, from July 2012 to August 2017, Mr. Jiang successively served as a hardware engineer, project manager, product manager and senior hardware engineer in Shanghai STEP Electric Corporation (上海新時達電氣股份有限公司), a limited liability company engaging in the provision of comprehensive solutions for intelligent manufacturing, whose shares are listed on the Shenzhen Stock Exchange (stock code: 002527).

Mr. Jiang obtained a bachelor's degree in mechanical design, manufacturing and automation from Hunan University of Technology (湖南工業大學) in the PRC in June 2009, a master's degree in mechanical engineering from Shandong University in June 2012. Mr. Jiang holds the professional title of senior engineer.

NON-EXECUTIVE DIRECTOR

Mr. Lang Xulin (郎需林) (“Mr. Lang”), aged 37, is our non-executive Director and chief scientist of the Group. Mr. Lang joined the Company in July 2015, served as the executive Director from September 2016 to 29 December 2025 and has served as the non-executive Director since 29 December 2025. Mr. Lang is primarily responsible for the R&D and management of Embodied Intelligence Business of the Group. Mr. Lang has also served as a director in certain subsidiaries of the Company. Mr. Lang currently serves as a director of DOBOT Europe GmbH (越疆机器人欧洲有限公司), DOBOT USA LLC (越疆机器人美国有限公司), DOBOT NORTH AMERICA LLC (越疆机器人北美有限公司) and DOBOT JAPAN LLC (越疆机器人日本有限公司).

Mr. Lang has more than eleven years of experience in the robot industry. Prior to founding the Company with Mr. Liu, from July 2014 to July 2015, Mr. Lang served as an engineer in Shenzhen Inovance Technology Co., Ltd. (深圳市汇川技术股份有限公司), whose shares are listed on the Shenzhen Stock Exchange (stock code: 300124).

Mr. Lang obtained a bachelor’s degree in mechanical design & manufacturing and automation from Shandong University in the PRC in June 2011. Mr. Lang obtained a master’s degree in mechanical design and theories from Shandong University in June 2014. Mr. Lang holds the professional title of senior engineer.

INDEPENDENT NON-EXECUTIVE DIRECTORS

Mr. Li Yibin (李贻斌) (“Mr. Li”), aged 65, is an independent non-executive Director. Mr. Li joined our Company in December 2022 and was appointed as an independent non-executive Director in December 2022. Mr. Li is primarily responsible for providing independent advice on the operations and management of our Group.



BIOGRAPHICAL DETAILS OF DIRECTORS AND SENIOR MANAGEMENT

Mr. Li has served as (i) an independent director in Siasun Robot & Automation Co., Ltd. (瀋陽新松機器人自動化股份有限公司), a limited liability company engaging in robotics and automation equipment, whose shares are listed on the Shenzhen Stock Exchange (stock code: 300024), since January 2022, (ii) an independent director in CITIC Heavy Industries Co. Ltd. (中信重工機械股份有限公司), a limited liability company engaging in heavy mechanical equipment business, whose shares are listed on the Shanghai Stock Exchange (stock code: 601608), since November 2020, (iii) the chairman of the supervisory committee in Shandong Desheng Robot Co., Ltd. (山東德晟機器人股份有限公司), a limited liability company engaging in intelligent equipment and systems business, since June 2018. From January 2014 to July 2025, Mr. Li served as a supervisor in Shandong Youbaote Intelligent Robotics Co., Ltd. (山東優寶特智能機器人有限公司), a limited liability company engaging in bionic family service robots and mine informatisation business. From September 2019 to February 2023, Mr. Li served as an independent director in Cosonic Intelligent Technologies Co., Ltd. (佳禾智慧科技股份有限公司), a limited liability company engaging in smart electroacoustic products and smart wearable products business whose shares are listed on the Shenzhen Stock Exchange (stock code: 300793). Furthermore, Mr. Li has served as a professor in Shandong University since September 2003. Prior to that, from August 1982 to July 2003, Mr. Li successively served as a lecturer, vice professor and professor in Shandong University of Science and Technology (山東科技大學) (formerly known as the Shandong Institute of Mining and Technology (山東礦業學院)).

Mr. Li has been serving as the president of the council of Shandong Automation Society (山東省自動化學會) since July 2018.

Mr. Li obtained a bachelor's degree in industrial automation from Tianjin University (天津大學) in the PRC in July 1982. Mr. Li obtained a master's degree in mining electrification and automation from Shandong University of Science and Technology (山東科技大學) (formerly known as the Shandong Institute of Mining and Technology (山東礦業學院)) in July 1990.

Mr. Ng Jack Ho Wan (吳浩雲) (“Mr. Ng”), aged 49, is an independent non-executive Director. Mr. Ng joined our Company in May 2024 and was appointed as an independent non-executive Director in May 2024. Mr. Ng is primarily responsible for providing independent advice on the operations and management of our Group.

Mr. Ng has served as (1) an independent non-executive director in Cheshi Technology Inc. (車市科技有限公司), whose shares are listed on the Stock Exchange (stock code: 1490), since December 2020, (2) an independent non-executive director in HM International Holdings Limited, whose shares are listed on the Stock Exchange (stock code: 8416), since December 2016, and (3) the managing director in Jack H.W. Ng CPA Limited (吳浩雲會計師行有限公司) since June 2013. Prior to that, from June 2018 to July 2021, Mr. Ng served as an independent non-executive director in Zhejiang Cangnan Instrument Group Company Limited (浙江蒼南儀錶集團股份有限公司), whose shares were previously listed on the Stock Exchange. From March 2001 to October 2012, Mr. Ng worked in KPMG in Hong Kong with the last position as partner. From September 1997 to February 2001, Mr. Ng worked in PricewaterhouseCoopers LLP in Canada.

Mr. Ng obtained a bachelor's degree in business administration from Simon Fraser University in Canada in May 2000. In addition, Mr. Ng has obtained the qualification of (1) Chartered Financial Analyst (CFA) accredited by CFA Institute since October 2007, (2) Certified Information Systems Auditor accredited by the Information Systems Audit and Control Association since January 2007, (3) Financial Risk Manager accredited by the Global Association of Risk Professionals since November 2004, (4) Certified Public Accountant of Hong Kong Institute of Certified Public Accountants since September 2003, and (5) Chartered Professional Accountant (CPA, CA) accredited by the Chartered Professional Accountants of Canada since February 2001.

Dr. Hou Lingling (侯玲玲) (“Dr. Hou”), aged 50, is an independent non-executive Director. Dr. Hou joined our Company in December 2022 and was appointed as an independent non-executive Director in December 2022. Dr. Hou is primarily responsible for providing independent advice on the operations and management of our Group.

Dr. Hou currently serves as an independent director of Luxshare Precision Industry Co., Ltd. (立訊精密工業股份有限公司), whose shares are listed on the Shenzhen Stock Exchange (stock code: 002475). Dr. Hou has served as an arbitrator of Dongguan Arbitration Commission (東莞仲裁委員會) since April 2022 and Shenzhen Court of International Arbitration (深圳國際仲裁院) (also known as South China International Economics and Trade Arbitration Commission (華南國際經濟貿易仲裁委員會), Greater Bay Area International Arbitration Centre (粵港澳大灣區國際仲裁中心) and Shenzhen Arbitration Commission (深圳仲裁委員會)) since February 2019. Dr. Hou has successively served as an associate professor and professor in the Law School of Shenzhen University (深圳大學法學院). Prior to that, Dr. Hou served as a lecturer in the Law School of South China University of Technology (華南理工大學法學院) from December 2006 to May 2008.

BIOGRAPHICAL DETAILS OF DIRECTORS AND SENIOR MANAGEMENT

Dr. Hou obtained a bachelor's degree in economic law from Zhongnan University of Economics and Law (中南財經政法大學) (formerly known as Zhongnan Institute of Economics and Law (中南政法學院)) in the PRC in June 1997 and a master's degree in economic law from Zhongnan University of Economics and Law in June 2000. Dr. Hou also obtained a doctor's degree in international trade from Hunan University (湖南大學) in June 2006. Dr. Hou holds the Chinese lawyer qualification certificate.

SENIOR MANAGEMENT

Mr. Liu Peichao (劉培超) is our chairman of the Board, executive Director and general manager of our Company. For further biographic details of Mr. Liu, please refer to “Executive Directors” in this section.

Mr. Wang Yong (王勇) is our chief financial officer, deputy general manager, executive Director and joint company secretary of the Company. For further biographic details of Mr. Wang, please refer to “Executive Directors” in this section.

Mr. Jiang Yu (姜宇), is our employee representative Director, executive Director and deputy general manager of our Company. For further biographic details of Mr. Jiang, please refer to “Executive Directors” in this section.

Mr. Liu Zhufu (劉主福), aged 37, is our deputy general manager primarily responsible for overseeing the Global Business Support Division of the Group. Mr. Liu Zhufu joined our Company in December 2015 and successively served as the R&D director, industry development director and general manager of industrial department. Prior to joining us, Mr. Liu Zhufu served as a control algorithm engineer in Hedy Medical Device Company Limited (廣州七喜醫療設備有限公司), a limited liability company engaging in the medical equipment business. Mr. Liu Zhufu also worked in Guangzhou ZHIYUAN Electronics Co., Ltd. (廣州致遠電子有限公司), an industrial Internet product and solution provider.

Mr. Liu Zhufu obtained a bachelor's degree in automation from Shandong University in June 2011.

Mr. Ni Yaoqing (尼堯擎), aged 32, is our secretary to the Board, and is primarily responsible for the capital market, strategic planning and relevant work of the Board of the Group. Mr. Ni joined our Group in January 2026. Prior to joining our Group, from June 2020 to January 2026, Mr. Ni worked at China International Capital Corporation Limited (a securities company incorporated in the PRC with its shares listed on the Shanghai Stock Exchange (stock code: 601995) and the Stock Exchange (stock code: 03908), respectively), where he served as Vice President and A-share sponsor representative of the Investment Banking Department. Mr. Ni also previously worked at CITIC Securities Company Limited (a securities company incorporated in the PRC with its shares listed on the Shanghai Stock Exchange (stock code: 600030) and the Stock Exchange (stock code: 06030), respectively) from September 2019 to June 2020, serving as Senior Manager of the Investment Banking Management Committee.

Mr. Ni obtained a bachelor's degree in Telecommunication Engineering from Harbin Institute of Technology in July 2015, and further obtained a master's degree in Information and Telecommunication Engineering from Harbin Institute of Technology in July 2017. Mr. Ni obtained a master's degree in Management from Schwarzman Scholars at Tsinghua University in July 2019.



CORPORATE GOVERNANCE REPORT

The Board hereby presents this corporate governance report (the “**Corporate Governance Report**”) in the Company’s annual report for the year ended 31 December 2025 (the “**Reporting Period**”).

CORPORATE GOVERNANCE PRACTICES

The Group is committed to maintaining a high standard of corporate governance to safeguard the interests of its shareholders and enhance its value and accountability. The Board endeavors to adhere to the principles of corporate governance and has set and implemented sound corporate governance practices to fulfill the legal and commercial standards in the management structures, internal control, risk management and fair disclosure to achieve effective transparency and accountability.

The Company has adopted the code provisions of the Corporate Governance Code (the “**CG Code**”) as set out in Appendix C1 to the Rules Governing the Listing of Securities on the Stock Exchange (the “**Listing Rules**”) as its own code of corporate governance since 23 December 2024 (the “**Listing Date**”). The Company has complied with all the applicable code provisions as set out in the CG Code for the Reporting Period save as disclosed below.

Pursuant to code provision C.2.1 of Part 2 of the CG Code, companies listed on the Stock Exchange are expected to comply with, but may choose to deviate from the requirement that the roles of chairman and chief executive should be separate and should not be performed by the same individual. We do not have a separate chairman and chief executive and Mr. Liu Peichao currently performs these two roles. Our Board believes that vesting the roles of both the chairman of our Board and general manager in the same person has the benefit of (1) ensuring consistent leadership within our Company, (2) enabling more effective and efficient overall strategic planning for our Company, and (3) facilitating the flow of information between the management and our Board. Our Board considers that the balance of power and authority for the present arrangement will not be impaired and this structure will enable our Company to make and implement decisions promptly and effectively. Our Board will continue to review and consider splitting the roles of the chairman of our Board and the general manager of our Company at a time when it is appropriate by taking into account the circumstances of our Company as a whole.

The Company will continue to review its corporate governance practices to ensure its continued compliance of the CG Code, to enhance its corporate governance standard, to comply with the increasingly stringent regulatory requirements, and to meet the rising expectations of the Shareholders and investors.

VALUES AND CULTURE

The Group strives to foster a culture centered on inclusion, safety, and respect, creating an equal and diverse global workplace. As an international listed company, we uphold a global vision while focusing on in-depth localization, leveraging cultural integration and gender diversity to enhance corporate governance efficiency and business innovation.

The Group promotes diversity across multiple dimensions including nationality, background and gender, emphasizes gender balance in recruitment and management team formation, and improves decision-making quality through diverse perspectives. Through a global talent strategy, we attract outstanding professionals from various countries. We respect and integrate into local cultures, balancing global standards with local requirements.

We encourage cross-cultural communication and collaboration, utilizing cultural differences to stimulate innovative thinking and enhance the relevance of solutions. Additionally, we provide employees with diverse career development opportunities including cross-border rotations, international projects, and specialized training programs.

The Group places the highest priority on safety in production and working environment, ensuring all employees can fully realize their potential in a secure and inclusive atmosphere.

Accordingly, we formulate and implement policies on diversity, cultural integration, and workplace safety, with the board of directors and management committed to operational principles rooted in compliance, ethics, and accountability. Our regular cultural training and onboarding courses for new hires reinforce inclusive culture and global mindset.

These initiatives have effectively enhanced employees' sense of belonging and retention, providing sustained momentum for the Group's global competitiveness and sustainable development.

COMPLIANCE WITH THE REQUIRED STANDARD OF DEALINGS IN SECURITIES

The Company has adopted the Model Code for Securities Transactions by Directors of Listed Issuers (the “**Model Code**”) as set out in Appendix C3 to the Listing Rules as its code of conduct governing securities transactions by the Directors and the then supervisors, and devised its own code of conduct regarding Directors' dealings in the Company's securities on terms no less exacting than the Model Code. The board of supervisors of the Company was abolished on 29 December 2025. Specific enquiry has been made to all the Directors and the then supervisors. Each of the Directors and the then supervisors has confirmed that he/she has complied with the required standards as set out in the Model Code during the Reporting Period up to 29 December 2025 (for supervisors) and up to the date of this annual report (for Directors). The Company continues and will continue to ensure compliance with the Model Code.

A. DIRECTORS

A.1 Board of Directors

The Company is governed by the Board which is responsible for the leadership and control of the Group, overseeing and managing the Group's businesses, strategic decisions and performance, convening Shareholders' general meetings and reporting our Board's work at the Shareholders' general meetings, implementing the resolutions passed at the Shareholders' general meetings; determining our business plans and investment plans; preparing plans for profit distribution and recovery of losses, preparing plans for the increase or decrease in registered capital; and exercising other power, functions and duties as conferred by the articles of association of the Company (the "**Articles of Association**").

All the Directors carry out their duties in good faith and are in compliance with applicable laws and regulations, take decisions objectively and act in the interests of the Company and its Shareholders at all times.

The Company has entered into formal service agreements and letters of appointment with the executive Directors and the independent non-executive Directors respectively setting out the key terms and conditions of their respective appointments. Pursuant to the Articles of Association, the term of office of each Director is three years, subject to re-election upon expiry of the term of office.

The insurance cover in respect of legal action against the Directors and senior officers of the Company is covered by the existing Directors & Officers Liability Insurance Policy of the Company.

Save as disclosed in the biographies of Directors and Senior Management which are set out in the section headed "Biographical Details of Directors and Senior Management" of this annual report, to the best knowledge of the Directors, there is no personal relationship (including financial, business, family or other material/relevant relationship) with any other Directors, the chairman of the Board and the chief executive of the Company.

A.2 Board composition

The Board currently comprises of the following Directors:

Executive Directors

Mr. Liu Peichao (*Chairman*)

Mr. Wang Yong

Mr. Jiang Yu (*appointed with effect from 29 December 2025*)

Non-Executive Directors

Mr. Jing Liang (*retired with effect from 29 December 2025*)

Mr. Lang Xulin (*redesignated as a non-executive Director with effect from 29 December 2025*)

Independent Non-Executive Directors

Mr. Li Yibin

Mr. Ng Jack Ho Wan

Dr. Hou Lingling

The biographical details of the Directors are set out in the section headed “Biographical Details of Directors and Senior Management” of this annual report. The Company considers that the composition of the Board is well balanced. Each of the Directors has the relevant experience, knowledge and expertise that can contribute to the business of the Company. The executive Directors oversee the daily operations of the Group while the independent non-executive Directors bring along independent judgment to the decision-making process of the Board.

During the Reporting Period and up to the date of this annual report, the Company has complied with Rules 3.10(1) and (2) and 3.10A of the Listing Rules relating to the appointment of at least three independent non-executive directors, representing more than one-third of the Board and at least one of them has appropriate professional qualifications or accounting or related financial management expertise. All independent non-executive Directors also meet the guidelines for assessment of their independence pursuant to Rule 3.13 of the Listing Rules. The Company has received a confirmation of independence from each of the independent non-executive Directors as required under the Rule 3.13 of the Listing Rules. The Company considers all the independent non-executive Directors to be independent. The Board will assess their independence on an annual basis.

A.3 Chairman and Chief Executive

Mr. Liu Peichao has been serving as the chairman of the Board and is primarily responsible for the operation of the Board, operation and management, safe production and business coordination of the Group. Mr. Liu Peichao has also been serving as the chief executive officer of the Company. Please refer to the section headed “Corporate Governance Practices” for details.

A.4 Responsibilities and delegation of functions

The Company has formalised and adopted written terms on the division of functions reserved to the Board and those delegated to the management of the Company. The management of the Company is mainly responsible for the implementation of the business plans, strategies and policies adopted by the Board and delegated to it from time to time as well as the day-to-day management. The Board reserves for its decision on all major matters of the Company, including the approval and monitoring of all policy matters, overall strategies and budgets, risk management and internal control systems, material transactions (in particular those that may involve conflict of interests), financial information, appointment of Directors and other significant financial and operational matters.

All Directors have full and timely access to the relevant information of the Group as well as the advice and services of the Joint Company Secretaries and senior management of the Company, in order to ensure compliance with the Board procedures and all applicable laws and regulations. Any Director may request independent professional advice in appropriate circumstances at the Company’s expense, upon reasonable request being made to the Board. The Board has delegated the responsibility for implementing its corporate strategies and the day-to-day management, operation and administration to the management of the Company under the leadership of the executive Directors. Clear guidance has been made as to the matters that should be reserved to the Board for its decision which include matters on, inter alia, capital, finance and financial reporting, internal control, communication with Shareholders, Board composition, delegation of authority and corporate governance. The Board periodically reviews the delegated functions and work tasks. Prior to entering into any significant transactions, the aforesaid officers have to obtain the Board’s approval.

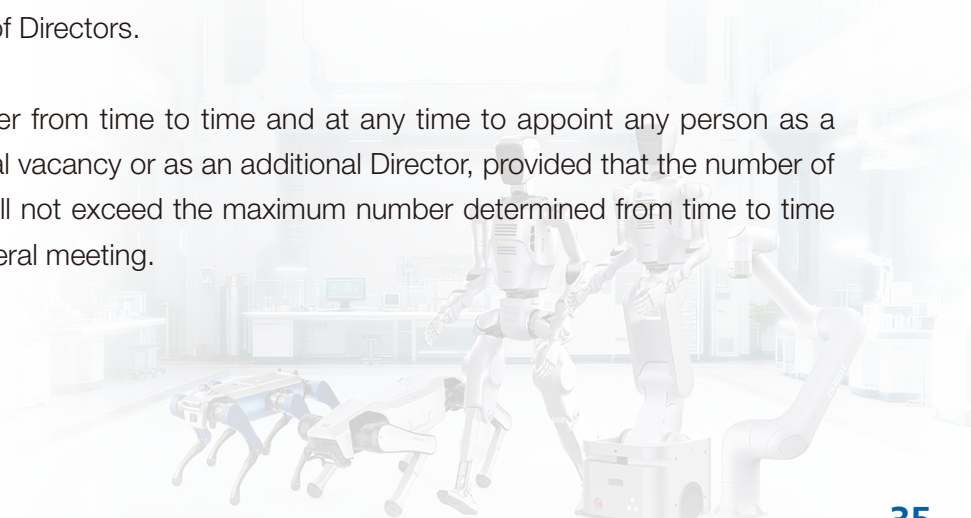
The Board recognises that corporate governance should be the collective responsibility of the Directors which includes:

- (1) to develop and review the policies and practices on corporate governance of the Company and make recommendations to the Board;
- (2) to review and monitor the training and continuous professional development of Directors and senior management;
- (3) to review and monitor the Company's policies and practices on compliance with legal and regulatory requirements;
- (4) to develop, review and monitor the code of conduct and compliance manual (if any) applicable to Directors and employees; and
- (5) to review the Company's compliance with the CG Code and disclosure in the corporate governance report of the Company.

A.5 Appointment, re-election and removal of Directors

All executive Directors, non-executive Director and independent non-executive Directors are appointed for a specific term of three years. None of the Directors has a service contract or letter of appointment with the Company or any of its subsidiaries other than the contracts/letters of appointment expiring or determinable by the employer within one year without payment of compensation (other than statutory compensation). All Directors are eligible for the re-election upon expiring of their term of office. The appointments are subject to the provisions of the Articles of Association with regard to vacation of office of Directors, removal and retirement by rotation of Directors.

The Board shall have power from time to time and at any time to appoint any person as a Director either to fill a casual vacancy or as an additional Director, provided that the number of Directors so appointed shall not exceed the maximum number determined from time to time by the Shareholders in general meeting.



The term of the second session of the Board commenced on 29 December 2025 and will expire on the date of expiry of second session, which is expected to be 28 December 2028.

A.6 Board meetings, general meetings and procedures

Pursuant to the CG Code, at least four regular Board meetings should be held in each year. The Board is scheduled to meet regularly at least four times a year at approximately quarterly intervals, to discuss the overall strategy as well as the operational and financial performance of the Company. Other Board meetings will be held when necessary. During the Reporting Period, ten Board meetings (all attended by Directors in person) were held, along with three extraordinary general meetings and one annual general meeting. The attendance records of each Directors are set out below:

Name of Directors	Number of attendance/ Number of Board meetings	Number of attendance/ Number of general meetings
Mr. Liu Peichao	10/10	4/4
Mr. Wang Yong	10/10	4/4
Mr. Lang Xulin (<i>redesignated as a non-executive Director with effect from 29 December 2025</i>)	10/10	4/4
Mr. Jing Liang (<i>retired with effect from 29 December 2025</i>)	9/9	4/4
Mr. Jiang Yu (<i>appointed with effect from 29 December 2025</i>)	1/1	N/A
Mr. Li Yibin	10/10	4/4
Mr. Ng Jack Ho Wan	9/10	4/4
Dr. Hou Lingling	10/10	4/4

Note: Director's attendance is calculated based on the number of meetings held during his/her tenure.

During the Reporting Period, one meeting was held between the chairman of the Board and the independent non-executive Directors without the presence of other Directors.

Board members were provided with complete, adequate and timely information to allow them to fulfill their duties properly.

Schedules for regular Board meetings and meeting agenda are sent to all Directors in advance. Notice of at least 14 days is given for a regular Board meeting. For other Board and committee meetings, reasonable notice is generally given. Board papers together with all appropriate, complete and relevant information are dispatched to all Directors at least three days before each regular Board meeting to ensure that the Directors have sufficient time to review the related documents and be adequately prepared for the meeting.

The Joint Company Secretaries are responsible for keeping minutes of all Board and committee meetings. Draft minutes are normally circulated to all Directors for comments within a reasonable time after each meeting and the final version is open to Directors for inspection. The Articles of Association contain provisions requiring Directors to abstain from voting and not to be counted in the quorum at meetings for approving transactions in which such Directors or any of their associates have a material interest.

A.7 Continuous professional development

All Directors have been given relevant guideline materials regarding the responsibilities and obligations of being a Director, the relevant laws and regulations applicable to the Directors, duty of disclosure of interest and business of the Company and such induction materials will also be provided to newly appointed Directors shortly upon their appointment as Directors to ensure that he or she has a proper understanding of the operation and business of the Company and full awareness of Directors' responsibilities and obligation under the Listing Rules and relevant statutory requirements. All Directors have been provided monthly updates giving a balanced and understandable assessment of the Group's performance, financial position and prospects to keep the Directors' abreast of the Group's affairs in order to discharge their duties. All Directors are also updated from time to time on the latest developments regarding the Listing Rules and other applicable regulatory requirements to ensure compliance and enhance their awareness of good corporate governance practices, as set out in their respective terms of reference which are available on the websites of the Stock Exchange and the Company.

During the Reporting Period, save for Mr. Jiang Yu who was only appointed as an executive Director with effect from 29 December 2025, all Directors had participated in continuous professional development in the following manner in compliance with code provision C.1.4 of the CG Code:

Name of Directors	Type of training
Mr. Liu Peichao	A/B
Mr. Wang Yong	A/B
Mr. Lang Xulin	A/B
Mr. Jiang Yu	N/A
Mr. Jing Liang (<i>retired with effect from 29 December 2025</i>)	A/B
Mr. Li Yibin	A/B
Mr. Ng Jack Ho Wan	A/B
Dr. Hou Lingling	A/B

A: attending seminars/courses/conference to develop professional skills and knowledge

B: reading materials in relation to regulatory update

A.8 Corporate governance functions

As mentioned in the paragraph A.4 “Responsibilities and delegation of functions” of this annual report, the Board is responsible for performing the corporate governance duties. During the Reporting Period, the Board has reviewed the Company’s policies and practices on corporate governance and compliance with the CG Code, reviewed and monitored the continuous professional development of the Directors and also reviewed and monitored the Company’s policies and practices on compliance with legal and regulatory requirements.

A.9 Joint company secretaries

Mr. Wang Yong (王勇) is one of the joint company secretaries (“**Joint Company Secretaries**”) of the Company. Please refer to the above section headed “Executive Directors” for further biographic details of Mr. Wang.

Ms. Ching Shuk Wah Shirley (程淑華), aged 53, is our Joint Company Secretary. Ms. Ching joined SWCS Corporate Services Group (Hong Kong) Limited (“**SWCS**”), a corporate service provider, in January 2020 and is currently an assistant manager of SWCS, responsible for assisting in providing company secretarial services.

Ms. Ching obtained a bachelor's degree in business administration from the University of Western Sydney in Australia in November 2004 and a master's degree in corporate governance from the Hong Kong Metropolitan University (formerly known as The Open University of Hong Kong) in November 2020. Ms. Ching is a Chartered Secretary, a Chartered Governance Professional and an associate of both The Hong Kong Chartered Governance Institute and The Chartered Governance Institute in the United Kingdom.

B. BOARD COMMITTEES

The Board has established four Board committees, namely, the strategy committee (the “**Strategy Committee**”), the audit committee (the “**Audit Committee**”), the remuneration and appraisal committee (the “**Remuneration and Appraisal Committee**”), and the nomination committee (the “**Nomination Committee**”) to assist it in the efficient implementation of their functions and to oversee particular aspects of the Company's affairs. Specific responsibilities, as set out in their respective terms of reference which are available on the websites of the Stock Exchange and the Company, have been delegated to the above committees and the corporate governance duties as required under the principles of code provision A.2 of Part 2 of the CG Code have been performed. All committees are provided with sufficient resources to discharge their duties and, upon reasonable request, are able to seek independent professional advice in appropriate circumstances, at the Company's expense.

B.1 Strategy Committee

The primary duties of the Strategy Committee are to (i) to study and make recommendations on the long-term development and strategic planning of the Company; (ii) to study and make recommendations on major investment and financing schemes, which are subject to the approval of the Board as required by the Articles of Association; (iii) to study and make recommendations on major capital operations and asset management projects, which are subject to the approval of the Board as required by the Articles of Association; and (iv) to study and make recommendations on other major issues that may affect the development of the Company.

As at 31 December 2025, the Strategy Committee has three members comprising of two executive Directors, namely Mr. Liu Peichao (Chairman) and Mr. Wang Yong, and one independent non-executive Director, namely Mr. Li Yibin.

Two Strategy Committee meetings were held during the Reporting Period.

Details of the attendance of the members are as follows:

Name	Position	Number of attendance/ number of meetings
Mr. Liu Peichao (<i>Chairman</i>)	Executive Director	2/2
Mr. Wang Yong	Executive Director	2/2
Mr. Li Yibin	Independent non-executive Director	2/2

B.2 Audit Committee

The terms of reference of the Audit Committee was adopted in compliance with the CG Code. The primary duties of the Audit Committee are mainly to (i) review the Company's financial information, annual report and accounts, half-year report; (ii) manage the relationship with the external auditors, including but not limited to making recommendation to the Board on the appointment, reappointment and removal of external auditors, reviewing and monitoring the external auditors' independence and objectivity and the effectiveness of the audit process, discussing with the auditors the nature and scope of the audit and reporting obligations, and developing and implementing policy on engaging an external auditor to supply non-audit services; (iii) guide and supervise the internal audit work and its implementation; (iv) overseeing the Company's financial reporting system, risk management and internal control systems and associated procedures; and (v) develop, review and monitor the Company's policies and practices on corporate governance issues, including but limited to training and continuous professional development of Directors and senior management, and the Company's compliance with legal and regulatory requirements and the CG Code.

As at 31 December 2025, the Audit Committee has three members comprising of two independent non-executive Directors, namely Mr. Ng Jack Ho Wan (Chairman) and Mr. Li Yibin, and one non-executive Director, namely Mr. Lang Xulin.

Three Audit Committee meetings were held during the Reporting Period.

Details of the attendance of the members are as follows:

Name	Position	Number of attendance/ number of meetings
Mr. Ng Jack Ho Wan (<i>Chairman</i>)	Independent non-executive Director	3/3
Mr. Li Yibin	Independent non-executive Director	3/3
Mr. Lang Xulin	Non-executive Director	1/1
Jing Liang	Independent non-executive Director	2/2

Note: Director's attendance is calculated based on the number of meetings held during his/her tenure.

During the Reporting Period, the Audit Committee held three meetings for the purposes of (1) reviewing the Company's financial statements and annual results announcement for the year ended 31 December 2024; (2) reviewing the Company's annual report for the year ended 31 December 2024, which sets out the Group's accounting policies, financial performance and position; (3) reviewing the Company's financial statements and interim results announcement for the six months ended 30 June 2025; (4) reviewing the Company's interim report for the six months ended 30 June 2025; (5) reviewing the independence of the external auditors and engagement of external auditors; (6) reviewing the audit plan and internal control plan; (7) reviewing the adequacy of resources, qualifications and experience of staff in the Group's accounting and financial reporting functions; (8) reviewing the whistleblowing policy; and (9) reviewing the effectiveness of the Group's risk management and internal control systems in accordance with the Audit Committee's written terms of reference.

The Company's annual report and annual results announcement for the Reporting Period have been reviewed by the Audit Committee. The Audit Committee is of the opinion that the preparation of such financial information complied with the applicable accounting standards, the requirements under the Listing Rules and any other applicable legal requirements, and that adequate disclosures have been made.

B.3 Nomination Committee

The terms of reference of Nomination Committee was adopted in compliance with the CG Code. The primary duties of the Nomination Committee are to (i) review the structure, size, composition and diversity (including without limitation, professional experience, skills, knowledge, age, gender, education, cultural background and length of service) of the Board annually and make recommendations on any proposed changes to the Board to complement the Company's corporate strategy; (ii) determine the policy for the nomination of Directors, identify individuals suitably qualified to become members of the Board and select or make recommendations to the Board on the selection of individuals nominated for directorships, and in identifying suitable individuals, consider individuals on merit and against the object criteria, with due regard for the benefits of diversity on the Board; (iii) assess the independence of independent non-executive Directors of the Company; (iv) make recommendations to the Board on the appointment or re-appointment of Directors and succession planning for Directors, in particular the chairman and the chief executive, taking into account the Company's corporate strategy and the mix of skills, knowledge, experience and diversity needed in the future; and (v) review the board diversity policy, the measurable objectives that the Board has set for implementing such policy, and the progress on achieving the objectives, and make disclosure of its review results in the corporate governance report annually.

As at 31 December 2025, the Nomination Committee has three members comprising of one non-executive Director, namely Mr. Lang Xulin and two independent non-executive Directors, namely Dr. Hou Lingling (Chairlady) and Mr. Ng Jack Ho Wan. The Nomination Committee reviewed and confirmed the structure, size and composition of the Board and the split between number of executive Directors, non-executive Directors and independent non-executive Directors remained appropriate for the Board to perform its duties, reviewed and confirmed the Board has a diverse mix of skills, knowledge, experience and gender, reviewed the directors succession plan and assessed the independence of non-executive Directors, reviewed the Board Diversity Policy and Nomination Policy.

Three Nomination Committee meetings were held during the Reporting Period.

Details of the attendance of the members are as follows:

Name	Position	Number of attendance/ number of meetings
Dr. Hou Lingling (<i>Chairlady</i>)	Independent non-executive Director	3/3
Mr. Ng Jack Ho Wan	Independent non-executive Director	3/3
Mr. Lang Xulin	Non-executive Director	3/3

Board Diversity Policy

The Board has adopted a Board Diversity Policy which sets out the approach to achieve diversity on our Board. With a view to achieving a sustainable and balanced development, the Company recognises and embraces the benefits of having a diverse Board and sees increasing diversity at the Board level as an essential element in supporting the attainment of its strategic objectives and its sustainable development. All Board appointments will be based on skills, regional and industry experience, background, race, gender and other qualities, and candidates will be considered against appropriate criteria, having due regard for the benefits of diversity on the Board.

The Company commits to selecting the best person for the role. Selection and nomination of candidates will be based on a range of diversity perspectives, including but not limited to skills, professional experience, educational background, knowledge, expertise, culture, independence, age and gender. Potential Board candidates are selected based on merit and his/her potential contribution to the Board and by taking into consideration the Company's business model and specific needs from time to time. The ultimate decision will be based on merit and contribution that the selected candidates will bring to the Board. The Nomination Committee is responsible for the implementation of the Board Diversity Policy and had made recommendations to the Board on the measurable objectives for implementing the Board Diversity Policy and Nomination Policy.

The Nomination Committee will identify and recommend suitable female candidates for the Board's consideration and our Company is committed to appointing at least one director with a different gender, so as to maintain an appropriate balance of gender diversity with reference to stakeholders' expectation and international and local recommended best practices. As at 31 December 2025, the Board has one female member and six male members.

Furthermore, members of the Board have a balanced mix of knowledge, skills and experience, including engineering, overall business management, finance and investment, and law. The Directors obtained degrees in various majors, including mechanical design & manufacturing and automation, business administration, investment economics, economic law, and engineering. The Board has three independent non-executive Directors who have different industry backgrounds, representing over one-third of our Board members.

The Nomination Committee has considered measurable objectives based on four focus areas: gender, age, professional experience and length of service to implement the Board Diversity Policy.

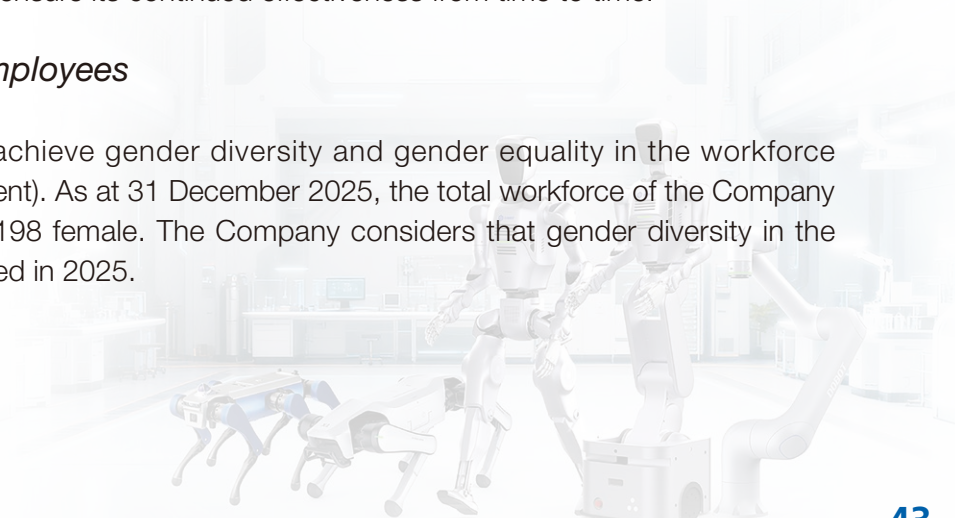
After reviewing the implementation of the Board Diversity Policy, the Company considers that it has been effectively implemented. As at 31 December 2025, the Company has achieved the following measurable objectives set out in the Board Diversity Policy:

- There is at least one female member in the Board: As at 31 December 2025, the Board has one female member and six male members, allowing the Company to achieve the gender diversity of the Board at approximately 14.3%.
- There should be a reasonable age structure among members of the Board: As at 31 December 2025, the Board has a reasonable age structure, with two Directors aged 31 to 40, four Directors aged 41 to 60 and one Director aged over 60.
- Members of the Board should possess relevant professional experience: As at 31 December 2025, members of the Board possess wide range of professional experience, including but not limited to corporate strategic planning, corporate management, finance and financial affairs.

The Nomination Committee will review the Board Diversity Policy as and when appropriate and at least once a year to ensure its continued effectiveness from time to time.

Gender Diversity of Employees

The Company strives to achieve gender diversity and gender equality in the workforce (including senior management). As at 31 December 2025, the total workforce of the Company comprised 570 male and 198 female. The Company considers that gender diversity in the workforce has been achieved in 2025.



Nomination Procedures

The Nomination Committee identifies individuals suitably qualified to become Board members, having due regard to the Board Diversity Policy, Nomination Policy and the needs of the Company by considering the skills, knowledge, experience, expertise, etc. of the proposed candidate and assesses the independence of the proposed independent non-executive director, as the case may be. The Nomination Committee then makes recommendation(s) to the Board. The Board considers the candidate(s) recommended by the Nomination Committee, having due regard to the Board Diversity Policy, Nomination Policy and the needs of the Company. The Board will then confirm the appointment of the candidate(s) as Director(s) or recommend the candidate(s) to stand for re-election at a general meeting of the Company. Candidate(s) appointed by the Board will be subject to re-election by the Shareholders at the next following general meeting in the case of an addition to the existing Board or the first general meeting of the Company after his/her appointment in the case of filling a casual vacancy in accordance with the Articles of Association.

B.4 Remuneration and Appraisal Committee

The terms of reference of the Remuneration and Appraisal Committee was adopted in compliance with CG Code. The Remuneration and Appraisal Committee adopted the approach under code provision E.1.2(c)(ii) of the CG Code to make recommendation to the Board on the remuneration packages of individual Directors and senior management. The primary duties of the Remuneration and Appraisal Committee are to (i) make recommendations to the Board on the Company's policy and structure for all Directors' and senior management remuneration and on the establishment of a formal and transparent procedure for developing remuneration policy; (ii) review and approve the management's remuneration proposals with reference to the Board's corporate goals and objectives; (iii) assess performance of executive directors; (iv) determine, with delegated responsibility by the board of directors, the remuneration packages of individual executive Directors and senior management members, or make recommendations to the board of Directors on the remuneration packages of individual executive Directors and senior management members; (v) make recommendations to the Board on the remuneration of non-executive Directors; and (vi) review and/or approve matters relating to share schemes under Chapter 17 of the Listing Rules.

As at 31 December 2025, the Remuneration and Appraisal Committee has three members comprising two independent non-executive Directors, namely Mr. Li Yibin (Chairman) and Dr. Hou Lingling, and one executive Director, namely Mr. Jiang Yu. The Remuneration and Appraisal Committee may consult with the chairman of the Board about its proposals relating to the remuneration of other executive Directors. The remuneration of the Directors was determined with reference to the salaries paid by comparable companies and the experience, responsibilities, workload, time devoted to the Group and individual performance of the Directors, as well as the performance of the Group.

Three Remuneration and Appraisal Committee meetings were held during the Reporting Period.

Details of the attendance of the members are as follows:

Name	Position	Number of attendance/ number of meetings
Mr. Li Yibin (<i>Chairman</i>)	Independent non-executive Director	3/3
Dr. Hou Lingling	Independent non-executive Director	3/3
Mr. Jiang Yu (<i>appointed as a member with effect from 29 December 2025</i>)	Executive Director	N/A
Wang Yong (<i>ceased to be a member with effect from 29 December 2025</i>)	Executive Director	3/3

Note: Director's attendance is calculated based on the number of meetings held during his/her tenure.

Pursuant to code provision E.1.5 of the CG Code, the remuneration of the senior management of the Company by band for the Reporting Period was set out below.

Range of Remuneration (RMB)	Number of Senior Management
500,000-1,000,000	1
1,000,001-1,500,000	2
5,500,001-6,000,000	1

C. DIRECTORS' RESPONSIBILITIES FOR THE FINANCIAL STATEMENTS

The Board acknowledges its responsibilities for preparing the Company's financial statements for the Reporting Period and to ensure that the financial statements are prepared in accordance with statutory requirements and applicable accounting standards. The Board also ensures the timely publication of the financial statements in accordance with statutory and/or regulatory requirements. The Directors, having made appropriate enquiries, confirm that they are not aware of any material uncertainties relating to events or conditions that may cast significant doubt upon the Company's ability to continue as a going concern. The statement by the auditor of the Company about their reporting responsibilities and opinion on the financial statements is set out in the Independent Auditor's Report of this annual report.

D. RISK MANAGEMENT AND INTERNAL CONTROL

From the Listing Date to 31 December 2025, the Company has complied with Paragraph D.2 of Part 2 of the CG Code by establishing appropriate and effective risk management and internal control systems. The Board is responsible for evaluating and determining the nature and extent of the risks that the Company is willing to take in achieving the Company's strategic objectives, and ensuring that the Company establishes and maintains appropriate and effective risk management and internal control systems. The management is responsible for designing, implementing and monitoring the risk management and internal control systems while the Board oversees the management in performing its duties on an on going basis.

The management, under the supervision of the Board, has implemented and maintained appropriate and effective risk management and internal control system, which aims to manage and reduce (i) risks associated with the Group's daily operations; (ii) risks of failing to achieve business objectives; (iii) risks of asset misappropriation; and (iv) risks of making potential material misstatements or losses. However, the risk management and internal control system can only provide reasonable and not absolute assurance against material misstatements or losses. Main features of the risk management and internal control systems are described in the sections below:

Risk Management System

The Company adopts a risk management system which manages the risk associated with its business and operations. The system comprises the following phases:

- Risk identification: Identify risks that could potentially affect the Group's operation and business.
- Risk evaluation: Analyse the likelihood and impact of risks on the Group's business and evaluate the risk portfolio accordingly.
- Management: Determine the risk management strategies and internal control processes to prevent, avoid or mitigate the risks; monitor the risks on an on-going basis and ensure effective and appropriate internal control processes are in place; ensure that the management is regularly updated on the results and effectiveness of risk management and internal control.

Internal Control System

The Company has in place an internal control system which enables the Company to achieve objectives regarding effectiveness and efficiency of operations, reliability of financial reporting and compliance with applicable laws and regulations. The internal control procedures are designed to monitor operations of the Group and ensure overall compliance. The components of the internal control system framework are shown as follow:

- Control Environment: A set of standards, processes and structures has been implemented to provide the basis for carrying out internal control across the Company.
- Risk Assessment: A dynamic and iterative process for identifying, assessing and analyzing risks to achieve the Company's objectives, forming a basis for determining how risks should be managed.
- Control Activities: Action established by policies and procedures to help ensure that management directives to mitigate risks to the achievement of objectives are carried out.
- Information and Communication: Regular and effective internal and external communication to provide the Company with the information needed to carry out day-to-day controls.

- Monitoring: Ongoing and separate evaluations to ascertain the existence and effective operation of each component of the internal control system.

In order to enhance the Company's system of handling and disseminating inside information, and to ensure the truthfulness, accuracy, completeness and timeliness of its public disclosures, the Company also adopts and implements an inside information policy and procedures. Certain reasonable measures have been taken from time to time to ensure that potential inside information being captured and confidentiality of such information being maintained in order to prevent a breach of a disclosure requirement in relation to the Company, which include:

- The access of information is restricted to a limited number of employees on a need-to-know basis. Employees who are in possession of inside information are fully conversant with their obligations to preserve confidentiality.
- Confidentiality agreements are in place when the Company enters into significant negotiations.
- Reporting channels are in place for different operating units to report any potential inside information to designated departments.
- Officers and employees other than the designated representative are prohibited to speak externally on behalf of the Company when communicating with external parties such as the media, analysts or investors.

Operational Risk Management

The Company has established a series of internal systems to manage operational risks. The Group adopts a comprehensive approach to operational risk management, implementing clear delegation of authority and responsibility, detailed process standardisation, and well-defined reward and disciplinary mechanisms. The finance center, audit department, legal department, human resources and administration center, and relevant business departments collectively ensure compliance with internal policies. In the event of a major adverse incident, matters will be reported to the general manager and/or the board of Directors for appropriate action. The Company expects to maintain operational risks within a reasonable scope by identifying, measuring, monitoring, and controlling such risks, thereby minimising potential losses.

Information Security and Data Privacy Risk Management

The Company places high importance on data security and privacy protection. Standard protective measures have been implemented, including confidentiality classification, access controls, data encryption, and anonymisation to prevent unauthorised access, leakage, misuse, modification, damage, or loss of data and information. The IT department, in collaboration with business departments, oversees the management of data security and information protection. The Company has established a comprehensive information security management system to ensure the security of data and information.

Based on the internal control reviews conducted in 2025, no significant internal control deficiency was identified.

Internal Audit Function

The Company has an internal audit department. The internal audit department conducts internal audit on different department and functions within the Group on an ongoing basis to assess the effectiveness and identify weaknesses in the existing internal control, legal and regulatory compliance and risk management systems of the Group.

Effectiveness of the Risk Management and Internal Control Systems

The Board is responsible for overseeing the implementation and managing the risk management and internal control systems of the Company and ensuring review of the effectiveness of these systems has been conducted annually. The review covered all material controls of the Group, including financial, operational and compliance controls. Several areas have been considered during the Board's review, including but not limited to (i) the changes in the nature and extent of significant risks (including ESG risks) since the last annual review, and the Company's ability to respond to changes in its business and the external environment; (ii) the scope and effectiveness of management's ongoing monitoring of risks (including ESG risks) and of the internal control systems; (iii) the extent and frequency of communication of monitoring results to the board (or board committee(s)) which enables it to assess control of the issuer and the effectiveness of risk management; (iv) significant control failings or weaknesses that have been identified during the period, and the extent to which they have resulted in unforeseen outcomes or contingencies that have had, could have had, or may in the future have, a material impact on the issuer's financial performance or condition; (v) the effectiveness of the issuer's processes for financial reporting and Listing Rule compliance; and (vi) the adequacy of resources, staff qualifications and experience, training programmes and budget of the Company's accounting, internal audit, financial reporting functions, as well as those relating to the Company's ESG performance and reporting.

The Board, through its annual review and the review made by internal audit department and the Audit Committee, concluded that the risk management and internal control systems for the Reporting Period were effective and adequate. Such systems, however, are designed to manage rather than eliminate the risk of failure to achieve business objectives, and can only provide reasonable and not absolute assurance against material misstatement or loss. The Board also considered that the resources, staff qualifications and experience of relevant staff were adequate and the training programs and budget provided were sufficient.

Anti-corruption

The Group does not tolerate any form of corruption, such as bribery, extortion, fraud or money laundering. The Group requires all employees to comply with professional ethics, and prohibits any form of corruption. The Group has established an anti-fraud policy and adopted a zero-tolerance policy for any form of corruption. Employees who are found to have committed corruption will receive disciplinary action, including being discharged from their duties and required to indemnify the losses caused. The Company provides internal reporting channels for employees to report suspected acts of corruption or bribery. Employees found involved in corrupt activities will have their employment contracts terminated, and business partners found guilty of such misconduct will have their cooperation terminated. If their acts are found to be in violation of any regulatory requirement, the employee will be held accountable for his/her judicial responsibility. The Group further strengthens the awareness of employees and new recruits by conducting periodic anti-corruption training.

Whistleblowing policy

The Board has established and adopted a whistleblowing policy which sets out the channels for employees and those who deal with the Group, including customers and suppliers, to raise concerns about possible improprieties in any matters about the Group, including financial reporting, internal control, corruption, or any kind of misconduct. Complaints will be kept confidential and anonymous, and will be handled in a timely and fair manner. The Audit Committee is responsible for the implementation and oversight of the policy and will review the policy annually.

E. INDEPENDENT AUDITOR'S REMUNERATION

The remuneration paid/payable to the independent auditor of the Company for the Reporting Period is set out as follows:

Services rendered	Paid/payable
	RMB'000
Audit services	2,500
Non-audit services	—
Total	2,500

F. JOINT COMPANY SECRETARIES

Mr. Wang Yong and Ms. Ching Shuk Wah Shirley were appointed as the Joint Company Secretaries and are responsible for overseeing the company secretarial work of the Group.

In accordance with the requirements under Rule 3.29 of the Listing Rules, both Mr. Wang and Ms. Ching confirmed that they have taken not less than 15 hours of relevant professional training during the Reporting Period.

The main contact person of Ms. Ching in the Company is Mr. Wang Yong, an executive Director, during the Reporting Period.

G. COMMUNICATIONS WITH SHAREHOLDERS AND INVESTORS

The Board believes that a transparent and timely disclosure of the Company's information is essential for enhancing investor relations and will enable the Shareholders and investors to make the best investment decision and to have better understanding of the Company's business performance and strategies. The Company endeavours to maintain an on-going dialogue with the Shareholders and in particular, through annual general meetings and other general meetings. The Chairman of the Board and the chairmen of the Board committees will endeavour to meet the Shareholders at the general meetings to answer any questions raised by the Shareholders.

The Company has adopted a Shareholders Communication Policy (the “**Shareholders Communication Policy**”) to ensure that Shareholders’ views and concerns are appropriately addressed with the objective of ensuring transparent, accurate and open communications with the Shareholders, which will be reviewed on a regular basis annually to ensure its effectiveness.

The Company also maintains two websites at www.dobot.cn (with respect to Chinese version) and <http://www.dobot-robots.com/> (with respect to English version) where corporate communication documents, other documents issued by the Company which are published on the website of the Stock Exchange, constitutional documents, corporate information, other corporate publications and up-to-date information and updates of the Company’s operations, performances and strategies are available to public access. The Company’s websites serves as a communication platform with the Shareholders and investors.

The Shareholders and investors may also write directly to the Company’s principal place of business and headquarters in China at Room 1003, Building 2, Chongwen Park, Nanshan Smart Park, No. 3370 Liuxian Avenue, Fuguang Community, Taoyuan Sub-district, Nanshan District, Shenzhen, the PRC or via email to ir@dobot-robots.com to make any queries. Queries are dealt with in an informative and timely manner.

The Company had reviewed its Shareholders’ Communication Policy and examined the implementation and effectiveness of the same during the Reporting Period. The Company believes that the Shareholders’ Communication Policy is still appropriate and effective in providing a channel for shareholders to communicate on various matters affecting the Company, as well as the Company to solicit and understand the opinions of shareholders and stakeholders.

H. SHAREHOLDERS' RIGHTS

Procedures for convening extraordinary meeting or class meeting on requisition

The Shareholders of the Company shall follow the procedures as prescribed in Article 48 of the Articles of Association to convene an extraordinary general meeting or class meeting of the Company. Pursuant to Article 48, Shareholders individually or collectively holding more than 10% of the shares carrying voting rights at the meeting to be convened may, by signing one or more counterpart written requisition(s) stating the object of the meeting, require the Board to convene an extraordinary general meeting or a class shareholders' meeting. The Board shall as soon as possible after receipt of such written requisition(s) proceed to so convene the extraordinary general meeting or class shareholders' meeting. The shareholdings referred to above shall be calculated as at the date of the delivery of the written requisition(s). Pursuant to Article 48, where the Board fails to issue notice of convening meeting within ten days upon receipt of the above written request, shareholder(s) individually or collectively holding more than 10% of the shares carrying voting rights at the meeting to be convened may request by written requisition(s) the Audit Committee to convene the extraordinary general meeting and class shareholders' meeting. Pursuant to Article 48, where the Audit Committee fails to issue notice of convening meeting within the prescribed period upon receipt of the above written request, shareholder(s), for more than 90 consecutive days, individually or collectively holding more than 10% of the shares carrying voting rights at the meeting may convene the meeting on their own. The convening procedures shall, to the extent possible, be identical to procedures according to which general meetings are to be convened by the Board.

All reasonable expenses incurred for such meeting convened by the shareholders as a result of the failure of the Board of Directors and the Audit Committee to convene a meeting as required by the above request(s) shall be borne by the Company and be set off against sums owed by the Company to the defaulting directors.

The Shareholders of the Company shall follow the procedures as prescribed in Article 53 of the Articles of Association to propose new resolutions at general meetings. Pursuant to Article 53, when the Company convenes a general meeting, shareholders individually or jointly holding 1% or more of the total voting shares of the Company shall be entitled to propose new resolutions in writing to the Company and submit to the convener 10 days prior to the convening of the general meeting. The convener of the general meeting shall issue a supplemental notice of general meeting to other shareholders within 2 days after the receipt of such proposal and incorporate the matters falling within the scope of duties of the general meeting into the agenda of such meeting. The new agenda shall be tabled to the general meeting for consideration. Shareholders holding minority interests in the Company must be allowed to convene an extraordinary general meeting and add resolutions to a meeting agenda. The minimum supporting shareholding required to do so must not be more than 10% of the voting rights attached to the Company's share capital on a one vote per share basis.

Procedures for raising enquiries

The Shareholders should direct their questions about their shareholdings, share transfer, registration and payment of dividend to the Company's Hong Kong H Share registrar, Computershare Hong Kong Investor Services Limited, details of which are as follows:

Computershare Hong Kong Investor Services Limited

Address: Shop 1712–1716, 17th Floor, Hopewell Centre, 183 Queen's Road East, Wan Chai, Hong Kong
Website: www.computershare.com/hk/contact
Tel: 2862 8555
Fax: 2865 0990

The Shareholders may at any time make any queries in respect of the Company at the following designated contacts, correspondence address, email address(es) and enquiry hotline(s) of the Company:

Attention: Investor Relations Department
Address: Room 1003, Building 2, Chongwen Park, Nanshan Smart Park, No. 3370 Liuxian Avenue, Fuguang Community, Taoyuan Sub-district, Nanshan District, Shenzhen, the PRC
Email: ir@dobot-robots.com

The Shareholders are reminded to lodge their queries together with their detailed contact information for the prompt response of the Company if it deems appropriate.

Shareholders may put forward proposals at the general meetings to nominate a candidate for election as a Director. Articles 87 of the Articles of Association provides that the Directors shall be elected at the Shareholders' general meetings of the Company. Article 53 of the Articles of Association provides that the Shareholders (individually or jointly) holding 1% or more of the total issued shares of the Company carrying voting rights are entitled to forward proposal(s) at the general meetings by making a provisional motion in writing to the board of Directors 10 days before the date of Shareholders' general meeting. Accordingly, if a Shareholder intends to nominate a candidate for election as a Director, a notice of intention to nominate a candidate for election as a Director and a notice signed by the nominated candidate of his/her willingness to be appointed must be duly lodged at the registered office for the attention of the Joint Company Secretary and the Board.

Further details of the procedures for Shareholders to propose a person for election as a Director are posted on the website of the Company. Shareholders or the Company may also refer to the above procedures for putting forward any other proposals at general meetings.

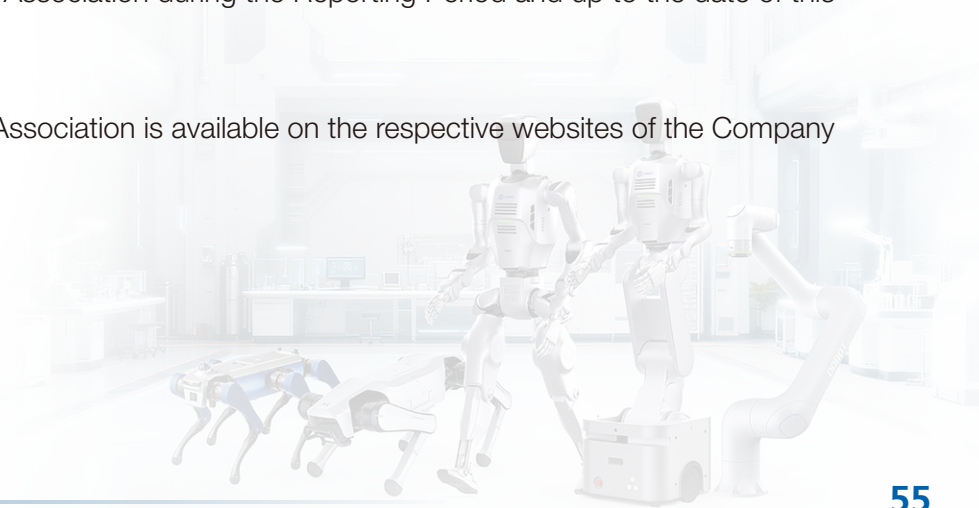
CONSTITUTIONAL DOCUMENTS

The Company conditionally adopted the Articles of Association effective on 7 February 2025. In order to reflect the final results of the issuance of H Shares, and in accordance with the requirements of the Company Law of the People's Republic of China (2023 Revision) (《中華人民共和國公司法(2023年修訂)》) and other applicable laws and regulations and in light of the Company's actual situation, corresponding amendments to the relevant provisions of the Articles of Association were made and approved by the Shareholders at the 2025 first extraordinary general meeting of the Company held on 7 February 2025. For details, please refer to the announcements of the Company dated 20 January 2025 and 7 February 2025, and the circular of the Company dated 20 January 2025.

By a special resolution passed at the annual general meeting of the Company held on 3 June 2025 in relation to the unconditional general mandate granted to the Directors to allot, issue and deal with additional H Shares (the “**General Mandate**”), the Articles of Association were amended on 15 August 2025 and 25 November 2025, respectively, to reflect the new shareholding structure of the Company upon allotment and issue of new H Shares under the First Placing and the Second Placing (each as defined below) under the General Mandate. For the details, please refer to the circular of the Company dated 12 May 2025.

On 29 December 2025, a special resolution was passed by the shareholders of the Company at an extraordinary general meeting for amendments of its Articles of Association for the purposes of reflecting the abolishment of the Board of Supervisors. Save for the above, there has been no amendment made to the Articles of Association during the Reporting Period and up to the date of this annual report.

The latest version of the Articles of Association is available on the respective websites of the Company and the Stock Exchange.



REPORT OF THE BOARD OF DIRECTORS

The Board is pleased to present the annual report together with the audited consolidated financial statements of the Group (the “**Consolidated Financial Statements**”) for the Reporting Period.

PRINCIPAL ACTIVITIES

The Company was incorporated as a joint stock company in the PRC with limited liability in July 2015. As a leading intelligent robot company in the industry, the Company is principally engaged in the research and development, production and sales of cobots and embodied AI robots, and has developed the embodied AI robot products with forms of “robotic arms + humanoid robots+ multi-legged robots”.

BUSINESS REVIEW

A fair review of the Group’s business as required under Schedule 5 to the Companies Ordinance (Cap. 622 of the Laws of Hong Kong), including the Group’s performance analysis during the year ended 31 December 2025, particulars of important events affecting the Group that have occurred since the end of the Reporting Period, as well as the possible future business development of the Group, are set out in the sections headed “Chairman’s Statement”, “Management Discussion and Analysis” and “Report of the Board of Directors – Events After the Reporting Period” of this annual report.

Possible risks and uncertainties that the Group may be facing are set out in the section headed “Principal Risks and Uncertainties” below in this report. Discussions on the environmental policies and performance, compliance by the Group with the relevant laws and regulations that have a significant impact on the Group and the account of the key relationships of the Group with its stakeholders are set out in the “Environmental, Social and Governance Report” of this annual report.

A summary of the operating results and financial position of the Group for the most recent five financial years is set out in the section headed “Financial Highlights” of this annual report. This summary does not form part of our Consolidated Financial Statements.

LIQUIDITY AND FINANCIAL RESOURCES

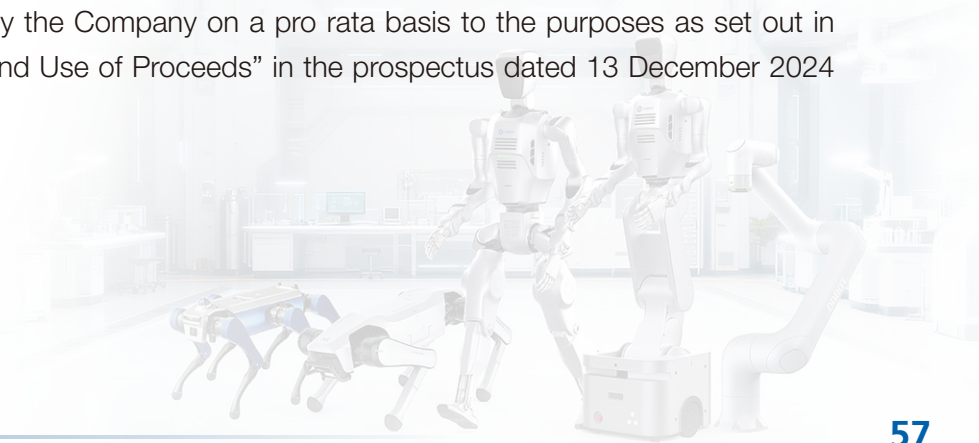
As at 31 December 2025, the Group had cash and cash equivalents of approximately RMB580.3 million (31 December 2024: approximately RMB883.8 million). Such decrease was mainly due to the purchase of time deposits with maturities of more than 3 months, resulting in a decrease in cash and cash equivalents.

As at 31 December 2025, we had bank borrowings of approximately RMB71.8 million (31 December 2024: approximately RMB217.8 million). The range of effective interest rates on the borrowings was 1.19% to 2.45% per annum in 2025 (2024: 0.9% to 2.58%). The Group's gearing ratio calculated based on total liabilities divided by total assets, was 15.5% as at 31 December 2025 (31 December 2024: 35.3%).

As at 31 December 2025, the Group has not provided guarantees and pledges to related parties.

USE OF PROCEEDS FROM THE GLOBAL OFFERING

The Company was listed on the Stock Exchange on 23 December 2024 (the “**Listing Date**”) and had a total of 353,843,147 H shares in issue (the “**H Shares**”) with a nominal value of RMB1.00 each as at the Listing Date, among which, (i) 313,843,147 H Shares were converted from domestic shares of the Company; and (ii) 40,000,000 new H Shares were issued at HK\$18.8 per H Share, with the net price of HK\$17.0 per H Share. Further, an additional of 4,195,400 H Shares with a nominal value of RMB1.00 each were issued on 17 January 2025 pursuant to the partial exercise of the over-allotment option (the “**Over-allotment Option**”) at HK\$18.8 per H Share and the net price is HK\$17.9 per H Share. The net proceeds received from the global offering (including the partial exercise of the Over-allotment Option), after deducting the underwriting fees and commissions and expenses payable by the Company in connection with the global offering and the Over-allotment Option, amounted to approximately HK\$756.7 million. The additional net proceeds from the partial exercise of the Over-allotment Option will be allocated by the Company on a pro rata basis to the purposes as set out in the section headed “Future Plans and Use of Proceeds” in the prospectus dated 13 December 2024 (the “**Prospectus**”).



REPORT OF THE BOARD OF DIRECTORS

As at 31 December 2025, the net proceeds from the global offering were used as follows.

	Approximate percentage of the total net proceeds	Net proceeds from the global offering (HK\$ in million)	Utilised amount as at 31 December 2025 (HK\$ in million)	Unutilised amount as at 31 December 2025 (HK\$ in million)	Expected time to utilise the remaining net proceeds in full
Technology development for intelligent cobots from 2025 to 2029	40.00%	302.7	79.8	222.9	By end of 2029
Development of production lines and manufacturing capabilities from 2025 to 2029	27.00%	204.3	7.4	196.9	By end of 2029
Strategic alliances, investment and acquisition opportunities both domestically and overseas in the downstream of the cobot industry	16.00%	121.1	–	121.1	By end of 2029
Overseas sales channel building from 2025 to 2029	7.00%	53.0	23.0	30.0	By end of 2029
Working capital and other general corporate purposes	10.00%	75.7	75.7	–	By end of 2025
– Payment for suppliers' goods	–	63.0	63.0	–	–
– Payment for employee salaries, travelling expenses, rental expenses, transportation cost, advertising expenses, service fees and other daily operating expenses	–	12.7	12.7	–	–
Total^(Note)	100.00%	756.7	185.9	570.8	

Note: Any discrepancies in the above table between total and sum of amounts listed therein are due to rounding.

The Company intends to use the net proceeds in the same manner and proportion as set out in the section headed “Future Plans and Use of Proceeds” of the Prospectus. As at the date of this annual report, the Company does not anticipate any change to its plan on the use of proceeds.

USE OF PROCEEDS FROM PLACINGS OF NEW H SHARES UNDER THE GENERAL MANDATE

The Company has conducted two rounds of placing under the General Mandate during the Reporting Period, namely (i) the placing of 19,100,000 new H Shares of an aggregate nominal value of RMB19,100,000 at the placing price of HK\$54.3 per H Share pursuant to the placing agreement entered into among the Company, UBS AG Hong Kong Branch and Guotai Junan Securities (Hong Kong) Limited (the “**First Placing**”) on 15 July 2025; and (ii) the placing of 16,660,000 new H Shares of an aggregate nominal value of RMB16,660,000 at the placing price of HK\$46.8 per H Share pursuant to the placing agreement entered into between the Company and UBS AG Hong Kong Branch (the “**Second Placing**”) on 6 November 2025 (together with the First Placing, the “**Placings**”). The closing prices per H Shares on 14 July 2025 and 5 November 2025 (being the dates on which the respective placing prices for the First Placing and the Second Placing were fixed) were HK\$60.00 and HK\$52.20 respectively. An aggregate of 19,100,000 placing shares under the First Placing and an aggregate of 16,660,000 placing shares under the Second Placing have been successfully placed to no less than six independent placees, (i) each of which and their respective ultimate beneficial owners are third parties independent of, and not connected with, the Company and the connected persons of the Company; and (ii) none of which has become a substantial shareholder of the Company immediately after the completion of the Placings. For details, please refer to the announcements of the Company dated 15 July 2025, 22 July 2025, 6 November 2025 and 13 November 2025.

Reasons for and benefits of the Placings

The Directors believe that the Placings represent opportunities to raise additional capital to support the development of high-speed collaborative robots and humanoid and embodied AI multi-legged robots, and to further strengthen its marketing exposure so as to further boost market penetration and enhance brand visibility across key markets. The Placings will also enable the Company to broaden its shareholders base by the introduction of new investor(s) and further strengthen the financial position of the Group. The terms of the placing agreements (in relation to the Placings including the placing prices) are fair and reasonable and in the interests of the Company and the Shareholders as a whole.



REPORT OF THE BOARD OF DIRECTORS

The net proceeds from the First Placing and Second Placing amounted to approximately HK\$1,022.2 million and HK\$771.0 million, respectively. The net issue prices for the First Placing and the Second Placing, after deducting the relevant fees, costs and expenses, were therefore approximately HK\$53.5 per placing share and HK\$46.3 per placing share respectively. The utilisation of the proceeds from the First Placing and Second Placing up to 31 December 2025 was as below:

The First Placing

	Approximate percentage of the total net proceeds	Net proceeds to be utilised (HK\$ in million)	Utilised amount as at 31 December 2025 (HK\$ in million)	Unutilised amount as at 31 December 2025 (HK\$ in million)	Expected time to utilise the remaining net proceeds in full
Advancing technological research and product innovation in intelligent robots to pave way for the Group's development in the intelligent robotics field and increase the Group's market share	40.00%	408.9	15.3	393.6	By end of 2029
Pursuing investment, acquisition and strategic alliance opportunities in the robotic value chain and adjacent areas	25.00%	255.6	11.0	244.6	By end of 2029
Expanding and deepening the domestic and global sales network and strengthening the marketing activities of the Group to further enhance market penetration and brand recognition of the Group	20.00%	204.4	14.1	190.3	By end of 2029
Working capital replenishment and general corporate purposes	15.00%	153.3	153.3	–	By end of 2026
– Payment for suppliers' goods	–	95.6	95.6	–	–
– Payment for employee salaries, travelling expenses, rental expenses, transportation cost, advertising expenses, service fees and other daily operating expenses	–	57.7	57.7	–	–
Total	100.00%	1,022.2	193.7	828.5	

The Second Placing

	Approximate percentage of the total net proceeds	Net proceeds to be utilised (HK\$ in million)	Utilised amount as at 31 December 2025 (HK\$ in million)	Unutilised amount as at 31 December 2025 (HK\$ in million)	Expected time to utilise the remaining net proceeds in full
Advancing technological research and product innovation in intelligent robotics to support the Group's strategic initiatives and expand its market footprint	40.00%	308.4	2.2	306.2	By end of 2029
Pursuing investment, acquisition and strategic alliance opportunities in the robotic value chain and adjacent areas	20.00%	154.2	–	154.2	By end of 2029
Strengthening the Group's domestic and international sales channels, with intensifying marketing efforts to further boost market penetration and elevate brand visibility across key markets	20.00%	154.2	0.4	153.8	By end of 2029
Working capital replenishment and general corporate purposes	20.00%	154.2	99.9	54.3	By end of 2027
– Payment for suppliers' goods	–	–	99.9	–	–
Total	100.00%	771.0	102.5	668.5	

The Company intends to use the net proceeds from the Placings in the same manner and proportion as set out in the announcements of the Company dated 15 July 2025, 22 July 2025, 6 November 2025 and 13 November 2025. As at the date of this annual report, the Company does not anticipate any change to its plan on the use of proceeds from the Placings.



RESULTS AND APPROPRIATIONS

The results of the Group for the Reporting Period and the state of affairs of the Group as at 31 December 2025 are set out in the Consolidated Financial Statements of this annual report.

The Board does not recommend the payment of final dividend for the Reporting Period (2024: Nil).

TAX ON DIVIDENDS

According to the Individual Income Tax Law promulgated on 10 September 1980, last amended on 31 August 2018 and effective on 1 January 2019, and the Regulations for the Implementation of the Individual Income Tax Law of the People's Republic of China (中華人民共和國個人所得稅法實施條例) (the “**Implementing Rules of the Individual Income Tax Law**”) last amended on 18 December 2018 and effective on 1 January 2019, income from interest, dividends, bonuses, property leasing, property transfer and incidental income shall be subject to a proportional tax rate of 20%. In addition, according to the Notice on Issues Concerning Differentiated Individual Income Tax Policies for Dividends and Bonuses of Listed Companies (關於上市公司股息紅利差別化個人所得稅政策有關問題的通知) issued on 7 September 2015 by the Ministry of Finance, the SAT and the CSRC, where an individual acquires stocks of a listed company from public offering of the company or from the stock transfer market and holds the stocks for more than one year, the income from dividends is exempted from individual income tax. If the individual holds the stocks for one month or less, the income from dividends is fully taxable. If the individual holds the stocks for one month to one year (one year inclusive), 50% of the income from dividends is taxable. The aforesaid income is subject to an individual income tax at a flat rate of 20%.

In accordance with the EIT Law and the Implementation Rules for the Enterprise Income Tax Law, the rate of enterprise income tax shall be 25%. A non-resident enterprise income tax should be levied at a reduced rate of 10% on income originating from within China if such non-resident enterprise does not have an establishment or premise in the PRC or has an establishment or premise in the PRC but the PRC-sourced income is not connected to such establishment or premise in the PRC. Such withholding tax for non-resident enterprises are deducted at source and the payer shall be the withholding agent. The tax shall be withheld by the withholding agent from the amount paid or due for each payment.

The Circular of the State Administration of Taxation on Issues Relating to the Withholding of Enterprise Income Tax on Dividends Paid by Chinese Resident Enterprises to H Share Shareholders of Overseas Non-Resident Enterprise (國家稅務總局關於中國居民企業向境外H股非居民企業股東派發股息代扣代繳企業所得稅有關問題的通知), which was issued by the SAT on 6 November 2008, further clarified that a PRC-resident enterprise shall withhold enterprise income tax at a unified rate of 10% on dividends paid to H Share shareholders of overseas non-resident enterprise for 2008 and subsequent years. After receiving dividends, the shareholder of a non-resident enterprise may apply to the competent tax authority for the treatment under the tax treaty (arrangement), and after the examination and verification by the competent tax authority, shall refund the balance between the tax paid and the tax payable calculated according to the tax rate stipulated in the tax treaty (arrangement).

Pursuant to the Arrangement between Chinese Mainland and the Hong Kong Special Administrative Region on the Avoidance of Double Taxation and the Prevention of Fiscal Evasion (內地和香港特別行政區關於對所得避免雙重徵稅和防止偷漏稅的安排) signed on 21 August 2006, the PRC government may levy taxes on the dividends paid by a Chinese company to Hong Kong residents (including natural persons and legal entities) in an amount not exceeding 10% of total dividends payable by the Chinese company. If a Hong Kong resident directly holds 25% or more of the equity interest in a Chinese company, then such tax shall not exceed 5% of the total dividends payable by the Chinese company. The Fifth Protocol of the Arrangement between Chinese Mainland and the Hong Kong Special Administrative Region on the Avoidance of Double Taxation and the Prevention of Fiscal Evasion issued by the State Administration of Taxation (國家稅務總局關於〈內地和香港特別行政區關於對所得避免雙重徵稅和防止偷漏稅的安排〉第五議定書) effective on 6 December 2019 states that such provisions shall not apply to those arrangements or transactions, of which the main purpose includes gaining such tax benefit. The application of the dividend clause of tax agreements must comply with the Notice of the State Administration of Taxation on the Issues Concerning the Application of the Dividend Clauses of Tax Agreements (國家稅務總局關於執行稅收協定股息條款有關問題的通知) and other Chinese tax laws and regulations.



REPORT OF THE BOARD OF DIRECTORS

Pursuant to Circular on Questions Concerning the Collection of Individual Income Tax Following the Repeal of Guo Shui Fa 1993 No. 045 (關於國稅發1993 045號文件廢止後有關個人所得稅徵管問題的通知) issued by the SAT on 28 June 2011, for domestic non-foreign-invested enterprises issuing shares in Hong Kong, its overseas individual shareholders may enjoy relevant preferential tax treatment in accordance with the tax treaties between the PRC and its country of residence, and the tax treaties between the PRC and Hong Kong (or Macao). Domestic non-foreign-invested enterprises that issue shares in Hong Kong generally are subject to withhold personal income tax at 10% of dividends and profits without application. If the individual receiving dividends is a resident of an treaties country with a tax rate of less than 10%, the withholding agent shall apply on their behalf for the relevant preferential treatment in accordance with the provisions and upon approval by the competent tax authority, over-withheld taxes will be refunded. If the individual is a resident of an treaties country with a tax rate higher than 10% but lower than 20%, the withholding agent shall withhold personal income tax at the treaties effective rate when paying dividends and bonuses, and no application is required in such cases. If the individual receiving dividends is a resident of a country without a tax treaties with the PRC or other circumstances exist, the withholding agent shall withhold personal income tax at the rate of 20% when paying dividends.

The Company was not aware of any Shareholders that had waived or agreed to waive any dividend arrangement for the Reporting Period.

SHARE CAPITAL

Details of movements in share capital of the Company during the Reporting Period are set out in note 31 to the Consolidated Financial Statements.

RESERVES AND DISTRIBUTABLE RESERVES

Details of movements in the reserves of the Group are set out in the consolidated statement of changes in equity of this annual report. As at 31 December 2025, the Company has no reserves available for distribution (as at 31 December 2024: nil).

MAJOR CUSTOMERS, SUPPLIERS AND SUBCONTRACTORS

The aggregate revenue attributable to the Group's largest customer for the Reporting Period accounted for approximately 3.2% (2024: 5.1%) of the Group's total revenue. The aggregate revenue attributable to the Group's five largest customers for the Reporting Period accounted for approximately 10.9% (2024: 16.5%) of the Group's total revenue.

The aggregate purchases attributable to the Group's largest supplier and subcontractor for the Reporting Period accounted for approximately 13.2% (2024: 14.7%) of the Group's total purchases. The aggregate purchases attributable to the Group's five largest suppliers and subcontractors for the Reporting Period accounted for approximately 33.7% (2024: 37.3%) of the Group's total purchases.

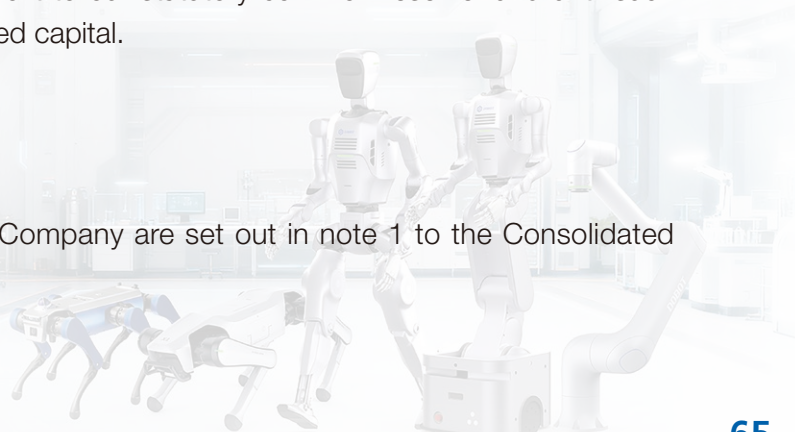
To the best knowledge of the Directors, none of the Directors or their associates or any Shareholders who owned more than 5% of the Company's issued share capital, excluding treasury shares (if any) had any beneficial interest in any of the Group's five largest customers or suppliers and subcontractors during the Reporting Period.

DIVIDEND POLICY

During the Reporting Period, we did not declare or pay any dividends, nor did we have any dividend policy in place. Pursuant to our Articles of Association, our Board will formulate the dividends distribution plan after taking into account our future operations and earnings, capital requirements and surplus, general financial condition, contractual restriction and other factors which our Directors consider relevant. Any declaration and payment as well as the amount of dividends will be subject to our Articles of Association, applicable PRC law and approval by our Shareholders. Our Shareholders in a general meeting may approve any declaration of dividends, which must not exceed the amount recommended by our Board. As advised by our PRC Legal Advisor, no dividend shall be declared or payable, unless we have profits and reserves lawfully available for distribution. Any future net profit that we make will have to be first applied to make up for our historically accumulated losses, after which we will be obliged to allocate 10% of our net profit to our statutory common reserve fund until such fund has reached more than 50% of our registered capital.

SUBSIDIARIES OF THE COMPANY

The details of the principal subsidiaries of the Company are set out in note 1 to the Consolidated Financial Statements of this annual report.



REPORT OF THE BOARD OF DIRECTORS

PROPERTY, PLANT AND EQUIPMENT

As at 31 December 2025, the Group's total property, plant and equipment amounted to approximately RMB167.3 million (2024: RMB177.2 million). The details of the properties, plant and equipment of the Group and their movements during the Reporting Period are set out in note 13 to the Consolidated Financial Statements.

BORROWINGS

Particulars of borrowings of the Group as at 31 December 2025 and the details of the charging on the Group's assets are set out in note 27 to the Consolidated Financial Statements.

COMPLIANCE WITH RELEVANT LAWS AND REGULATIONS

During the Reporting Period, to the best knowledge of the Directors, there was no material breach of or non-compliance with applicable laws and regulations, that have a significant impact on the business and operations of the Group, by the Group.

SERVICE CONTRACT AND LETTER OF APPOINTMENT OF THE DIRECTORS

The Directors during the Reporting Period and up to the date of this annual report were as follows:

Executive Directors

Mr. Liu Peichao (*Chairman*)

Mr. Wang Yong

Mr. Jiang Yu (*appointed with effect from 29 December 2025*)

Non-executive Directors

Mr. Jing Liang (*retired with effect from 29 December 2025*)

Mr. Lang Xulin (*redesignated as a non-executive Director with effect from 29 December 2025*)

Independent non-executive Directors

Mr. Li Yibin

Mr. Ng Jack Ho Wan

Dr. Hou Lingling

The biographical details of the Directors and the senior management of the Group are disclosed in the section headed “Biographical Details of Directors and Senior Management” of this annual report.

Each of the Directors has entered into a service contract or a letter of appointment with the Company for a term of three years.

Pursuant to Article 87 of the Articles of Association, the term for Directors is three years commencing from the date of their respective appointment or re-election, subject to re-election at a general meeting.

Save as disclosed above, there are no service contracts or letters of appointment between the Company or its subsidiaries and any of the Directors which is not determinable by the Company within one year without payment of compensation apart from statutory compensation.

Each of the newly appointed Directors of second session of the Board confirms that he or she (1) has obtained the legal advice referred to under Rule 3.09D of the Listing Rules on 29 December 2025; and (2) understands his or her obligations as a director of a listed issuer under the Listing Rules.

The Company has received annual confirmation of independence from each of the independent non-executive Directors pursuant to Rule 3.13 of the Listing Rules and all of them are considered to be independent.



REPORT OF THE BOARD OF DIRECTORS

CHANGES IN INFORMATION OF DIRECTORS AND SUPERVISORS

The Directors of the second session of the Board were elected or re-elected by the shareholders of the Company at the extraordinary general meeting of the Company held on 29 December 2025 for a term of three years (from 29 December 2025 to 28 December 2028). The term of office of the second session of the Board will expire on 28 December 2028.

The change in information of the Directors and the supervisors of the Company since the date of the 2025 interim report of the Company required to be disclosed pursuant to Rule 13.51B(1) of the Listing Rules is set out below:

Mr. Jing Liang retired as a non-executive Director with effect from 29 December 2025.

Mr. Lang Xulin was redesignated as a non-executive Director with effect from 29 December 2025.

Mr. Jiang Yu was appointed as an executive Director with effect from 29 December 2025.

The Company abolished the Board of Supervisors on 29 December 2025. Accordingly, Ms. Wan Ying, Mr. Li Liuwei and Ms. Ma Jingxian resigned from their positions as supervisors of the Company.

MANAGEMENT CONTRACTS

Other than the Directors' service contracts and appointment letters, no contracts concerning the management and administration of the whole or any substantial part of the business of the Group were entered into or existed during the year or subsisted at the end of the Reporting Period.

INFORMATION ON EMPLOYEES

As at 31 December 2025, the Group had 768 (2024: 560) employees, including the executive Directors. Total staff costs (including Directors' emoluments) were approximately RMB205.4 million, as compared to approximately RMB161.8 million for the year ended 31 December 2024. Remuneration is determined with reference to market norms and individual employees' performance, qualification and experience.

The Group places high value on recruiting, training and retaining its employees. The Group maintains high recruitment standards and provide competitive compensation packages. Remuneration packages for the Group's employees mainly comprise base salary, performance salary and bonus. The Group also provides both in-house and external trainings for our employees to improve their skills and knowledge. As required under PRC regulations, the Group participates in various employee social security plans that are organized by applicable local municipal and provincial governments, including housing, pension, medical, work-related injury, maternity, and unemployment benefit plans.

The salaries and benefits of the Group's employees are kept at a competitive level and employees are rewarded on a performance-related basis within the general framework of the Group's salary and bonus system, which is reviewed annually.

We contribute to defined contribution plans for our employees, including social pension insurance organised and implemented by local labour and social security bureau, whereby we are required to contribute a certain percentage of the basic salaries of our employees to the plans in compliance with the relevant laws and regulations in the PRC. Please refer to note 2.4 to the Consolidated Financial Statements for details. There is no provision under the defined contribution plans for forfeited contributions to be used by the Group to reduce the existing level of contributions.

The Company has adopted several share incentive schemes from 2018 to 2024 (collectively, the “**Share Incentive Schemes**”), to award the partnership interest in our share incentive platforms to the scheme participants. None of such Share Incentive Schemes is subject to the provisions of Chapter 17 of the Listing Rules. As at the date of this annual report, Shenzhen Yuejiang Consultation Partnership (Limited Partnership) (深圳市越疆諮詢合夥企業(有限合夥)) (“**Yuejiang LP**”), Xinyu Lumo Project Investment Partnership (Limited Partnership) (新余市魯墨項目投資合夥企業(有限合夥)) (“**Lumo LP**”), Xinyu Qimo Consulting Partnership (Limited Partnership) (新余市齊墨諮詢合夥企業(有限合夥)) (“**Qimo LP**”) and Xinyu Chumo Project Investment Partnership (Limited Partnership) (新余市楚墨項目投資合夥企業(有限合夥)) (“**Chumo LP**”) were established as our share incentive platforms. Lumo LP, Qimo LP and Chumo LP are controlled by the same general partner, Mr. Liu Yang, and thus, together with Mr. Liu Yang, constitute a group of our Shareholders.



EMOLUMENT POLICY

The emoluments of the Directors and senior management of the Group are determined by the Board with reference to the respective responsibilities and duties, experience, individual performance, and time devoted to the Group and may be adjusted upon the recommendation of the Remuneration and Appraisal Committee. The Remuneration and Appraisal Committee was set up for reviewing the Company's emolument policy and structure of all remuneration of the Directors and senior management of the Company.

REMUNERATION OF DIRECTORS AND FIVE INDIVIDUALS WITH HIGHEST EMOLUMENTS

Details of the emoluments of the Directors and five highest paid individuals of the Group are set out in notes 8 and 9 to the Consolidated Financial Statements of this annual report.

For the Reporting Period, no emoluments were paid by the Group to any Director or any of the five highest paid individuals as an inducement to join or upon joining the Group or as compensation for loss of office. None of the Directors has waived any emoluments for the Reporting Period.

Except as disclosed above, no other payments have been made or are payable, for the Reporting Period, by the Group to or on behalf of any of the Directors.

DIRECTORS' INTERESTS IN TRANSACTIONS, ARRANGEMENTS OR CONTRACTS OF SIGNIFICANCE

No transactions, arrangements and contracts of significance in relation to the Group's business to which the Company or any of its subsidiaries was a party and in which a Director or his or her connected entity had a material interest, whether directly or indirectly, subsisted at the end of the Reporting Period or at any time during the Reporting Period.

PERMITTED INDEMNITY PROVISION

The Company has arranged for appropriate insurance in respect of legal actions arising out of corporate activities against the current Directors and senior management of the Company and its associated companies and the Directors and senior management of the Company and its associated companies who resigned, and no permitted indemnity provision was made by the Company during the Year and no permitted indemnity provision was in force as the date of this annual report. The permitted indemnity provision is in force for the benefit of the Directors as required by the provisions of the Companies Ordinance (Chapter 622 of the Laws of Hong Kong).

CONNECTED TRANSACTIONS AND CONTINUING CONNECTED TRANSACTIONS

On 29 June 2025, the Company entered into a loan agreement with Mr. Liu Peichao, the chairman of the Board and an executive Director, pursuant to which the Company agreed to make available to Mr. Liu Peichao a loan in the principal amount of approximately RMB18.63 million for a term of twelve months (the “**Loan**”) for the purpose of settling personal income tax obligations incurred by Mr. Liu Peichao due to the Company’s conversion from a limited liability company to a joint-stock limited company. As Mr. Liu Peichao is an executive Director, the chairman of the Board and the general manager of the Company, who is a connected person of the Company, the Loan Agreement constitutes a connected transaction for the Company pursuant to Chapter 14A of the Listing Rules. As at 31 December 2025, the Loan had been repaid in full. For the details of the Loan Agreement, please refer to the announcement of the Company dated 29 June 2025. Save as disclosed above, the Company had not entered into any connected transaction during the Reporting Period which is required to be disclosed in accordance with Chapter 14A of the Listing Rules. During the Reporting Period, save for the Loan Agreement, there was no related party transaction which constituted a connected transaction or continuing connected transaction which is required to be disclosed under Chapter 14A of the Listing Rules.

Save for the Loan Agreement, related party transactions entered into by the Group during the Reporting Period, which constitute exempted connected transactions or continuing connected transaction under the Listing Rules, are disclosed in note 37 to the Consolidated Financial Statements. Other than the Loan Agreement and the related party transactions disclosed in note 37 to the Consolidated Financial Statements, no transactions, arrangements, contracts of significance in relation to the Group’s business to which the Company or any of its subsidiaries was a party, and in which a Director or his connected entity had a material interest, whether directly or indirectly, were entered into or subsisted at the end of the Reporting Period or at any time during the Reporting Period. The Company has complied with the disclosure requirements in accordance with Chapter 14A of the Listing Rules during the Reporting Period.

CONVERTIBLE SECURITIES, SHARE SCHEMES, WARRANTS OR SIMILAR RIGHTS

Share Option Scheme

The share option scheme (the “**H Share Option Scheme**”) of the Company was adopted pursuant to a special resolution passed by the Shareholders on 9 October 2025 (the “**Adoption Date**”). The following is a summary of the principal terms of the H Share Option Scheme:

(a) Purpose of the H Share Option Scheme

The purpose of the H Share Option Scheme is (i) to recognise and acknowledge the contributions of the participants and to motivate participants to contribute to, and promote the interests of, the Company by granting options (the “**Options**”) to them as incentives or rewards for their contributions to the growth and development of the Group; (ii) to attract, retain and motivate high-calibre participants to promote the sustainable development of the Group in line with the performance goals of the Group; (iii) to develop, maintain and strengthen long-term relationships that the Participants may have with the Group for the benefit of the Group; and (iv) to align the interest of the Participants with those of the Shareholders to promote the long-term performance (whether in financial, business and operational aspects) of the Group.

(b) Participants of the H Share Option Scheme

Under the H Share Option Scheme and subject to its terms and conditions, the Company may grant Options to subscribe for the Shares to (i) director(s) and employee(s) (whether full time or part time employees) of the Company and/or of any of its subsidiaries (including persons who are granted Options under the H Share Option Scheme as an inducement to enter into employment contracts with these companies) (the “**Employee Participants**”); and (ii) the director(s) and employee(s) (whether full-time or part-time employees) of the holding companies, fellow subsidiaries or associated companies of the Company (the “**Related Entity Participants**”, together with the Employee Participants, the “**Eligible Participant(s)**”).

(c) Total number of Shares available for issue under the H Share Option Scheme

The maximum number of Shares which may be allotted and issued in respect of all Options to be granted under the H Share Option Scheme (excluding Options that have lapsed pursuant to the rules of this Scheme), and all share options and all share awards to be granted under any other schemes (the “**Option Scheme Mandate Limit**”) must not in aggregate exceed 10% of the total number of Shares in issue as at the Adoption Date, unless the Company has already obtained separate Shareholders’ approval pursuant to sub-paragraph immediately below. On the basis of a total of 423,295,400 Shares in issue as at the Adoption Date, the relevant limit would be 42,329,540 Shares, which represent 10% of the issued Shares at the Adoption Date.

The Option Scheme Mandate Limit may be refreshed by ordinary resolution of the Shareholders in general meeting after three years from the Adoption Date or the date of Shareholders’ approval for the last refreshment, provided that the total number of Shares which may be issued in respect of all Options to be granted under the H Share Option Scheme, all share options and all share awards to be granted under any other schemes under the Option Scheme Mandate Limit as refreshed (the “**New Option Scheme Mandate Limit**”) must not exceed 10% of the Shares in issue as at the date of the Shareholders’ approval of such New Option Scheme Mandate Limit.

(d) Maximum entitlement of each participant under the H Share Option Scheme

The total number of Shares issued and to be issued in respect of all Options granted under the H Share Option Scheme and all share options and share awards under other schemes to each Employee Participant during any 12-month period up to and including the relevant offer date shall not exceed 1% of the total number of issued Shares (the “**Individual Limit**”), unless Shareholders’ approval has been obtained and relevant conditions under the H Share Option Scheme rules have been fulfilled.

Any grant of Options to a Director, the chief executive of the Company, a substantial shareholder of the Company (the “**Substantial Shareholder**”), or any of their respective associates as defined under the Listing Rules (the “**Associates**”) shall require the approval of the independent non-executive Directors. Any grant of Options to an independent non-executive Director, a Substantial Shareholder or any of their respective Associates which would result in the total number of Shares issued and to be issued in respect of all Options granted under the H Share Option Scheme and all other share options and share awards granted under other schemes to such person(s) during any 12-month period up to and including the relevant offer date exceeds 0.1% of the total issued Shares, then any further grant of Options shall be subject to and only take effect upon the issue of a circular and the approval of the Shareholders in general meeting.

(e) Period within which the Option may be exercised and minimum period for which an Option must be held before it can be exercised

An Option may be exercised in accordance with the terms of the H Share Option Scheme during such period as may be determined by the Board, such period shall expire in any event not later than the last day of the 10-year period after the offer date and, for the avoidance of doubt, the Board may also, if it decides to fix different time periods for Options in respect of different grantees, set conditions and/or restrictions on the exercise of such Option during the period when an Option may be exercised. No Option shall vest within a period of less than 12 months (or such other period as may be prescribed or permitted by the Listing Rules from time to time).

(f) Amount payable on application or acceptance of Options

Unless otherwise determined by the Board or the Remuneration Committee in its absolute discretion at the relevant time for each individual Option, an Eligible Participant is not required to bear or pay any price or fee for the acceptance of the Option.

(g) Basis of determining the exercise price

The exercise price shall be determined by the Board and shall not be less than the highest of the following:

- (i) the closing price of the Shares as shown in the daily quotation sheets of the Stock Exchange on the offer date (being a business day);
- (ii) the average of the closing prices of the Shares as shown in the daily quotation sheets of the Stock Exchange for the five business days immediately preceding the offer date; and
- (iii) the nominal value of the Shares.

(h) Remaining life of the H Share Option Scheme

Subject to early termination by the Board at its absolute discretion under specific circumstances where the Board determines appropriate, such as, but not limited to where the Board is of the view that the H Share Option Scheme can no longer serve its designated purposes or when a new share award scheme is proposed to be adopted to replace the H Share Option Scheme, the H Share Option Scheme shall be valid and effective for a period of ten years commencing on the Adoption Date (both dates inclusive). The Share Option Scheme will expire on 8 October 2035 and the remaining life of the Share Option Scheme is about nine years and five months as at the date of this annual report.

Share Award Scheme

The share award scheme (the “**H Share Award Scheme**”) of the Company was adopted pursuant to special resolution passed by the Shareholder on the Adoption Date. The following is a summary of the principal terms of the H Share Award Scheme:

(a) Purpose of the H Share Award Scheme

The purposes of the H Share Award Scheme are: (i) to promote the achievement of long-term sustainable development and performance goals of the Company; (ii) to closely align the interests of the participants who is granted the Share Awards (as defined below) (the “**Grantees**”) with those of the Shareholders, investors and the Company, thereby enhancing the cohesion of the Company and facilitating the maximisation of the value of the Company; and (iii) to improve the Company’s incentive mechanism to attract, motivate and retain Directors, supervisors, senior management and employees who have made outstanding contributions to the sustainable operation, development and long-term growth of the Company.

(b) Participants of the H Share Award Scheme

The H Share Award Scheme allows the Company to grant Share awards (the “**Share Award**”) to the Employee Participants or Related Entity Participants.

(c) Total number of Shares available for issue under the H Share Award Scheme

The total number of new Shares allotted and issued pursuant to the potential grant under the H Share Award Scheme and other share award schemes and H Share Option Scheme shall not in aggregate exceed 10% of the total issued share capital as at the Adoption Date (the “**Award Scheme Mandate Limit**”). On the basis of a total of 423,295,400 Shares in issue as at the Adoption Date, the relevant limit would be 42,329,540 Shares, which represent 10% of the issued Shares at the Adoption Date.

(d) Maximum entitlement of each participant under the H Share Award Scheme

During any 12-month period, the maximum number of Share Awards or share options granted to the Eligible Participants under the H Share Award Scheme or any other share scheme of the Company shall not exceed the Individual Limited (i.e. 1% of the number of Shares in issue of the Company from time to time). Without the approval of a resolution by poll at the Shareholders’ meeting, the Board or the delegatee(s) of the Board shall not grant any additional Share Awards which would result in excess of the Individual Limit.

(e) Vesting period of share awards

Under the H Share Award Scheme, the Board and/or the delegatee(s) of the Board may from time to time determine the criteria, conditions and period for the vesting of Share Awards under the H Share Award Scheme, during a period of ten years from 9 October 2025. The vesting period of the Share Awards shall be no less than twelve months from (and including) the date of grant of the Share Awards.

(f) Amount payable on application or acceptance of share awards

Unless otherwise determined by the Board or the Remuneration Committee in its absolute discretion at the relevant time for each individual Share Award, an Eligible Participant is not required to bear or pay any price or fee for the acceptance of the Share Awards.

(g) Basis of determining the grant price of the Share Awards

The grant price of the Share Awards shall be determined by the Board and/or the delegatee(s) of the Board and set forth in the award letter.

(h) Remaining life of the H Share Award Scheme

Subject to early termination by a resolution of the Board, the H Share Award Scheme shall be valid and effective for a period of ten years commencing on the Adoption Date (both dates inclusive). The Share Award Scheme will expire on 8 October 2035 and the remaining life of the Share Award Scheme is about nine years and five months as at the date of this annual report.

Movement of Options and Share Awards during the Reporting Period

Pursuant to the H Share Option Scheme, on 20 October 2025 the Company granted an aggregate of 612,825 Options under the H Share Option Scheme, to 12 employee participants of the Group, allowing them to exercise such granted Options within five years from the date of vesting. The closing price of the Shares on 20 October 2025 was HK\$49.70 per Share. Please refer to the Company's announcement dated 20 October 2025 for further details.

Movements in the Options granted under the H Share Option Scheme and the Share Awards granted under the H Share Award Scheme during the Year are set out below:

H Share Option Scheme

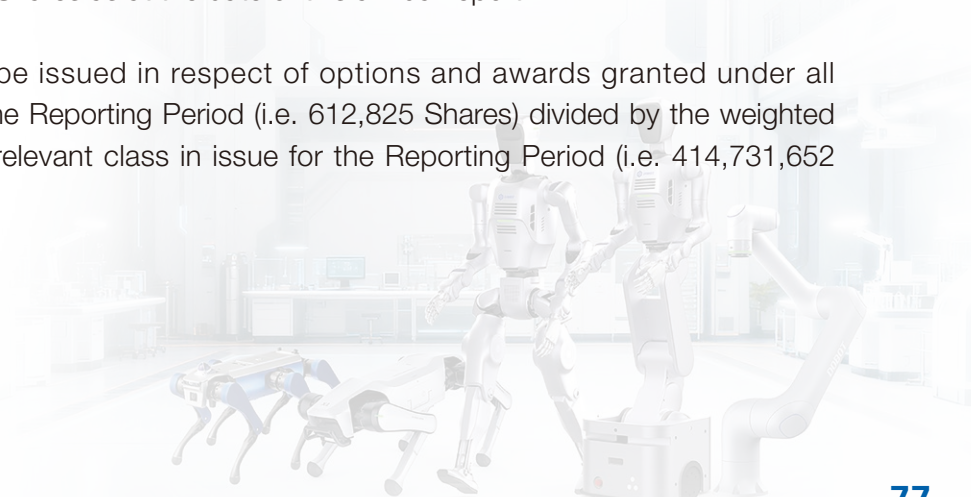
Category of participant	Date of grant	Vesting period	Exercise period	Exercise price per Share	As at 9 October 2025 (i.e. the Adoption Date)	Number of Options				As at 31 December 2025
						Exercised during the Reporting Period	Vested during the Reporting Period	Cancelled during the Reporting Period	Lapsed during the Reporting Period	
Employees	20 October 2025	20/10/2026–20/10/2029	5 years within the vesting period	52.72	-	-	-	-	-	612,825

As at the Adoption Date (i.e. 9 October 2025), the number of Options available for grant pursuant to the Option Scheme Mandate Limit under the H Share Option Scheme and the number of Share Awards available for grant pursuant to the Award Scheme Mandate Limit under the H Share Award Scheme, was 42,329,540 Shares, representing approximately 9.62% of the issued Shares as at the date of this annual report.

As at the end of the Reporting Period (i.e. 31 December 2025), the number of Options available for grant pursuant to the Option Scheme Mandate Limit under the H Share Option Scheme and the number of Share Awards available for grant pursuant to the Award Scheme Mandate Limit under the H Share Award Scheme, was 41,716,715 Shares, representing approximately 9.48% of the issued Shares as at the date of this annual report.

As at the date of this annual report, the total number of securities available for issue under the H Share Option Scheme and the H Share Award Scheme was 42,329,540 Shares which represent approximately 9.62% of the issued Shares as at the date of this annual report.

The number of Shares that may be issued in respect of options and awards granted under all schemes of the Company during the Reporting Period (i.e. 612,825 Shares) divided by the weighted average number of Shares of the relevant class in issue for the Reporting Period (i.e. 414,731,652 Shares) were approximately 0.15%.



REPORT OF THE BOARD OF DIRECTORS

Grant of Options and Share Awards after the Reporting Period

On 3 February 2026, the Company has granted a total of 8,638,475 Options to 37 grantees under the H Share Option Scheme, allowing the Option grantees to exercise such granted Options within three years from the date of vesting. As 4 Directors did not accept the relevant Options in accordance with the terms of the H Share Option Scheme, 2,300,000 Options have lapsed accordingly.

Pursuant to the H Share Award Scheme, on 3 February 2026 the Company granted an aggregate of 1,531,300 Share Awards under the H Share Award Scheme, with a purchase price of HK\$1.00 per Share, to 80 employee participants of the Group, with a vesting period of 3 years from 20 October 2026 to 20 October 2029. The closing price of the Shares on 3 February 2026 was HK\$35.92 per Share. Please refer to the Company announcement dated 3 February 2026 for further details.

DEBENTURES IN ISSUE

Neither the Company nor any of its subsidiaries issued any debentures during the Year.

EQUITY-LINKED AGREEMENT

The Company did not enter into any equity-linked agreement and there was no equity-linked agreement during the Year.

DIRECTORS' AND CHIEF EXECUTIVES' INTERESTS OR SHORT POSITIONS IN SHARES, UNDERLYING SHARES AND DEBENTURES OF THE COMPANY AND ITS ASSOCIATED CORPORATIONS

As at 31 December 2025, save as disclosed below, none of the Directors and chief executives of the Company had any other interests or short positions in any shares, underlying shares or debentures of the Company or its associated corporations (within the meaning of Part XV of the Securities and Futures Ordinance (the “SFO”) which were notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests or short positions which they were taken or deemed to have under such provisions of the SFO), or which were required, pursuant to Section 352 of the SFO, to be entered in the register referred to therein, or which were required, pursuant to the Model Code for Securities Transactions by Directors of Listed Issuers (“Model Code”) contained in Appendix C3 of the Listing Rules:

Name of Directors/ chief executive	Class of Shares	Capacity/ Nature of interest	Number of securities held ⁽¹⁾	Approximate percentage of the total issued domestic share capital	Approximate percentage of the total issued H share capital	Approximate percentage of the total share capital
Mr. Liu Peichao (劉培超先生)	H Shares	Beneficial owner	74,743,613 (L)	–	18.98%	16.99%
		Interest in controlled corporation ⁽³⁾	12,599,991 (L)	–	3.20%	2.86%
Mr. Lang Xulin (郎需林先生)	Domestic Shares	Beneficial owner	19,169,403 (L)	41.53%	–	4.36%
	H Shares	Beneficial owner	5,974,570 (L)	–	1.52%	1.36%
	Domestic Shares	Beneficial owner	1,593,643 (L)	3.45%	–	0.36%

Notes:

- (1) The letter “L” denotes a person’s long position (as defined under Part XV of the SFO) in the Domestic Shares and or H Shares.
- (2) As at 31 December 2025, the Company had a total of 439,955,400 issued shares, comprising 46,156,853 Domestic Shares and 393,798,547 H Shares.
- (3) As at the date of this annual report, Mr. Liu Peichao acted as the general partner of Shenzhen Yuejiang Consultation Partnership (Limited Partnership) (深圳市越疆諮詢合夥企業(有限合夥)) (“Yuejiang LP”). Under the SFO, Mr. Liu is deemed to be interested in the Shares held by Yuejiang LP.

SUBSTANTIAL SHAREHOLDERS' INTERESTS AND/OR SHORT POSITION IN SHARES AND UNDERLYING SHARES OF THE COMPANY

As at 31 December 2025, so far as was known to the Directors, the following persons/entities (other than the Directors or chief executive of the Company) had, or were deemed to have, interests or short positions in the shares or underlying shares of the Company which would fall to be disclosed to the Company under the provisions of Divisions 2 and 3 of Part XV of the SFO, or which were recorded in the register required to be kept by the Company under Section 336 of the SFO were as follows:

Name of Shareholders	Class of Shares	Capacity/ Nature of interest	Number of securities held ⁽¹⁾	Approximate percentage of the total issued domestic share capital	Approximate percentage of the total issued H share capital	Approximate percentage of the total share capital
Mr. Liu Yang (劉洋)	Domestic Shares	Interest in controlled corporation ⁽³⁾	7,898,466 (L)	17.11%	–	1.80%
	H Shares	Interest in controlled corporation ⁽³⁾	31,593,859 (L)	–	8.02%	7.18%
Shenzhen Capital Group Co., Ltd. (深圳市創新投資集團有限公司) ("SCGC")	H Shares	Beneficial owner ⁽⁴⁾	10,352,962 (L)	–	2.63%	2.35%
	H Shares	Interest in controlled corporation ⁽⁴⁾	11,413,077 (L)	–	2.90%	2.59%
Shenzhen Greenpine Growth Equity Investment Partnership (Limited Partnership) (深圳市松禾成長股權投資合夥企業(有限合夥)) ("Greenpine Growth")	H Shares	Beneficial owner ⁽⁵⁾	21,698,003 (L)	–	5.51%	4.93%
Qianhai Equity Investment Fund (Limited Partnership) (前海股權投資基金(有限合夥)) ("Qianhai Equity")	Domestic Shares	Beneficial owner	2,935,892 (L)	6.36%	–	0.67%

Name of Shareholders	Class of Shares	Capacity/ Nature of interest	Number of securities held ⁽¹⁾	Approximate percentage of the total issued domestic share capital	Approximate percentage of the total issued H share capital	Approximate percentage of the total share capital
Wuxi Chanfa Trade in Service Investment Fund Partnership (Limited Partnership) (無錫產發服務貿易投資基金合夥企業(有限合夥))	Domestic Shares	Beneficial owner	3,031,596 (L)	6.57%	-	0.69%
Shenzhen Qianfan Qihang No. 1 Private Equity Investment Fund Partnership (Limited Partnership) (深圳千帆企航壹號私募股權投資基金合夥企業(有限合夥))	Domestic Shares	Beneficial owner	5,097,899 (L)	11.04%	-	1.16%
Mr. Liu Dan (劉丹)	Domestic Shares	Beneficial owner	3,572,450 (L)	7.74%	-	0.81%

Notes:

- (1) The letter “L” denotes a person’s long position (as defined under Part XV of the SFO) in the shares of the Company.
- (2) As at 31 December 2025, the Company had a total of 439,955,400 issued shares, comprising 46,156,853 Domestic Shares and 393,798,547 H Shares.
- (3) As at the date of this annual report, Mr. Liu Yang acted as the general partner of three share incentive platforms, including Xinyu Lumo Project Investment Partnership (Limited Partnership) (新余市魯墨項目投資合夥企業(有限合夥)) (“**Lumo LP**”), Xinyu Qimo Consulting Partnership (Limited Partnership) (新余市齊墨諮詢合夥企業(有限合夥)) (“**Qimo LP**”) and Xinyu Chumo Project Investment Partnership (Limited Partnership) (新余市楚墨項目投資合夥企業(有限合夥)) (“**Chumo LP**”). Under the SFO, Mr. Liu Yang is deemed to be interested in the entire Shares held by Lumo LP, Qimo LP and Chumo LP.
- (4) Based on the notice of disclosure of interest filed by SCGC dated 25 July 2025, SCGC was interested in an aggregate of 21,766,039 H Shares, of which (i) 10,352,962 H Shares were beneficially held by SCGC; (ii) 8,258,657 H Shares were beneficially held by Shenzhen Nanshan Hongtu Equity Investment Fund Partnership (Limited Partnership) (深圳市南山紅土股權投資基金合夥企業(有限合夥)) (“**Nanshan Hongtu**”); and (iii) 3,154,420 H Shares were beneficially held by Shenzhen Hongtu Chuangke Venture Capital Partnership (Limited Partnership) (深圳市紅土創客創業投資合夥企業(有限合夥)) (“**Hongtu Chuangke**”). As Nanshan Hongtu and Hongtu Chuangke were ultimately controlled by SCGC, SCGC is deemed to be interested in the Shares held by Nanshan Hongtu and Hongtu Chuangke by virtue of the SFO.
- (5) Based on the notice of disclosure of interest filed by Greenpine Growth dated 25 July 2025, Greenpine Growth was beneficially interested in 21,698,003 H Shares.

Save as disclosed above, as at 31 December 2025, the Directors were not aware of any other persons/entities (other than the Directors and chief executive of the Company) who had interests or short positions in the shares or underlying shares of the Company which would fall to be disclosed to the Company under the provisions of Divisions 2 and 3 of Part XV of the SFO or which were recorded in the register required to be kept by the Company under Section 336 of the SFO.

REPORT OF THE BOARD OF DIRECTORS

LOCK-UP PERIODS

To the best of the Directors' knowledge, information and belief, having made all reasonable enquiries, no Share was subject to lock-up requirements pursuant to Rule 18C.14 of the Listing Rules as at 31 December 2025.

On 24 December 2025, Mr. Liu Peichao, being an executive Director who directly and indirectly held 107,601,776 Shares, and Mr. Lang Xulin, being a non-executive Director who directly held 7,568,213 Shares, voluntarily undertake to the Company that they will not reduce the above Shares they held in the Company by any means within 12 months from 25 December 2025 to 24 December 2026. For details, please refer to the announcement of the Company dated 24 December 2025.

COMPETITION AND CONFLICT OF INTERESTS

During the Reporting Period, save as disclosed in the Prospectus, none of the Directors or controlling shareholders or any of their respective associates has any interests in any business that competes or may compete, directly or indirectly, with the business of the Group or has any other conflict of interests with the Group.

CONTINUING DISCLOSURE OBLIGATIONS PURSUANT TO THE LISTING RULES

Save as disclosed in this annual report, the Company does not have any other disclosure obligations under Rules 13.20, 13.21 and 13.22 of the Listing Rules.

CONTRACT OF SIGNIFICANCE WITH CONTROLLING SHAREHOLDERS

No contract of significance (including contract of significance for the provision of services) was entered into between the Company or its subsidiaries and the controlling shareholders or any of its subsidiaries during the Reporting Period or subsisted as at 31 December 2025.

TAXATION

During the Reporting Period, the Company and its subsidiaries were subject to the PRC enterprise income tax at a rate of 25% of taxable profits according to the requirements under the PRC Enterprise Income Tax Law which became effective on 1 January 2008. The relevant details are set out in note 10 to the Consolidated Financial Statements of this annual report.

The Company is qualified as a high and new technology enterprise and was subject to income tax at a preferential tax rate of 15% for the Reporting Period.

The Company was approved as a “High and New Technology Enterprise” and entitled to a preferential income tax rate of 15% during 2025. This qualification is subject to review by the relevant tax authority in the PRC for every three years.

TAX CREDIT

The Directors are not aware of any tax credit available to the Shareholders by reason of their holding of the Company’s securities.

PRE-EMPTIVE RIGHTS

There is no provision for the pre-emptive rights under the Articles of Association or the PRC laws, which would oblige the Company to offer new shares on a pro-rata basis to its existing Shareholders.

SUFFICIENCY OF PUBLIC FLOAT

Based on information that is publicly available to the Company and within the knowledge of the Directors, the Company has maintained a public float of over 60% of the total issued share capital of the Company during the Reporting Period which complies with the minimum requirements of at least 25% of the Company’s total number of issued Shares in the class to which the H Shares belong (excluding treasury shares) being held by the public as prescribed in Chapter 19A of the Listing Rules.

RELATIONSHIP WITH STAKEHOLDERS

Employees are regarded as the most important and valuable assets of the Group. Competitive remuneration packages and a sound performance appraisal system with appropriate incentives are provided and implemented to attract and motivate employees. In addition, to conform to the market standard, the Group regularly reviews the remuneration package of employees and makes necessary adjustments. Moreover, the Group understands the importance of maintaining good relationship with customers and suppliers is vital to achieve its long-term goals. Thus, senior management of the Group have kept good communication, promptly exchanged ideas and shared business update with them as and when appropriate. During the Reporting Period, there was no material and significant dispute between the Group and its customers and suppliers.



CORPORATE GOVERNANCE REPORT

The Company aims to achieve high standards of corporate governance, which are crucial to the Company's development and safeguard the interests of the Shareholders.

During the Reporting Period, the Company has applied the principles of good corporate governance and adopted the code provisions of the CG Code as its own code of corporate governance. The Company has complied with all applicable code provisions set out in Part 2 of the CG Code during the Reporting Period, save as the below.

Pursuant to code provision C.2.1 of Part 2 of the CG Code, companies listed on the Stock Exchange are expected to comply with, but may choose to deviate from the requirement that the roles of chairman and chief executive should be separate and should not be performed by the same individual. We do not have a separate chairman and chief executive and Mr. Liu Peichao currently performs these two roles. Our Board believes that vesting the roles of both the chairman of our Board and general manager in the same person has the benefit of (1) ensuring consistent leadership within our Company, (2) enabling more effective and efficient overall strategic planning for our Company, and (3) facilitating the flow of information between the management and our Board. Our Board considers that the balance of power and authority for the present arrangement will not be impaired and this structure will enable our Company to make and implement decisions promptly and effectively. Our Board will continue to review and consider splitting the roles of the chairman of our Board and the general manager of our Company at a time when it is appropriate by taking into account the circumstances of our Company as a whole. The Board will review the corporate governance structure and practices from time to time and shall make necessary arrangements when the Board considers appropriate.

Details of the Group's corporate governance practices can be found in the Corporate Governance Report of this annual report.

COMPLIANCE WITH THE MODEL CODE

During the Reporting Period, the Company has adopted the Model Code set out in Appendix C3 to the Listing Rules as the code of conduct regarding securities transactions by the Directors and supervisors and devised its own code of conduct regarding Directors' dealings in the Company's securities on terms no less exacting than the Model Code. The board of supervisors of the Company was abolished on 29 December 2025.

The Board is pleased to confirm that, after making specific enquiries with all Directors and then supervisors, all Directors and then supervisors have fully complied with the standards required according to the Model Code set out in Appendix C3 to the Listing Rules during the Reporting Period up to 29 December 2025 (for supervisors) and during the Year (for Directors).

MATERIAL LEGAL PROCEEDINGS

The Group was not involved in any material legal proceeding during the Reporting Period.

LOAN AND GUARANTEE

Save as disclosed in this annual report, during the year ended 31 December 2025, the Group had not made any loan or provided any guarantee for loan, directly or indirectly, to the Directors, senior management of the Company, the controlling shareholders or their respective connected persons.

CONFIRMATION OF INDEPENDENCE OF THE INDEPENDENT NON-EXECUTIVE DIRECTORS

The Company confirmed that it had received the annual confirmation of independence from each of the independent non-executive Directors in compliance with Rule 3.13 of the Listing Rules. The Company is of the view that the independent non-executive Directors remain independent during the Year in accordance with the relevant requirements of Rule 3.13 of the Listing Rules.

INTEREST OF COMPLIANCE ADVISER

In accordance with Rule 3A.19 of the Listing Rules, the Company has appointed Guotai Junan Capital Limited (“**GTJA**”) to be the compliance adviser. GTJA, being the sponsor of the Company in relation to the Listing, has declared its independence pursuant to Rule 3A.07 of the Listing Rules. Save as provided for in relation to the global offering and/or disclosed in the Prospectus, neither GTJA nor any of its associates and none of the directors or employees of GTJA who have been involved in providing advice to the Company as the sponsor, has or may, as a result of the global offering, have any interest in any securities of the Company or any other companies of the Group (including options or rights to subscribe for such securities).

TREASURY POLICIES

The Group has adopted a prudent financial management approach towards its treasury policies and thus maintained a healthy liquidity position throughout the period under review. The Group strives to reduce exposure to credit risk by performing ongoing credit assessments and evaluations of the financial status of its customers debtors. To manage liquidity risk, the Board closely monitors the Group’s liquidity position to ensure that sufficient financial resources are available in order to meet its funding requirements and commitment timely.

PRINCIPAL RISKS AND UNCERTAINTIES

The following list is a summary of certain principal risks and uncertainties faced by the Group, some of which are beyond its control:

- (1) difficulty in evaluating our business and prospect due to our limited operating history and limited track record in the commercialisation of our products;
- (2) uncertainties in the growth of the size of our addressable markets and the demand for our products;
- (3) failure to compete with our competitors;
- (4) failure to advance our technology development and introduce new products;
- (5) deterioration in relationships with distributors;
- (6) failure to deliver desired research and development results after significant investments;
- (7) failure to obtain or maintain adequate intellectual property rights protection for our products;
- (8) failure to obtain additional capital when desired on favorable terms or at all;
- (9) adverse impact on our cash flow, liquidity and profitability due to significant research and development expenditures and capital expenditures for our business operations; and
- (10) failure to achieve profitability in the near future.

MARKET RISKS

The Group is exposed to various types of market risks, including fluctuations in interest rates, risk of change in industrial regulatory policies and foreign exchange risk.

Interest rate risk

The Group's exposure to interest rate risk relates primarily to the cash and bank deposits held by the Group, interest-bearing bank and other borrowings. The Group mainly controls its exposure to interest rate risks associated with certain cash holdings and bank deposits, interest-bearing bank and other borrowings by placing them in appropriate short-term deposits at fixed or floating interest rates and at the same time by borrowing loans at a mixture of fixed or floating interest rates.

The Group had not used any interest rate swaps to hedge its exposure to interest rate risk during the Year.

Risk of change in industrial regulatory policies

An array of laws, regulations and rules on the robot industry in China constitute the external regulatory and legal environment for the Company's ordinary and continuous operation and have great influence on the Company's business development, production and operation, domestic and foreign trade, and capital investment etc. Changes in relevant industrial regulatory policies may have corresponding effects on the Company's production and operation.

Foreign exchange risk

Based on the global development of our Group's business and the establishment of overseas subsidiaries, our revenue is measured in US dollars, Euros, Japanese yen, and Chinese yuan and the proceeds of initial public offering is measured in Hong Kong dollars. As at 31 December 2025, the Group has not formulated any foreign currency hedging policies for foreign currency transactions, assets, and liabilities. The Group will regularly review foreign exchange risks and use derivative financial instruments to hedge such risks as necessary.

As at 31 December 2025, the Group held outstanding forward currency contracts with a total nominal amount of HK\$250.0 million. Among which, as at the date of this report, contracts with a nominal amount of HK\$20.0 million has been matured and settled in January 2026, HK\$200.0 million will mature and settle in April 2026, and HK\$30.0 million in July 2026. These forward contracts were entered into for the purpose of managing foreign exchange risk.

Please refer to note 40 to the Consolidated Financial Statements for details of the main financial risks faced by the Group and the Group's management objectives and policies regarding the financial risks.

CONTINGENT LIABILITIES

The Group did not have any material contingent liabilities as at 31 December 2025.

REPORT OF THE BOARD OF DIRECTORS

MATERIAL ACQUISITIONS AND DISPOSALS OF SUBSIDIARIES, ASSOCIATES AND JOINT VENTURES

The Group did not have any material acquisition or disposal of subsidiaries, associates and joint ventures during the year ended 31 December 2025.

CHARGE ON THE GROUP'S ASSETS

As at 31 December 2025, no material asset of the Group had been pledged.

SIGNIFICANT INVESTMENTS HELD

During the Reporting Period, the Group did not hold any significant investment in equity interest in any other company.

PURCHASE, SALE OR REDEMPTION OF THE COMPANY'S LISTED SECURITIES

During the Reporting Period, there was no purchase, sale or redemption of any listed securities (including sale of treasury shares (as defined under the Listing Rules)) of the Company by the Company or any of its subsidiaries. As at 31 December 2025, the Company did not hold any treasury shares.

FUTURE PLANS FOR MATERIAL INVESTMENTS AND CAPITAL ASSETS

Save as disclosed in the Prospectus and in the section headed "Use of Net Proceeds from the Global Offering" in this report, the Group did not have plan for material investments and capital assets as at the date of this report.

EVENTS AFTER THE REPORTING PERIOD

Grant of options and share awards

On 3 February 2026, the Company has granted a total of 8,638,475 Options to 37 Grantees (the "**Option Grantees**") under the H Share Option Scheme, subject to acceptance by the Option Grantees and the H Share Option Scheme Rules, the exercise price of the Options granted was HK\$37.78 per H Share. As 4 Directors did not accept the relevant Options in accordance with the terms of the H Share Option Scheme, 2,300,000 Options have lapsed accordingly.

On 3 February 2026, the Company has granted a total of 1,531,300 Share Awards to 80 employee participants (the “**Award Grantees**”) under the H Share Award Scheme, subject to acceptance by the Award Grantees and the H Share Award Scheme Rules, the purchase price of the Share Awards granted was HK\$1.00 per Share.

Investment in a company

In March 2026, the Company entered into a capital increase agreement, pursuant to which the Company agreed to make an additional capital contribution of RMB30,000,000 to Guangdong Province Embodied Intelligence Technology Co., Ltd (廣東省具身智能科技有限公司), a company mainly engaged in development of embodied artificial intelligence. Upon completion of the capital increase, the Company’s shareholding percentage in Guangdong Province Embodied Intelligence Technology Co., Ltd will be 10%. At the date of approval of these financial statements, the full amount of the capital increase has been paid, while the change registration with the Administration for Market Regulation for the equity change is still in progress.

Proposed A Share Offering

At the second meeting of the second session of the Board held on 13 March 2026, the Board has resolved to propose to apply for an initial public offering and listing of A Shares (the “**A Share Offering**”) in order to optimise the capital structure of the Company, diversify the financing channels, achieve the long-term development objectives of the Company and improve the liquidity of all the Shares held by the Shareholders.

The total number of A Shares to be issued will be not more than 48,883,933 A Shares, representing not more than approximately 11.11% of the total issued share capital of the Company, and not more than approximately 10.00% of the total issued share capital of the Company as enlarged by the allotment and issue of the A Shares (prior to the exercise of the over-allotment option). Subject to compliance with the relevant laws and regulations and regulatory requirements, the Company may authorise the underwriter to exercise the over-allotment option, and conduct an over-allotment of no more than 15% of the number of the A Shares to be issued under the proposed A Share Offering (prior to the exercise of the over-allotment option), assuming no other changes to the issued share capital of the Company.

The proposed A Share Offering is subject to the Shareholders’ approval at an extraordinary general meeting to be held on Thursday, 2 April 2026. For details, please refer to the announcement of the Company dated 13 March 2026 and the circular of the Company dated 18 March 2026.

REPORT OF THE BOARD OF DIRECTORS

Change of Secretary to the Board

With effect from 13 March 2026, Mr. Wang Yong has resigned from his position as the secretary to the Board, and Mr. Ni Yaoqing has been appointed as the secretary to the Board. Following the resignation of Mr. Wang Yong, he will continue to serve as an executive Director, the chief financial officer, deputy general manager and one of the joint company secretaries of the Company.

Save as disclosed above and save as disclosed in this annual report, as at the date of this annual report, there were no other material subsequent events after the Reporting Period.

AUDITORS

There has been no change in auditors since the Listing Date. A resolution to re-appoint the retiring auditor, Ernst & Young, will be proposed at the forthcoming annual general meeting.

DONATION

The Company supports charitable and public welfare undertakings through concrete actions. In November 2025, we donated 1 million HKD to the affected residents of the fire at Wang Fuk Court in Tai Po District, New Territories, Hong Kong, to support emergency relief, resettlement of affected residents, and post-disaster reconstruction efforts. In addition, we donated amounts and robotic equipment with a total amount of approximately RMB540,000 to institutions and charitable funds.

Liu Peichao

Chairman of the Board, Executive Director and General Manager

深圳市越疆科技股份有限公司

SHENZHEN DOBOT CORP LTD

Shenzhen, the PRC, 30 March 2026

ABOUT THIS REPORT

Basis of Preparation

This Environmental, Social and Governance (“**ESG**”) Report (the “**Report**”) provides a summary of the performance in the ESG of SHENZHEN DOBOT CORP LTD (the “**Company**”) and its subsidiaries (collectively referred to as the “**Group**” or “**we**”) in 2025. The report is prepared in accordance with the Appendix C2 Environmental, Social and Governance Reporting Code to the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the “**HKEX**”) (“**ESG Code**”).

Reporting Scope

This Report covers the Group’s business operations from 1 January 2025 to 31 December 2025 (the “**Reporting Period**”), provides an overview of our overall ESG performance, as well as a review and outlook for some content to maintain the continuity and integrity of information. This Report covers our factory, office and laboratory worldwide. Compared to the previous year, the scope of the Reporting Period has expanded to include two new subsidiaries located in Malaysia and Singapore, aligning with the scope of the consolidated financial statements in the Annual Report.

Reporting Principles

This Report follows the reporting principles in the HKEX’s ESG Code, including:

- **Materiality:** The Group identified material ESG issues relevant to its operations through a materiality assessment. This process included soliciting stakeholder input to prioritize ESG topics and verifying materiality with the Company’s Board of Directors (“**the Board**”).
- **Quantitative:** To comprehensively assess the Group’s ESG performance during the Reporting Period, the Group disclosed applicable quantitative key performance indicators (“**KPIs**”) from the ESG Code, specifying the standards, methodologies, assumptions, and calculation references used, including sources for key conversion factors.
- **Consistency:** Unless otherwise stated, this Report adopts consistent preparation methods to enable meaningful comparisons of the Group’s ESG information over time.
- **Balance:** This Report presents an unbiased disclosure of the Group’s ESG performance during the Reporting Year, providing stakeholders with objective and reliable references.

Feedback

This report is available in both Chinese and English versions. In the event of any discrepancies between the two versions, the English version shall prevail. We welcome your valuable feedback on the Group’s ESG performance and the Report. Please feel free to contact us via the following channels:

Phone: +86 0755-26413681
Email: ir@dobot-robots.com
Official Website: www.dobot.cn

ESG GOVERNANCE

Board Statement

The Group is committed to lawful, ethical, and responsible operations, aiming to create long-term positive impacts for customers, suppliers, and the communities we affect through our ESG initiatives. We focus on enhancing our resilience and adaptability to climate-related risks. We firmly believe that sustainable development is not only a core driver of corporate growth but also a significant demonstration of corporate social responsibility.

The Board places a high priority on ESG and climate-related issues. In close collaboration with the management team, the Board has established a robust governance framework to ensure consistency and effectiveness in the Group's ESG and climate-related practices. Through regular reviews, the Board conducts comprehensive evaluations of our ESG performance and compliance status. By drawing on industry best practices and benchmarks, we aim to set standards for continuous improvement and maintain our leading position in sustainable development.

To ensure the effective implementation of ESG and climate-related visions, strategies, and initiatives, the Board closely monitors collaboration and execution across business departments while establishing interdepartmental communication channels to facilitate smooth exchanges on ESG and climate-related topics. Through regular meetings, the Board provides strategic guidance on the Group's future ESG development directions and climate action plans, driving the implementation of policy and mitigation measures implementation to ensure steady progress on the path to sustainable development.

The Board also gains insights into key findings and implementation progress through annual ESG reports submitted by the management team, which serve to guide future initiatives. Additionally, the Board reviews updates on ESG and climate-related strategies through meetings, specialized reports, and other channels to ensure overall business operations align with sustainability goals. The Board regularly evaluates the Group's ESG performance targets and progress, covering short-term, medium-term, and long-term objectives to ensure their achievement.

In addressing global sustainability challenges, the Board assumes leadership responsibility. The Board closely monitors market trends and regulatory changes related to ESG and adjusts the Group's operational strategies to mitigate potential risks and seize opportunities that may impact the business. During the identification and evaluation of ESG and climate-related risks and opportunities, the Board oversees the execution effectiveness of each department and guides working groups to explore optimal solutions, minimizing our negative impact on the environment and society.

The Group values communication with key stakeholders, including investors, governments, employees, and communities. By regularly reviewing stakeholder concerns, the Board ensures our long-term strategy aligns with the expectations of all parties. The Board also monitors the impact of ESG performance on stakeholders and reports the results of relevant management strategies to foster trust-based relationships with them.

Looking ahead, the Board will continue to fulfill its supervisory and advisory responsibilities, driving innovation and excellence in the Group's ESG and climate-related initiatives. We are confident that, through ongoing efforts, we will achieve business growth while generating greater positive impacts on society and the environment, positioning ourselves as a model enterprise for sustainability.

Stakeholder Communication

The Group places great importance on communication with stakeholders, regularly engaging with them through diversified channels to understand their expectations and concerns. By hosting meetings, conducting surveys, and organizing community activities, we enhance interaction and incorporate stakeholder feedback into business decisions. Moving forward, we will continue to optimize communication mechanisms, deepen collaborative relationships, and create greater value for stakeholders while balancing economic, social, and environmental benefits, promoting joint development between the enterprise and society.



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

Stakeholder	Key Concerns	Communication Channels
Shareholders/Investors	<ul style="list-style-type: none"> • Corporate governance • Business development • Compliance operations • Risk management • Financial performance • Climate change and business resilience 	<ul style="list-style-type: none"> • General meetings • Announcements • Press releases
Customers	<ul style="list-style-type: none"> • Business stability • Information security • Quality management 	<ul style="list-style-type: none"> • Customer satisfaction surveys • Customer inquiries, complaints, and callbacks • Customer exchange meetings • Market research
Government and Regulators	<ul style="list-style-type: none"> • Business performance • Compliance operations • Carbon emission and climate change 	<ul style="list-style-type: none"> • Cooperation with regulatory inspections • Government-enterprise forums • Information disclosures • Comprehensive risk management system
Employees	<ul style="list-style-type: none"> • Compensation and benefits • Training and development • Occupational health and safety 	<ul style="list-style-type: none"> • Employee training systems • Benefit assurance programs • Performance appraisal and promotion systems • Internal grievance and reporting channels • Employee satisfaction surveys
Business Partners	<ul style="list-style-type: none"> • Business stability • Supply chain management • Compliance operations • Anti-corruption 	<ul style="list-style-type: none"> • Fair procurement policies • Tendering activities • Industry collaboration • Integrity declarations

Materiality Assessment

During the Reporting Period, the Group conducted an annual ESG materiality assessment through desktop research. This assessment evaluated both the significance of issues to stakeholders and their importance to our business and strategy. The materiality assessment process is outlined as follows:

1. **ESG Topic Identification:** The Group initially identified ESG topics closely related to our business operations based on business strategy, industry characteristics, national policies, applicable regulatory requirements, and industry standards, ensuring comprehensive coverage and alignment with operational needs.
2. **ESG Topic Evaluation:** Using “Stakeholder Relevance” and “Business Importance” as core evaluation dimensions, we incorporated stakeholder and expert feedback to assess and prioritize identified topics. An ESG Materiality Matrix was created to visually represent the relative importance of each topic.
3. **ESG Topic Confirmation:** To ensure the accuracy, relevance, and validity of the assessment results, the Board reviewed and validated the findings, ensuring the selected topics adequately reflect the Group’s business characteristics and sustainability needs, providing strong support for future management efforts.

The following matrix lists 46 ESG-related topics, which will form the core objectives for future ESG management. Detailed disclosures and responses will be provided in the subsequent sections of the Report.



Aspect	Issue
Environmental	1. Environmental Compliance*
	2. Air Pollutant Management
	3. Vehicle Emissions Management
	4. Wastewater Management
	5. Noise Management
	6. Greenhouse Gas Emission Management
	7. Waste Management
	8. Use of Energy
	9. Use of Water Resource
	10. Green Office
	11. Green Factory
	12. Green Energy Project
	13. Green Building
	14. Use of Raw Material and Packaging Material
	15. Soil Pollutant Management
	16. Ecological Protection
	17. Responding to Climate Change
	18. Environmental Accident Prevention and Handling
Labor Practice	19. Employment Compliance*
	20. Compensation and Benefit*
	21. Working Hours and Holidays
	22. Diversity and Equal Opportunity
	23. Occupational Health and Safety*
	24. Training and Development
	25. Prevention of Child Labor and Forced Labor*
Governance	26. ESG Responsible Concepts*
	27. ESG Responsibility Management System Framework
	28. Stakeholder Engagement and Duty Management
	29. Compliance Management
	30. Corporate Governance and Risk Management

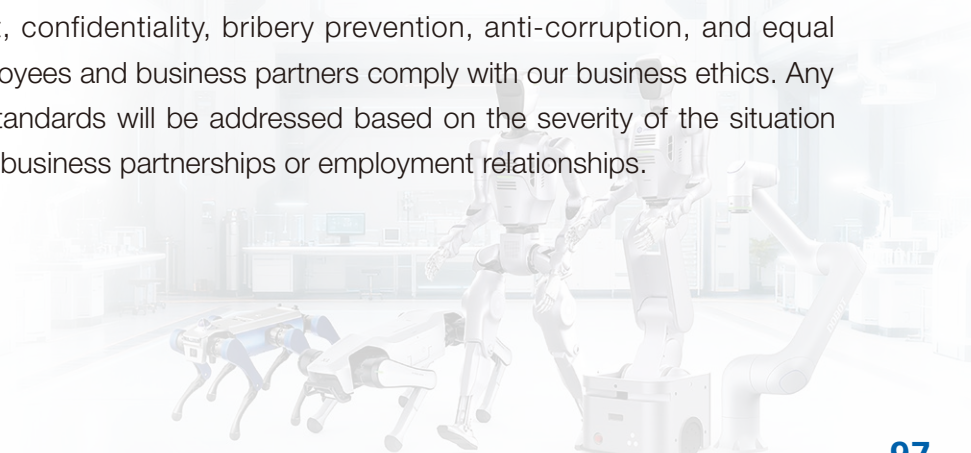
Aspect	Issue
Operation Practice	31. Operation Compliance*
	32. Managing Environmental Risks in the Supply Chain
	33. Managing Social Risks in the Supply Chain
	34. Procurement Practice
	35. Quality Management*
	36. Customers Health and Safety*
	37. Responsible Marketing and Promotion
	38. Customer Service Management*
	39. Protecting Intellectual Property Rights*
	40. Research and Development*
	41. Information Security
	42. Customers Privacy Protection
	43. Anti-Corruption
Community Investment	44. Charity
	45. Promote Community Development
	46. Poverty Alleviation Work

* The most important ESG issue during the Reporting Period.

QUALITY FIRST

Business Ethics

The Group adheres to the highest standards of ethical conduct and principles of integrity, promoting fair, impartial, and transparent business practices across all operations. Our Anti-Fraud Policy encompasses conflicts of interest, confidentiality, bribery prevention, anti-corruption, and equal opportunities, ensuring that all employees and business partners comply with our business ethics. Any violations of this policy or ethical standards will be addressed based on the severity of the situation and may result in the termination of business partnerships or employment relationships.



To further strengthen ethical compliance, the Group has incorporated fraud risk assessment into the overall corporate risk management framework. This is implemented through multi-level internal control measures, including approval, authorization, verification, review, role segregation, and performance evaluations, to systematically prevent corruption and bribery. Our efforts aim to create a business environment founded on integrity and fair competition, safeguarding the long-term interests of us and our stakeholders. We also regularly provide anti-corruption training to further strengthen employees' anti-corruption awareness. During the Reporting Period, we did not experience any concluded corruption-related lawsuits against the Group or our employees.

Our Fraud and Whistleblowing Management System allows employees and related parties report suspected fraud through dedicated, secure, and confidential reporting channels, such as a hotline, email, and suggestion boxes. Upon receiving a report, investigators will initiate an inquiry and collaborate with relevant departments to provide recommendations based on the findings, ultimately reporting to the management team and the audit committee. We encourage all internal and external stakeholders to report any suspected violations, illegal activities, or actions that may harm our interests, either anonymously or with their identity disclosed. We promise to maintaining strict confidentiality regarding the whistleblower's identity and safeguarding their legal rights, ensuring they can report without fear of retaliation.

Looking ahead, the Group will continue to enhance whistleblowing mechanisms while improving internal employee training. By fostering a culture of integrity, we aim to further solidify our reputation and competitiveness within the industry.

Innovation and R&D

As an innovation-driven enterprise, the Group places great emphasis on research and development (“R&D”), viewing it as a critical pillar for driving business growth and enhancing competitiveness. To standardize product development and project management within the R&D process, we have established and implemented a comprehensive set of control measures that cover every stage of R&D projects, from product development to design. These measures are designed to ensure efficiency and quality throughout the development process, improving the conversion rate of R&D outcomes and ensuring that products meet market demands. At the same time, we focus on continuously optimizing the design process to further enhance innovation capabilities and competitive advantages.

The Group also places significant importance on intellectual property (“IP”) protection, recognizing it as a foundational element for safeguarding technological innovation and maintaining the Group's core competitiveness. We strictly comply with relevant laws and regulations and has established a robust IP management system to ensure comprehensive protection of patents, trademarks, copyrights, and other IP rights throughout the R&D process. Additionally, we actively promote IP awareness among employees, fostering a corporate culture that values and protects innovation. During the Reporting Period, there were no cases of IP violations involving the Group.

Looking ahead, the Group will continue to deepen our focus on R&D, delivering more valuable and innovative products to the market while achieving our long-term sustainable development goals.

Product Responsibility

Ensuring product excellence is a core goal of the Group. Our comprehensive quality management system ensures all products undergo rigorous testing before entering the market, meeting high standards of safety and reliability. Furthermore, we actively manage and monitor customer feedback, treating it as a valuable resource for continuous improvement. We take prompt and appropriate actions to address product quality and safety issues, ensuring every piece of feedback is carefully handled and followed up.

Our stringent quality control processes encompass incoming material inspections, in-process production checks, and finished product evaluations, ensuring that every stage of production and delivery adheres to the highest quality standards. This commitment is reflected in the multiple international certifications we have obtained, including ISO 9001:2015 and ISO 14001:2015, showcasing our professionalism in health, safety, and service management. During the Reporting Period, we maintained an exemplary track record: no products were recalled due to safety or health issues, and there were no major complaints related to product quality.

Customer satisfaction is the foundation of the Group's pursuit of excellence. We strictly comply with the Product Quality Law of the People's Republic of China and the Law of the People's Republic of China on the Protection of Consumer Rights and Interests, ensuring the quality of the products sold and protecting consumer rights. Through After-Sales Quality Issues and Return Handling Control Procedures and our systematic complaint handling mechanism, we respond promptly to customer feedback and complaints, by initiating the return process and providing real-time in-transit tracking. Once the warehouse receives the returned products, the Quality Department and the Maintenance Department will respectively perform initial inspections and detailed analysis while implementing improvement measures based on findings. To further enhance service quality, we conduct regular customer satisfaction surveys, thoroughly reviewing and optimizing our products and services. We will continue to adhere to high-quality standards, delivering safe and reliable products while striving to exceed customer expectations and set a benchmark for excellence in the market.



Data Security and Privacy Protection

Recognizing that the critical importance of data security and privacy protection in business operations, the Group has implemented a comprehensive Information Security Management Policy. The Information Security Committee oversees these measures by defining the framework, coordination cross-departmental efforts, and organizing training through the Information Security Team. This policy strengthens security practices, standardizes operational processes, and enhances protection capabilities, allowing for the effective implementation of related measures.

In terms of document security and handling, all documents are classified according to confidentiality levels, with specific security requirements for their dissemination. The Group strictly follows standardized approval processes when handling sensitive or confidential information to ensure data integrity and security. To further safeguard data, all servers and office computers are required to have antivirus, anti-malware, and intrusion prevention software installed as designated by the IT department. The unapproved removal of such software is prohibited. These measures aim to establish a strong data security barrier for our operations.

In the event of internal data breaches or potential violations, employees are required to take immediate remedial actions and report to the Information Security Team. The team responds quickly, investigating and resolving issues to minimize risks. The Group will continue to strengthen information security management, protecting data privacy while maintaining stable business operations and providing stakeholders with reliable data security guarantees.

Supply Chain Management

The Group recognizes the importance of a sustainable supply chain for long-term development and is committed to building a transparent, efficient, and responsible supply chain management system. When selecting suppliers, we adopt rigorous evaluation criteria, considering factors such as product quality, process control, delivery capabilities, production capacity, and compliance. Only qualified suppliers are included on the shortlist.

Our Procurement Policy explicitly outlines expectations and requirements for suppliers, prioritizing partnerships with those committed to sustainability. In our supplier selection assessment, suppliers' environmental, health, and safety performance is a key evaluation metrics. Suppliers should establish written policies to regulate employee behavior and ethics and provide open and transparent reporting that discloses major environmental, social, and regulatory risks, along with corresponding mitigation measures. Additionally, suppliers are required to sign environmental and social responsibility commitments, ensuring their supplied materials and products meet all environmental protection laws and social responsibility standards.

The Group conducts annual comprehensive evaluations of existing suppliers, reviewing their compliance, quality, and environmental performance. Suppliers failing to meet collaboration standards are removed from the approved supplier list. For those whose practices conflict with our policies, we suspend cooperation until they complete corrective actions and meet requirements. Additionally, our procurement contracts mandate suppliers to deliver products that meeting the national and industry standards, as well as our quality, safety, and environmental standards. We also encourage the use of minimal raw materials, reduced water consumption, and lower environmental impact to support the establishment of a green supply chain.

To further support sustainable development, the Group regularly identifies, evaluates, and monitors environmental and social risks within the supply chain. We require suppliers to establish emergency response measures, such as conducting regular fire and safety drills, to ensure workplace safety. We also consider suppliers' labor policies, including employee compensation, working conditions, hours, leave policies, and equal opportunities, and provide related labor standards training to promote social responsibility.

The Group is dedicated to fostering a green supply chain by integrating environmental principles into every stage of product design, procurement, production, logistics, and recycling. We believe that by collaborating with suppliers, we can achieve business goals while driving sustainable development for the environment and society, creating long-term value for stakeholders.

ENVIRONMENTAL PROTECTION

The Group is committed to sustainable development, striving to balance business growth with environmental protection by integrating environmental goals into daily operations. We comply with local laws and regulations where we operate, establish internal environmental management systems, and implement an ISO 14001:2015-certified environmental management system to control environmental impacts at the source and promote the synergy between economic growth and environmental sustainability.

Air Pollutant Management

Since the Group's operations do not involve stationary combustion sources, the only source of air pollutant emissions is vehicle exhaust. To address this, we are actively exploring the feasibility of using electric vehicles and gradually reducing the use of gasoline-powered cars, further lowering carbon dioxide and pollutant emissions associated with travel.

Waste Management

In waste management, the Group's operations do not involve hazardous waste. For non-hazardous waste, we have implemented classification, recycling, and reduction measures to minimize environmental impact. We have also set waste reduction targets, committing to gradually decrease total waste volume through improved recycling rates, green supply chain practices, and waste audit mechanisms to ensure continuous improvement in waste management.

During the Reporting Period, the Group recycled a total of 361 electronic devices, including computers, monitors, and printers. Valuable materials, such as metals, will be handed over to compliant processors for recycling to prevent harmful substances from contaminating to water sources and soil due to improper disposal.

Looking ahead, the Group will continue to closely monitor waste disposal, optimizing related strategies to ensure the effective implementation of our environmental goals. We are committed to further contributing to climate change mitigation and resource conservation.

Resource Utilization

In resource management, the Group actively improves energy and water efficiency. We closely monitor electricity usage at factories, laboratories and offices, implementing measures such as optimizing energy use patterns, deploying smart Internet of Things (“IoT”) platforms, installing smart lighting systems, and utilizing motion-activated lights for precise energy control. Furthermore, we require employees to turn off electronic devices and unplug equipment during non-working hours to reduce standby energy consumption. We have also implemented zoned lighting in public areas to further minimize energy use.

For water management, the Group utilizes municipal water supplies and do not face challenges in accessing water sources. We continue to promote water-saving measures, such as encouraging employees to turn off taps securely, posting water-saving reminders to raise awareness, and promptly repairing leaks. Additionally, we actively assess the availability of applicable water sources and confirm that no major issues currently affect water use. However, to address potential future water resource challenges, we have integrated water efficiency into core management practices, including regular water audits, process optimizations, and recycling initiatives to ensure continuous improvement in water efficiency.

The Group believes that through the above energy – and water-saving measures, we can effectively reduce resource consumption and achieve environmental goals. At the same time, we will continue exploring innovative solutions to further enhance resource utilization efficiency, contributing positively to environmental protection and sustainable development.

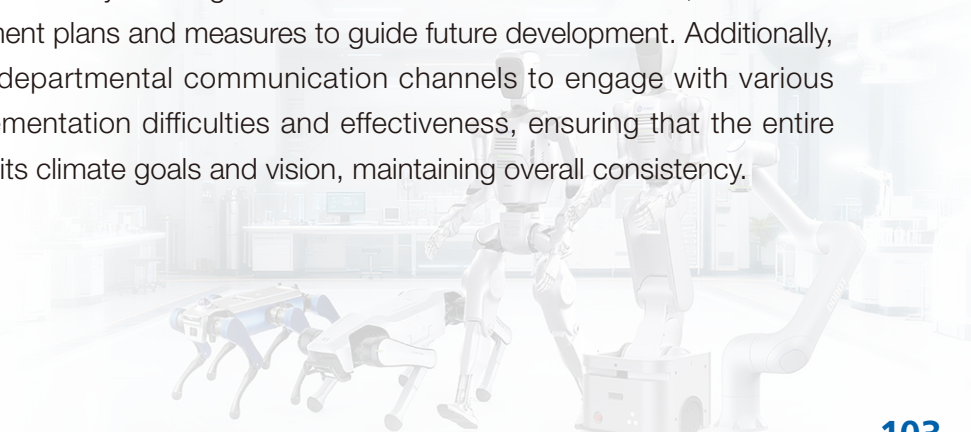
Responding Climate Change

As global warming intensifies, it poses various challenges to business operations. By recognizing the risks and opportunities that associated with climate change, we actively identify, evaluates, and monitors their potential impacts on business, strategies, and financial performance. During this Reporting Period, we reference the ESG Code and disclose in-depth evaluations on climate-related information across four aspects: governance, strategy, risk management, and metrics and targets.

Governance

The Group integrates climate-related risk assessment into our governance framework, with the Board serving as the highest decision-making body. The Board oversees the risk assessment process and formulates strategies and emission reduction targets for climate-related matters, while closely monitoring collaboration among business units to ensure effective implementation of climate-related initiatives. The management team and departments are responsible for executing strategic goals and reporting on the progress of climate-related risk assessments to enhance our business resilience. This enables proactive identification of potential climate-related risks, supports data-driven decision-making, and facilitates coordination with relevant business units to develop and implement effective climate action plans.

To systematically address the challenges of climate change, the Group will discuss the climate-related risks and opportunities at least once a year during the regular Board meeting. This allows the Board to review the integrity of the our climate disclosures and continuously monitor current conditions, adjusting operational policies as necessary. Through climate-related risk assessments, the Board formulates corresponding management plans and measures to guide future development. Additionally, the Board has established cross-departmental communication channels to engage with various departments, understanding implementation difficulties and effectiveness, ensuring that the entire Group advances cohesively toward its climate goals and vision, maintaining overall consistency.



In identifying climate-related issues and formulating strategies, the Board's expertise is crucial. The Group encourages the Board's ongoing skill development to enhance awareness and response to climate change. We will also organize internal training sessions and encourage Board members to attend external seminars on climate issues on need basis. This allows the Board to stay updated on the latest developments in climate-related risks and opportunities, strengthening their ability to tackle complex climate challenges.

Currently, the Group's remuneration policy emphasizes business performance and long-term value creation, so climate-related factors are not yet included. Nonetheless, in light of the importance of climate-related issues, we will keep track of climate-related indicators and industry best practices, and when conditions are favorable, we will evaluate the feasibility of incorporating these factors into our remuneration policy to enhance our sustainability performance.

This robust and clearly accountable climate governance framework enables the Group to systematically manage climate-related risks and opportunities, ensuring effective oversight, timely adaptation, and strong assurance for long-term sustainable development and resilience.

Strategy

The Group is committed to enhancing business resilience against current and future climate-related risks while exploring related opportunities. Using climate analytic tools, we conduct assessments to identify risks impacting our operations and value chain, developing corresponding mitigation measures.

During the Reporting Period, the Group conducted our first climate scenario analysis (the "**Analysis**") to addressing climate-related risks and opportunities, while responding to global calls for increased transparency in climate-related disclosures. We assess different climate scenarios, integrating and analyzing various factors that pose physical and transition risks and opportunities to our operations:

Physical Risks	Risks related to physical impacts of climate change, which can be event-driven (acute risks) or caused by longer-term shifts in climate patterns (chronic risks).
Transition Risks	Risks related to the transition to a lower-carbon economy, which may entail policy, legal, technology, and market changes to address mitigation and adaptation requirements related to climate change.

The Group selected the scenario assumption models, and relevant parameters published by the Sixth Assessment Report (AR6) of the Intergovernmental Panel on Climate Change (“**IPCC**”) and the Phase 5 public release of the Network for Greening the Financial System (“**NGFS**”), including the low-emission and high-emission scenarios. These selected scenarios present high contrast and sufficiently consider both physical and socio-economic impacts across different greenhouse gas (“**GHG**”) emission pathways. They also align with the China’s Dual Carbon target and the Hong Kong Government’s goal of Achieving Carbon Neutrality by 2050.

Our time horizon, the anticipated impact range of risks, is divided into short-term (by 2030), medium-term (by 2040), and long-term (by 2050), aligning with our industry nature and strategic goals, as well as the aforementioned initiatives of China and the Hong Kong Government. Additionally, the Analysis scope will be consistent with the reporting scope outlined in the Report. For details, please refer to the “Reporting Scope” section.

In the Analysis, the Group assumed that there will be no changes to our mitigation policies and reporting scope within the anticipated impact range of risks. The following table presents the selected climate scenario models:

Physical Risks Analysis

Scenario Used	IPCC Climate Model: SSP 1-2.6 Low GHG Emissions Scenario	IPCC Climate Model: SSP 5-8.5 Very High GHG Emissions Scenario
Description	Global warming reaches 2.0°C. Governments’ social, economic and clean energy transitions align with historical trends. Stringent policies amplify transition risks for enterprises, while physical risks remain notable.	Global warming exceeds 4°C. Delayed government climate action, stalled emission reduction/adaptation and insufficient policies drive extreme climate impacts, increasing enterprises’ immediate and long-term physical risks.

Transition Risks Analysis





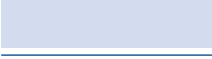
Scenario Used	NGFS: Net Zero 2050	NGFS: Current Policies
Description	Early adoption of stringent climate policies. By reducing energy demand and advancing low-carbon technologies, it aims to limit global warming to well below 1.5°C and achieve global net-zero carbon dioxide emissions around 2050.	Only currently implemented climate policies remain in place, leading to continued growth in GHG emissions. Global warming is projected to about 3°C at the of century, resulting in severe physical risks.

Climate-related Risks and Opportunities

The Group acknowledges that combining qualitative and quantitative assessments helps identify climate-related risks and opportunities in our business operations. However, given that the relevant operational data is dispersed across various business units and there is currently still no recognized or industry-standardized calculation methodology, we are unable to quantify different cross-industry metrics in a reasonable and cost-effective manner. In addition, the mitigation measures implemented during the Reporting Period are part of routine operations, including partnerships with a clean energy company for a Solar Photovoltaic projects and continuous tracking of market trends and regulatory developments. These do not involve identifiable allocations for climate-related risks and opportunities, limiting our ability to provide quantitative data on the current and anticipated financial impacts, capital expenditure, financing, and investment.

Nevertheless, the Group conducted a detailed qualitative assessment, incorporating views from the Board and management team. We analyzed climate-related risks and opportunities across multiple dimensions to strengthen business resilience. If our operational strategy changes significantly, we will disclose the material financial impacts on our financial position, operating performance, and cash flows.

Within the anticipated impact horizon (2030–2050), the Group has identified 8 climate-related risks and opportunities from 4 reference scenarios based on the IPCC and NGFS international climate models. We conducted the qualitative analysis by considering both likelihood, significance of impact, and the potential effects on our business model, value chain and financial performance. The impact levels are defined as below:

Impact Level	Definition
	Require immediate action and prioritized management strategy planning.
	Require management strategy planning and implementation tracking.
	Need to be monitored consistently.
	Handled through existing standard processes.
	Can be temporarily deprioritized.

Physical Risks

Identified Risks	Descriptions and Key Affected Area	Impact Level			Potential Impacts
		Short-term	Medium-term	Long-term	
Acute: Typhoon	<ul style="list-style-type: none"> Impact on non-equatorial region, specifically the Shenzhen office, manufacturing bases located in China (Qingdao and Rizhao), as well as subsidiaries in the US and Japan (Tokyo and Nagoya) 				<p>Business Model:</p> <ul style="list-style-type: none"> Increase travel risks for customers and employees (i.e., health, safety, attendance) Damage to operational facilities <p>Value Chain:</p> <ul style="list-style-type: none"> Disrupt operations, production, and logistics services, delaying product manufacturing and delivery
Acute: Flooding and Heavy Rainfall	<ul style="list-style-type: none"> Impact on the entire Group due to the intensified rainfall 				<ul style="list-style-type: none"> Damage to customers' equipment and machinery, requiring additional manpower and resources for repairs <p>Financial Performance:</p> <ul style="list-style-type: none"> Damage to equipment, facilities, machinery, and goods, leading to property losses and increased repair costs Decrease in revenue caused by business interruption (both offices and manufacturing bases)
Chronic: Extremely High Temperature and Drought	<ul style="list-style-type: none"> Impact on the entire Group due to the increased global temperature 				<p>Business Model:</p> <ul style="list-style-type: none"> Increase frequency of failure of machinery and electronic equipment Reduce employee efficiency and decrease productivity <p>Value Chain:</p> <ul style="list-style-type: none"> Decrease in product durability due to high temperatures, leading to customer dissatisfaction and complaints <p>Financial Performance:</p> <ul style="list-style-type: none"> Increase cooling demand, resulting in higher electricity costs Increase investment in R&D for high-temperature products

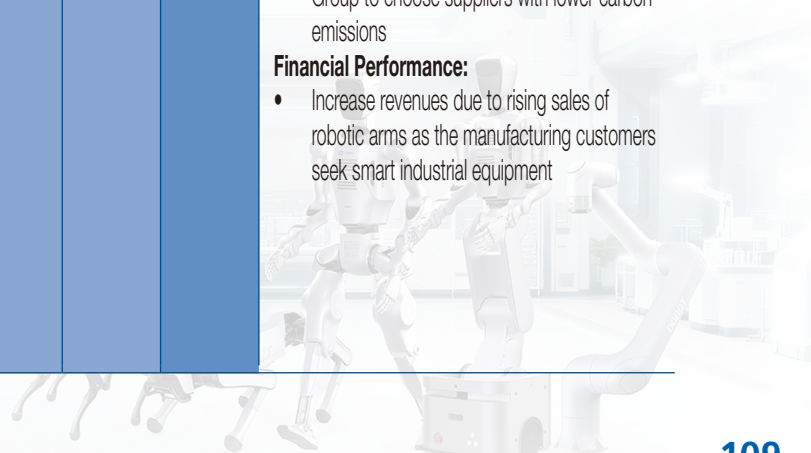
Transition Risks

Identified Risks	Descriptions and Key Affected Area	Impact Level			Impact Level
		Short-term	Medium-term	Long-term	
Policy and Legal: Carbon Pricing	<ul style="list-style-type: none"> Impact on the manufacturing bases by the carbon pricing mechanisms to high emissions suppliers due to the price fluctuations of raw materials (e.g., China's Work Plan for a National Carbon Emissions Market Covering the Cement, Steel, and Electrolytic Aluminum Sectors) Impact on the entire Group by carbon tariffs policies (e.g., the EU's Carbon Border Adjustment Mechanism and the U.S. draft Foreign Pollution Fee Act, imposing tariffs on downstream products in steel and aluminum-intensive sectors and imports) 				<p>Business Model:</p> <ul style="list-style-type: none"> Increase uncertainty in overseas market sales due to carbon tariffs policies, affecting the stability of business development Retest material properties and performance due to the replacement of green steel <p>Value Chain:</p> <ul style="list-style-type: none"> Decrease demand for the products due to the increased cost pressure of our customers (i.e., automotive and heavy machinery manufacturer) <p>Financial Performance:</p> <ul style="list-style-type: none"> Increase production costs arising from the carbon pricing mechanisms, leading to suppliers pass on carbon costs for steel Increase costs of products exported overseas because of the carbon border tariffs
Policy and Legal: Tighter Regulations	<ul style="list-style-type: none"> Impact on the manufacturing bases by limiting the raw material production capacity of high-emission manufacturing suppliers (e.g., China's Energy Conservation and Carbon Reduction Action Plan, which aims to reduce raw material production capacity in steel industry and requires the industry to accelerate the development of low-carbon smelting models) 				<p>Business Model:</p> <ul style="list-style-type: none"> Face instability in raw material supply, affecting production stability during the supplier transformation period Allocate additional manpower for supplier evaluation <p>Value Chain:</p> <ul style="list-style-type: none"> Decrease capacity of existing suppliers necessitates re-evaluation and selection of suitable suppliers to address potential future business growth <p>Financial Performance:</p> <ul style="list-style-type: none"> Increase production costs due to the tighter regulatory requirements and supervision on carbon reduction

Identified Risks	Descriptions and Key Affected Area	Impact Level			Impact Level
		Short-term	Medium-term	Long-term	
Technology: Transition to a Low-Carbon Economy	<ul style="list-style-type: none"> Impact on the entire Group, with more significant effects on the manufacturing bases in Qingdao and Rizhao due to their higher energy density 				<p>Business Model:</p> <ul style="list-style-type: none"> Decrease in production efficiency and stability due to the reliance of immature renewable energy source in short-term, impacting high-power equipment in the plant and reducing production stability <p>Value Chain:</p> <ul style="list-style-type: none"> Disrupt supply stability as suppliers are affected by their high energy intensity and reliance on energy-intensive operations <p>Financial Performance:</p> <ul style="list-style-type: none"> Increase electricity costs due to green electricity procurement

Climate-related Opportunities

Identified Opportunities	Description and Key Affected Area	Impact Level			Potential Opportunities
		Short-term	Medium-term	Long-term	
Market: Public Sector Incentives and Initiative	<ul style="list-style-type: none"> Impact on the entire Group due to policy-driven incentives by promoting smart transition to our clients' and suppliers' industries (i.e., the recommendations in the 15th Five-Year Plan for National Economic and Social Development of the People's Republic of China promoting the smart transformation of the manufacturing industry and the development of smart manufacturing and green manufacturing, impact upstream suppliers' carbon emissions and downstream manufacturing customers' demand for smart industrial equipment) 				<p>Business Model:</p> <ul style="list-style-type: none"> Expand customer base due to the policy-driven digitalization and low-carbon transformation, leading to business growth <p>Value Chain:</p> <ul style="list-style-type: none"> Increase sustainability of the value chain and enhance green image by allowing the Group to choose suppliers with lower carbon emissions <p>Financial Performance:</p> <ul style="list-style-type: none"> Increase revenues due to rising sales of robotic arms as the manufacturing customers seek smart industrial equipment



Identified Opportunities	Description and Key Affected Area	Impact Level			Potential Opportunities
		Short-term	Medium-term	Long-term	
Technology: Resource Efficiency	<ul style="list-style-type: none"> Impact on the entire Group due to the optimization of technologies related to electricity, water resources, waste management, and production 				<p>Business Model</p> <ul style="list-style-type: none"> Improve operational stability, alleviate threats from water shortages, guarantee uninterrupted production, and lower the risks of energy disruptions by the optimized technologies to resources <p>Value Chain:</p> <ul style="list-style-type: none"> Reduce the product's overall carbon emissions across its life cycle to attract high-end/premium customers <p>Financial Performance:</p> <ul style="list-style-type: none"> Reduce operational costs in purchasing electricity for the business

Mitigation Measures

In previous years, although the Group did not conduct climate scenario analysis and establish a dedicated climate transition plan, we are allocating human resources and our internal capital and identifying physical risks and proposed corresponding mitigation measures, which have become a focus of our operational policy during the Reporting Period. Through existing emergency evacuation plans, safety warning mechanisms, and crisis management strategies, we effectively ensure employee safety during extreme weather events. We have also explicitly identified the material Scope 3 categories relevant to the Group to fully advance its decarbonization and climate resilience efforts.

As the Group's commitment to reduce GHG emissions, we have implemented strategies such as purchasing renewable energy. Our manufacturing base in Rizhao has collaborated with a clean energy company in the same province to jointly operate a rooftop distributed photovoltaic power station. The electricity generated by this station is prioritized for use at our Rizhao manufacturing base, significantly reducing carbon emissions associated with power purchases. In 2025, over 50% of the energy purchased by the Rizhao manufacturing base comes from photovoltaic power generation.

During the Reporting Period, by conducting the Analysis, the Group discovered more latent risks and opportunities. Consequently, the Group will expand on past mitigation measures and formulate the following response strategies based on the identified risks and opportunities in line with the assessed risk levels:

Climate-related Risks Mitigation Measures

Physical Risks

- | | |
|---|--|
| Typhoon
Flooding and Heavy Rainfall
Extremely High Temperature
and Drought | <ul style="list-style-type: none"> • Expand the existing Production Safety Incident Emergency Response Drill Plan to include operational arrangements and emergency training for extreme weather conditions, enhancing employees' proficiency in the relevant processes • Designate personnel to closely monitor daily weather forecasts and promptly inform employees and relevant parties to take necessary measures, minimizing disruptions to operations caused by extreme weather |
|---|--|
-

Transition Risks

- | | |
|---------------------------------------|--|
| Carbon Pricing
Tighter Regulations | <ul style="list-style-type: none"> • Promote a green supply chain by tightening environmental requirements in supplier assessment criteria to reduce carbon emissions from products • Adjust existing manpower and resources to focus on green procurement and strengthen cooperation and communication with partners and stakeholders • Enhance product performance to reduce energy consumption during the production process |
|---------------------------------------|--|
-



Climate-related Risks	Mitigation Measures
Transition to Low-carbon Economy	<ul style="list-style-type: none"> • Prioritize green electricity investment within the Group’s resource allocation, and increase investment in additional green energy projects, promoting their adoption across the Group in the future
Climate-related Transition Opportunities	Resilience Strategies
Public Sector Incentives and Initiative	<ul style="list-style-type: none"> • Promote and advertise products through various industry gatherings and supplier conferences • Respond to national policies and initiatives, if relevant subsidies are available, implement appropriate flexibility measures in the approval process • Further R&D to enhance product performance, attracting potential clients to make purchases
Resource Efficiency	<ul style="list-style-type: none"> • Replace products with high energy efficiency to further reduce electricity and water consumption • Allocate personnel for more effective resource distribution, enhancing resource utilization in the supply chain and further optimizing resource efficiency beyond technical improvements

Despite these proactive measures, the Group fully recognises that several significant uncertainties remain in the future which may affect the effective implementation of our climate resilience planning. These include the pace of updates to global and regional climate policies, the evolution and severity of physical risks arising from climate change, as well as future climate regulatory requirements applicable to us. Nevertheless, we possess strong adaptive capabilities, enabling us to flexibly adjust our strategies and business models across short-, medium – and long-term time horizons, while integrating these adjustments into our daily strategic planning and operational management. This approach allows us to promptly respond to evolving risks, policy changes and market dynamics, thereby optimising our operational priorities and collaboration models.

Given that the Group’s business focuses on the manufacturing and sale of robotic arms and embodied AI robots, there is currently no carbon pricing mechanism in the market that significantly affects us financially. Additionally, due to insufficient market maturity and industry coverage, we have not yet applied carbon pricing in decision-making. However, we will continue to monitor developments and potential impacts of carbon pricing mechanisms, assessing their applicability as conditions evolve.

Risk Management

The Group manages climate-related risks and opportunities through a four-step process: identification, assessment, prioritization, and monitoring, integrating these into our overall risk management framework. This ensures effective implementation and incorporation of climate-related risks and opportunities management into daily operations. Throughout its assessment processes, we take into account factors such as asset location and type, historical exposure to extreme weather events, and energy consumption patterns. It draws on publicly available climate data from recognized scenario sources, together with internal data including utility consumption records. Additionally, we have mapped the drivers of climate-related risks against our existing risk register. With reference to stakeholder opinions, the Board and management team evaluate the likelihood and impact of such risks, thereby determining the priority level of response actions. During the Reporting Period, there were no significant changes to our overall risk management system.

The climate-related risk and opportunity management process is outlined below:

1. **Identification:** The Group conducts benchmarking, stakeholder consultations, and research on climate trends to perform scenario analyses, identifying physical and transitional risks and corresponding opportunities across the operations which same as the reporting scope.
2. **Assessment:** The Group conducts a comprehensive evaluation of climate-related risks and opportunities, analyzing their potential impacts on business model, value chains, and financial performance.
3. **Prioritization:** Based on the assessment outcomes, the Group prioritizes identified risks and opportunities according to their likelihood and significance, aligning with overall business goals.
4. **Monitoring:** The Group considers developing risk response and opportunity strategies and regularly evaluating their effectiveness regarding the risk and opportunities identification and assessment outcomes. The management team and departments report on the identification, assessment, and management of risks and opportunities to the Board, enhancing oversight and ensuring effective implementation of our climate actions.



Metrics and Targets

To mitigate the intensifying effects of climate change, the Group is actively advancing a GHG reduction plan, ensuring the orderly implementation of measures for real results. Although current targets and methodologies have not been third-party verified or based on industry decarbonization methods, the Board annually monitors progress and evaluates target applicability, in conjunction with the strategic goals for achieving carbon neutrality set by Chinese Mainland and Hong Kong Government. Besides, to improve transparency and credibility in emissions reduction efforts, we will enhance the development, assessment, and verification of related targets and regularly monitor and disclose our GHG emissions data to stakeholders.

In 2023, under the supervision of the Board, the Group established 5 quantifiable climate-related goals and used this as a baseline year to measure the effectiveness of corresponding mitigation measures. During the Reporting Period, we have maintained previous targets while expanding coverage to include new subsidiaries in Malaysia and Singapore. Despite rapid business growth, we successfully achieved all targets through our efficient emission and energy management system. The following table provides specific details on the target categories, descriptions, and current progress:

Target Category	Target Description	Current Progress
GHG emissions	<ul style="list-style-type: none"> Using 2023 as the baseline year, the Group reduces overall GHG emission intensity by 5% 	<ul style="list-style-type: none"> Achieved, total GHG emissions intensity decreased by 43% compared to 2023
	<ul style="list-style-type: none"> Using 2023 as the baseline year, the Group reduces Scope 2 GHG emission intensity by 6% 	<ul style="list-style-type: none"> Achieved, Scope 2 GHG emissions intensity decreased by 45% compared to 2023
	<ul style="list-style-type: none"> Using 2023 as the baseline year, the Group reduces Scope 3 GHG emission intensity by 5% 	<ul style="list-style-type: none"> Achieved, Scope 3 GHG emissions intensity decreased by 38% compared to 2023
Energy consumption	<ul style="list-style-type: none"> Using 2023 as the baseline year, the Group reduces electricity consumption intensity by 4% by 2026 	<ul style="list-style-type: none"> Achieved, electricity consumption intensity decreased by 20% compared to 2023
	<ul style="list-style-type: none"> Using 2023 as the baseline year, the Group reduces water consumption intensity by 6% by 2026 	<ul style="list-style-type: none"> Achieved, water consumption intensity decreased by 19% compared to 2023

Based on the existing mitigation measures and strategies, the Group has integrated sustainable practices like energy reduction into all operations, thus, currently does not plan to utilize carbon credits for offsetting emissions. However, we will monitor the carbon credit market and related policies to support Hong Kong 2050 carbon neutrality goal when appropriate.

GHG Identification

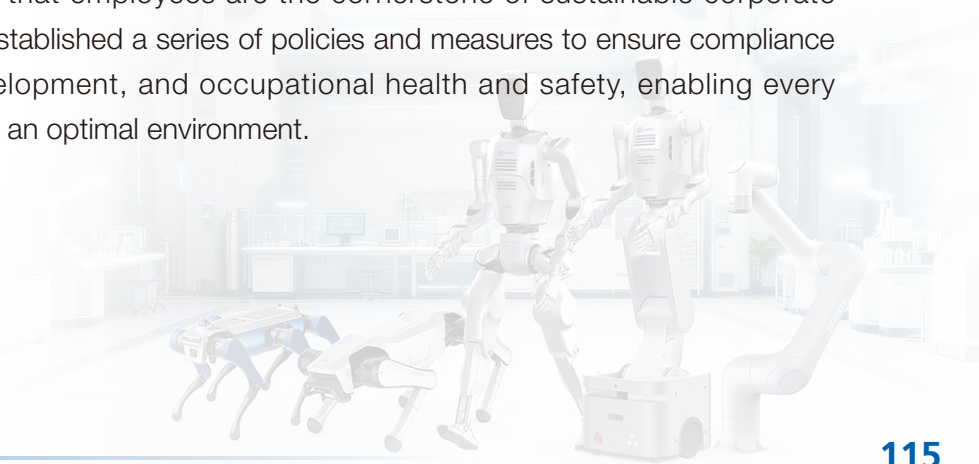
During the Reporting Period, the Group conducted GHG identification, assessment, and verification across us to manage emissions effectively. We established carbon emission accounting regulations for Scope 1 and Scope 2, completing audits following the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004).

At the same time, the Group completed the identification for Scope 3 GHG emissions across all categories in accordance with the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (2011). Through screening and analysis tailored to our business applicability, and after comprehensively considering the emission scale of each category, data availability, and stakeholder priorities, we have ultimately identified Category 1: Purchased Goods and Services, Category 5: Waste Generated in Operations and Category 6: Business Travel as the key focus for Scope 3 GHG accounting.

For GHG emissions data during the Reporting Period, please refer to the Environmental Aspect section in the “KPIs Table.”

PEOPLE-CENTRIC

The Group adheres to a People-centric philosophy, aiming to create a fair, respectful, and safe work environment while providing comprehensive support for employees’ professional development and well-being. We firmly believe that employees are the cornerstone of sustainable corporate development. Therefore, we have established a series of policies and measures to ensure compliance in employment, training and development, and occupational health and safety, enabling every employee to realize their potential in an optimal environment.



Employment Compliance

In employment management, the Group upholds principles of fairness and impartiality, strictly implementing transparent recruitment and promotion policies to ensure all employees have equal opportunities in hiring, promotion, compensation, benefits, and career development. We do not tolerate any form of discrimination, including on the basis of gender, sexual orientation, disability, age, race, nationality, family status, or other legally protected characteristics. We actively promote diversity and inclusion within the organization.

The Group strictly complies with labor laws and regulations such as Labor Contract Law of the People's Republic of China and is committed to safeguarding employees' fundamental rights. We believe that respecting every employee's legal rights is a cornerstone of sustainable corporate development. As such, we have established comprehensive internal policies that explicitly prohibit the employment of child labor and any form of forced labor, serving as fundamental principles for business operations. We implement rigorous recruitment verification measures, requiring applicants to provide valid identification documents such as identity cards, birth certificates, and driver's licenses to ensure compliance in the hiring process. If cases of child labor or forced labor are discovered, we immediately provide protection, contact relevant authorities, and handle the situation appropriately in accordance with the law.

Our Performance Management System outlines the process of promotions, salary adjustments, and the review of performance bonus. We have established a salary structure based on employees' skills, experience, qualifications, and job requirements, with annual reviews to ensure market competitiveness. To support employees' long-term career development, we have clearly defined processes for recruitment, transfers, rewards, and exit interviews in our human resource management practices. We actively address and manage issues related to employee turnover to ensure talent stability aligns with organizational growth.

Employee benefits and compensation are areas the Group is committed to improving. Under current policies, employees receive statutory benefits in accordance with the laws, including but not limited to social insurance, provident fund, maternity leave, and parental leave. Additionally, we provide exclusive company benefits, such as departmental activity funds, birthday bonuses, annual health check-ups, holiday benefits, and various subsidies, to attract and retain suitable talent.

Training and Development

To support employees' professional and personal growth, the Group has established the Dobot Training Management System to standardize and guide training activities while improving training quality. Based on business needs, we develop annual training plans, offering internal training courses, external learning opportunities, and job-specific professional resources. We also invite external experts to deliver specialized lectures, helping employees expand their knowledge and skills.

Additionally, the Group provides educational subsidies, tuition reimbursements, and exam leave to encourage lifelong learning. We regularly organize team-building activities and workshops to strengthen team cohesion and promote a mentoring program to foster collaboration and exchange among employees. During the Reporting Period, we organized both online and offline professional skills training sessions, covering product training, sales, market development, and strategic analysis, which comprehensively encompass various aspects of our business, with a strong focus on enhancing the soft skills of our employees and the overall capabilities of the Group.

Team spirit and cohesion are key aspects of our corporate culture. The Group regularly organizes outdoor team-building activities and workshops to enhance collaboration and understanding among employees. In early May, embodying our corporate spirit of Perseverance and Overcoming Challenges, we held a mountain climbing event that vividly illustrated our resilience and willingness to tackle difficulties. Additionally, we prioritize mental well-being alongside skill enhancement. In October, we hosted mindfulness activities, including meditation and sound therapy, to help employees relax and improve focus.

The Group believes that investing in employees' learning and development not only enhances individual capabilities but also drives the Group's long-term growth.

Occupational Health and Safety

Ensuring employee health and safety is a top priority for the Group. We strictly comply with relevant laws and regulations, establishing comprehensive occupational health and safety policies, including safety management and inspection plans, to identify and address potential risks. We also arrange annual health checks for both domestic and overseas employees. During the Reporting Period, we maintained an excellent safety record with no major incidents or significant health-related claims.

The Group is committed to providing employees with a safe working environment and ensuring all equipment is in safe operation. We have implemented a clear and efficient system for reporting and handling potential hazards, injuries, and illnesses, with corrective actions or penalties for unsafe behaviors. To further enhance safety, we have established an Emergency Rescue Drill Plan for Production Safety Accidents in compliance with the requirements of the Ministry of Emergency Management of the People's Republic of China and National Fire and Rescue Administration. We provide necessary protective equipment, regularly conduct rescue and fire escape drills, and develop emergency response measures, including plans for fire, explosion, and other emergencies, ensuring all employees are familiar with emergency procedures.

During the Reporting Period, the Company held rescue and fire escape drills under the slogan Fire Safety for All, Safety First – Safe Use of Fire and Electricity. During the drills, in addition to fire exercises, employees participated in the interactive sessions on fire extinguisher usage, safety knot tying, CPR experience, and electrical safety education, providing comprehensive learning on fire and first aid safety. Additionally, our manufacturing base in Rizhao conducted drills related to warehouse fire incidents, pressure vessel explosions, mechanical injuries, burns, and electrical shocks, maximizing employee safety and enhancing their emergency response capabilities.

Providing comprehensive safety education for new hires and employees transitioning to new roles is crucial to our training program. Specific risks associated with their work are addressed through targeted training programs. We emphasize daily safety inspections, requiring employees to integrate safety checks into their routine responsibilities. We conduct monthly checks of safety facilities and equipment with criteria monitored by the Administrative Department. Inspectors document findings and provide corrective recommendations for identified hazards, all of which are addressed. Also, smoking is strictly prohibited in the workplace, and spills and debris are promptly cleared to prevent accidents such as slips and falls. During the Reporting Period, all corrective suggestions and safety hazards have been rectified.

Looking ahead, the Group will continue to refine our occupational health and safety mechanisms, enhance employee awareness of safety risks and response capabilities, and create a safe, healthy, and comfortable working environment to protect the well-being of all employees.

COMMUNITY INVESTMENT

The Group firmly believes that sustainable corporate development is closely tied to the prosperity of society and our achievements rely on everyone's support. We actively fulfill our corporate social responsibility by nurturing the next generation of technology innovators, promoting educational accessibility, aiding marginalized groups and engaging in public welfare initiatives, showcasing our commitment to building an equal and inclusive community.

Investing in young people's education is crucial for future social development. The Group collaborates with schools to establish scholarships, donate robotic arms, and sponsor public events, totaling nearly 530,000 RMB. This initiative encourages technological innovation in higher education and provides young people with more resources and support to develop into skilled innovators. Additionally, we made a donation to a kindergarten in Rizhao for the maintenance and improvement of school facilities, purchasing equipment and books, as well as enhancing teachers' qualifications to create an excellent learning environment for future talents.

The Group actively participates in philanthropic activities to support the community through practical actions. During the Reporting Period, we organized the Four-Leaf Clover Special Needs Children's Visit, inviting a group of special needs children to the Company to experience cutting-edge robotic technology. They could command a "robotic arm waiter" to bring their desired items, and the arm also served as a gift ambassador, distributing various presents. Proceeds from cultural and creative gifts sold during the event were fully donated to a local autism support center, spreading kindness and care. Besides, in response to the Tai Po Wang Fuk Court fire in Hong Kong, the Group donated 1 million HKD to support the community during this difficult time.

The Group believes that community progress is closely tied to our efforts. In the future, we will continue deepening community engagement through educational, charitable, and philanthropic activities, promoting sustainable community development, and contributing to a shared future with the community.



KPIS TABLE

Environmental Aspect

During this Report Period, the Group's key environmental KPIs are summarized as follows^[Note 1] ^[Note 2] ^[Note 3]:

Indicators	Unit	2025	2024
Air Pollutant ^[Note 4]			
Nitrogen Oxide (NO _x)	kg	5.19	4.17
Sulfur Oxide (SO _x)	kg	0.09	0.07
Particulate Matter (PM)	kg	0.38	0.31
GHG ^[Note 5]			
Scope 1 Direct Emissions ^[Note 6]	t-CO ₂ e	14.55	11.31
Scope 2 Energy Indirect Emissions ^[Note 7]	t-CO ₂ e	1,211.66	1,711.07
Scope 3 Other Indirect Emissions ^[Note 8]	t-CO ₂ e	560.01	198.59
Category 1: Purchased Goods and Services ^[Note 9]	t-CO ₂ e	3.09	2.14
Category 5: Waste Generation in Operation ^[Note 10]	t-CO ₂ e	9.59	8.97
Category 6: Business Travel ^[Note 11]	t-CO ₂ e	547.33	187.47
Total GHG Emissions	t-CO ₂ e	1,791.23	1,920.96
Intensity of GHG Emissions	t-CO ₂ e/million RMB of revenue	3.64	5.14
Energy Consumption			
Total Direct Energy Consumption	MWh	58.60	46.25
Total Indirect Energy Consumption ^[Note 12]	MWh	3,327.19	2,487.35
Renewable Energy Consumption (Solar Energy)	MWh	717.32	0
Non-renewable Energy Consumption	MWh	2,609.87	2,487.35
Total Energy Consumption	MWh	3,385.79	2,533.60
Intensity of Total Energy Consumption	MWh/million RMB of revenue	6.88	6.78
Water Resource			
Water Consumption	Tonnes	13,856	10,048
Intensity of Water Consumption	Tonnes/million RMB of revenue	28.15	26.89
Waste ^[Note 13]			
Non-hazardous Waste ^[Note 14]	kg	9,330.55	5,740.2
Intensity of Non-hazardous Waste	kg/million of RMB revenue	18.96	15.36

Notes:

1. Since the Group's office in Singapore was established in December 2025 and relevant billing data in Germany became available only from mid-year onward, no relevant data is available. Therefore, unless stated otherwise, the environmental KPIs apply only to our operations in the Chinese Mainland (Shenzhen, Qingdao and Rizhao), the US, Japan (Tokyo and Nagoya), and Malaysia.
2. As of December 31, 2025, the Group's operating income is 492.209 million of RMB. This data will be used for intensity calculations in the environmental KPIs.
3. As part of our ongoing efforts to strengthen data quality and align with evolving best practices, selected comparative figures from the previous year have been restated following a comprehensive review.
4. The emission factors for exhaust emissions are adopted from the Appendix 2: Reporting Guidance on Environmental KPIs issued by HKEX. During the Reporting Period, all our exhaust emissions are from vehicles owned by the Group.
5. The Group adopts an operational control approach for accounting GHG emissions, defining the reporting scope based on the Group's authority to implement operational policies throughout its business activities. This offers an accurate reflection of the Group's actual responsibility in carbon emission management while strengthening implementations to ensure the accounting results align with our sustainability goals. GHG includes carbon dioxide, methane and nitrous oxide.
6. Scope 1 includes vehicles owned by the Company and Rizhao manufacturing base. The emission factors are provided by the Greenhouse Gas Emission Accounting Methods and Reporting Guidelines (the "Guidelines") issued by the National Development and Reform Commission (the "NDRC"). Compared to 2024, the scope 1 emission slightly increases due to the business growth.
7. Scope 2 includes indirect emissions from purchased electricity and heating in our operations. Emission factors are provided from the Guidelines, the 2025 Default Emission Factors, the Calculation and Publication of Emission Factors by Business Operator Based on the Global Warming Countermeasures Act – Emission Factors by Electricity Utilities and the Greenhouse Gas Emissions (GHG) Calculator User Guide – For Small and Medium Enterprises (SMEs) in Malaysia, published by the NDRC, Climate Registry in North America, the Ministry of Economy, Trade and Industry of Japan, and Capital Market Malaysia which is owned by the Malaysian Securities Commission, respectively. Compared to 2024, due to the Group's collaboration with a clean energy company to adopt solar energy as one of our operational energy sources during the Reporting Period. Therefore, although our energy consumption increased due to business operations, the associated emissions decreased.
8. Scope 3 covers other indirect emissions in operations. Compared to 2024, the Group's Scope 3 emissions increased due to business expansion and the establishment of overseas subsidiaries, which led to a rise in business travel requirements. In the future, we will explore more travel alternatives to help achieve emission reductions.
9. Scope 3: Category 1 includes the GHG emissions of the treatment of freshwater. The emission factors are provided by the Study on Energy Consumption of Urban Water Supply in China, Operational Carbon Footprint of the U.S. Water and Wastewater Sector's Energy Consumption and CO₂ Calculation Tool published by Tsinghua University, United States of America and Bureau of Waterworks Tokyo Metropolitan Government.
10. Scope 3: Category 5 includes the GHG emissions of disposal of wastepaper and the treatment of sewage water. The emission factors are provided by the Appendix 2: Reporting Guidance on Environmental KPIs, the Guidelines, the Statistical Analysis and Quantitative Identification of the Law of Energy Consumption in Urban Sewage Treatment Plants in China, Operational Carbon Footprint of the U.S. Water and Wastewater Sector's Energy Consumption, and CO₂ Emission Factor for Water, which are published by HKEX, the NDRC, Tsinghua University and National Urban Water and Drainage Engineering Technology Research Center, United States of America, and Japan Sanitary Equipment Industry Association.
11. Scope 3: Category 6 is the GHG emissions of business travel of employees. The emission data is provided by the Carbon Emissions Calculator of International Civil Aviation Organization.
12. Indirect energy consumption includes the energy purchased from the grid and renewable energy sourced from solar panels.
13. During the Reporting Period, the Group generated no hazardous waste in its operations.
14. During the Reporting Period, the Group generated non-hazardous waste, including metals and plastics.

Social Aspect

During this Report Period, the Group's social KPIs are summarized as follows:

Indicators ^[Note 1]	Unit	2025	2024
Employment			
Total Employees	People	768	560
By Gender	Male	570	416
	Female	198	144
By Age	≤30	370	226
	31-50	396	333
	≥50	2	1
By Region	Chinese Mainland	737	539
	Other	31	21
By Employment Type	Full-time	768	560
	Part-time	0	0
Employee Turnover Rate ^[Note 2]	%	20.05	38.04
By Gender	Male	21.23	40.38
	Female	16.67	31.25
By Age	≤30	18.65	41.15
	31-50	21.21	35.74
	≥50	50.00	100
By Region	Chinese Mainland	19.95	37.29
	Other	22.58	57.14
Training and Development			
Total Number of Trained Employees	People	768	383
Employees Training Coverage ^[Note 3]	%	100	68.39
By Gender	Male	100	71.15
	Female	100	60.42
By Employees Level	Senior Management	100	100
	Middle Management	100	42.86
	General Employees	100	69.40
Hours of Training per Employee	Hour	14.27	11.05
By Gender	Male	13.67	12.34
	Female	16.00	7.34
By Employees Level	Senior Management	8.67	10.21
	Middle Management	17.04	1.94
	General Employees	14.29	12.00

Indicators ^[Note 1]	Unit	2025	2024	
Occupational Health and Safety		2025	2024	2023
Number of working days lost due to work-related injuries	Days	0	0	0
Number of employees who died on the job	People	0	0	0
Proportion of employees who die on the job	%	0	0	0
Supplier				
Number of Suppliers	Unit		334	311
By Geographical Region	China		334	311
	Oversea		0	0
Customer Service and Product Responsibility				
% of products recalled due to health and safety issues	%		0	0
Number of product and service complaints	Case		367	386
Anti-corruption				
Number of corruption lawsuits filed against the Company and its employees that have been concluded	Case		0	0

Note:

- As part of our ongoing efforts to strengthen data quality and align with evolving best practices, selected comparative figures from the previous year have been restated following a comprehensive review.
- Turnover rate (per category) = Employees in the specified category leaving employment / Number of employees in the specified category * 100%.
- % of Employees trained (per category) = Employees in the specified category trained / Number of employees in the specified category * 100%.



HKEX ESG REPORTING GUIDE CONTENT INDEX

KPIs

Aspects and

General Disclosure

Description

Section

A1 Emissions

General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse as emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	Environmental Protection – Air Pollutant Management, Waste Management, Responding Climate Change
A1.1	The types of emissions and respective emissions data.	KPIS Table – Environmental Aspect
A1.2	Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions and intensity.	KPIS Table – Environmental Aspect
A1.3	Total hazardous waste produced and intensity.	KPIS Table – Environmental Aspect
A1.4	Total non-hazardous waste produced and intensity.	KPIS Table – Environmental Aspect
A1.5	Description of emission target(s) set and steps taken to achieve them.	Environmental Protection – Responding Climate Change
A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	Environmental Protection – Responding Climate Change

KPIs
Aspects and

General Disclosure	Description	Section
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A2 Use of Resources

General Disclosure	Policies on the efficient use of resources, including energy, water and other raw materials.	Environmental Protection – Resource Utilization
A2.1	Direct and/or indirect energy consumption by type in total and intensity.	KPIS Table – Environmental Aspect
A2.2	Water consumption in total and intensity.	KPIS Table – Environmental Aspect
A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	Environmental Protection – Resource Utilization
A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	Environmental Protection – Resource Utilization
A2.5	Total packaging material used for finished products and per unit produced.	The Group's business basically does not involve packaging materials

A3 The Environment and Natural Resources

General Disclosure	Policies on minimizing the issuer's significant impact on the environment and natural resources.	Environmental Protection – Resource Utilization
A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	Environmental Protection – Resource Utilization

KPIs

Aspects and

General Disclosure	Description	Section
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A4 Climate Change

General Disclosure	[Repealed 1 January 2025]	
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A4.1	[Repealed 1 January 2025]	
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B1 Employment

General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	People-Centric
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B1.1	Total workforce by gender, employment type, age group and geographical region.	KPIS Table – Social Aspect
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B1.2	Employee turnover rate by gender, age group and geographical region.	KPIS Table – Social Aspect
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B2 Health and Safety

General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	People-Centric – Occupational Health and Safety
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B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	KPIS Table – Social Aspect
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B2.2	Lost days due to work injury.	KPIS Table – Social Aspect
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B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored.	People-Centric – Occupational Health and Safety
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KPIs

Aspects and

General Disclosure	Description	Section
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B3 Development and Training

General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	People-Centric – Training and Development
B3.1	The percentage of employees trained by gender and employee category.	KPIS Table – Social Aspect
B3.2	The average training hours completed per employee by gender and employee category.	KPIS Table – Social Aspect

B4 Labour Standards

General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	People-Centric – Employment Compliance
B4.1	Description of measures to review employment practices to avoid child and forced labour.	People-Centric – Employment Compliance
B4.2	Description of steps taken to eliminate such practices when discovered.	People-Centric – Employment Compliance



KPIs

Aspects and

General Disclosure	Description	Section
B5 Supply Chain Management		
General Disclosure	Policies on managing environmental and social risks of the supply chain.	Quality First – Supply Chain Management
B5.1	Number of suppliers by geographical region.	KPIS Table – Social Aspect
B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	Quality First – Supply Chain Management
B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	Quality First – Supply Chain Management
B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	Quality First – Supply Chain Management
B6 Product Responsibility		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	Quality First – Product Responsibility
B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	KPIS Table – Social Aspect
B6.2	Number of products and service-related complaints received and how they are dealt with.	KPIS Table – Social Aspect
B6.3	Description of practices relating to observing and protecting intellectual property rights.	Quality First – Innovation and R&D
B6.4	Description of quality assurance process and recall procedures.	Quality First – Product Responsibility
B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	Quality First – Data Security and Privacy Protection

KPIs**Aspects and**

General Disclosure	Description	Section
B7 Anti-corruption		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	Quality First – Business Ethics
B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	KPIS Table – Social Aspect
B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	Quality First – Business Ethics
B7.3	Description of anti-corruption training provided to directors and staff.	Quality First – Business Ethics
B8 Community Investment		
General Disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	Community Investment
B8.1	Focus areas of contribution.	Community Investment
B8.2	Resources contributed to the focus area.	Community Investment



Part D: Climate-related Disclosures

Disclosures

Section

(I) Governance

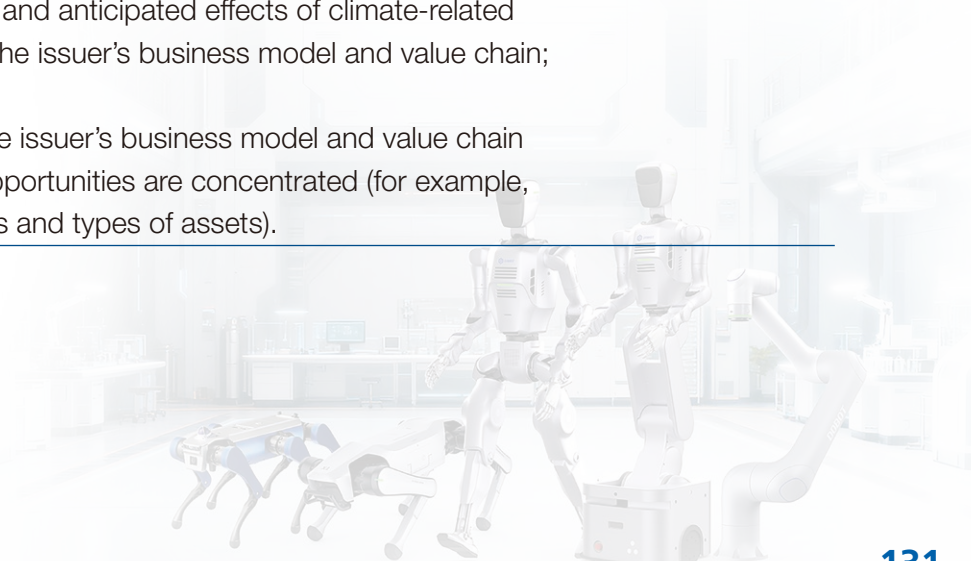
<p>19. An issuer shall disclose information about:</p> <p>(a) the governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of climate-related risks and opportunities. Specifically, the issuer shall identify that body(s) or individual(s) and disclose information about:</p> <p>(i) how the body(s) or individual(s) determines whether appropriate skills and competencies are available or will be developed to oversee strategies designed to respond to climate-related risks and opportunities;</p> <p>(ii) how and how often the body(s) or individual(s) is informed about climate-related risks and opportunities;</p> <p>(iii) how the body(s) or individual(s) takes into account climate-related risks and opportunities when overseeing the issuer’s strategy, its decisions on major transactions, and its risk management processes and related policies, including whether the body(s) or individual(s) has considered trade-offs associated with those risks and opportunities;</p> <p>(iv) how the body(s) or individual(s) oversees the setting of, and monitors progress towards, targets related to climate-related risks and opportunities (see paragraphs 37 to 40), including whether and how related performance metrics are included in remuneration policies (see paragraph 35); and</p> <p>(b) management’s role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities, including information about:</p> <p>(i) whether the role is delegated to a specific management-level position or management-level committee and how oversight is exercised over that position or committee; and</p> <p>(ii) whether management uses controls and procedures to support the oversight of climate-related risks and opportunities and, if so, how these controls and procedures are integrated with other internal functions.</p>	<p>Environmental Protection – Responding Climate Change</p>
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Part D: Climate-related Disclosures**Disclosures****Section****(II) Strategy*****Climate-related Risks and Opportunities***

<p>20. An issuer shall disclose information to enable an understanding of climate-related risks and opportunities that could reasonably be expected to affect the issuer's cash flows, its access to finance or cost of capital over the short, medium or long term. Specifically, the issuer shall:</p> <ul style="list-style-type: none"> (a) describe climate-related risks and opportunities that could reasonably be expected to affect the issuer's cash flows, its access to finance or cost of capital over the short, medium or long term; (b) explain, for each climate-related risk the issuer has identified, whether the issuer considers the risk to be a climate-related physical risk or climate-related transition risk; (c) specify, for each climate-related risk and opportunity the issuer has identified, over which time horizons – short, medium or long term – the effects of each climate-related risk and opportunity could reasonably be expected to occur; and (d) explain how the issuer defines 'short term', 'medium term' and 'long term' and how these definitions are linked to the planning horizons used by the issuer for strategic decision-making. 	Environmental Protection – Responding Climate Change
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Business Model and Value Chain

<p>21. An issuer shall disclose information that enables an understanding of the current and anticipated effects of climate-related risks and opportunities on the issuer's business model and value chain. Specifically, the issuer shall disclose:</p> <ul style="list-style-type: none"> (a) a description of the current and anticipated effects of climate-related risks and opportunities on the issuer's business model and value chain; and (b) a description of where in the issuer's business model and value chain climate-related risks and opportunities are concentrated (for example, geographical areas, facilities and types of assets). 	Environmental Protection – Responding Climate Change
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Part D: Climate-related Disclosures

Disclosures	Section
<i>Strategy and Decision-making</i>	
<p>22. An issuer shall disclose information that enables an understanding of the effects of climate-related risks and opportunities on its strategy and decision-making. Specifically, the issuer shall disclose:</p> <p>(a) information about how the issuer has responded to, and plans to respond to, climate-related risks and opportunities in its strategy and decision-making, including how the issuer plans to achieve any climate-related targets it has set and any targets it is required to meet by law or regulation. Specifically, the issuer shall disclose information about:</p> <p>(i) current and anticipated changes to the issuer’s business model, including its resource allocation, to address climate-related risks and opportunities;</p> <p>(ii) current and anticipated adaptation and mitigation efforts (whether direct or indirect);</p> <p>(iii) any climate-related transition plan the issuer has (including information about key assumptions used in developing its transition plan, and dependencies on which the issuer’s transition plan relies), or an appropriate negative statement where the issuer does not have a climate-related transition plan; and</p> <p>(iv) how the issuer plans to achieve any climate-related targets (including any greenhouse gas emissions targets (if any)), described in accordance with paragraphs 37 to 40; and</p> <p>(b) information about how the issuer is resourcing, and plans to resource, the activities disclosed in accordance with paragraph 22(a).</p>	<p>Environmental Protection – Responding Climate Change</p>
<p>23. An issuer shall disclose information about the progress of plans disclosed in previous reporting periods in accordance with paragraph 22(a).</p>	<p>Environmental Protection – Responding Climate Change</p>

Part D: Climate-related Disclosures

Disclosures	Section
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Financial Position, Financial Performance and Cash Flows

Current Financial Effect

<p>24. An issuer shall disclose qualitative and quantitative information about:</p> <ul style="list-style-type: none"> (a) how climate-related risks and opportunities have affected its financial position, financial performance and cash flows for the reporting period; and (b) the climate-related risks and opportunities identified in paragraph 24(a) for which there is a significant risk of a material adjustment within the next annual reporting period to the carrying amounts of assets and liabilities reported in the related financial statements. 	<p>Environmental Protection – Responding Climate Change</p>
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Anticipated Financial Effect

<p>25. The issuer shall provide qualitative and quantitative disclosures about:</p> <ul style="list-style-type: none"> (a) how the issuer expects its financial position to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities, taking into consideration: <ul style="list-style-type: none"> (i) its investment and disposal plans; and (ii) its planned sources of funding to implement its strategy; and (b) how the issuer expects its financial performance and cash flows to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities. 	<p>Environmental Protection – Responding Climate Change</p>
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Climate Resilience

<p>26. An issuer shall disclose information that enables an understanding of the resilience of the issuer’s strategy and business model to climate-related changes, developments and uncertainties, taking into consideration the issuer’s identified climate-related risks and opportunities. An issuer shall use climate-related scenario analysis to assess its climate resilience using an approach that is commensurate with an issuer’s circumstances. In providing quantitative information, the issuer may disclose a single amount or a range. Specifically, the issuer shall disclose:</p> <ul style="list-style-type: none"> (a) the issuer’s assessment of its climate resilience as at the reporting date, which shall enable an understanding of: <ul style="list-style-type: none"> (i) the implications, if any, of the issuer’s assessment for its strategy and business model, including how the issuer would need to respond to the effects identified in the climate-related scenario analysis; (ii) the significant areas of uncertainty considered in the issuer’s assessment of its climate resilience; and (iii) the issuer’s capacity to adjust, or adapt its strategy and business model to climate change over the short, medium or long term; 	<p>Environmental Protection – Responding Climate Change</p>
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Part D: Climate-related Disclosures

Disclosures

Section

Climate Resilience

- (b) how and when the climate-related scenario analysis was carried out, including:
 - (i) information about the inputs used, including:
 - (1) which climate-related scenarios the issuer used for the analysis and the sources of such scenarios;
 - (2) whether the analysis included a diverse range of climate-related scenarios;
 - (3) whether the climate-related scenarios used for the analysis are associated with climate-related transition risks or climate-related physical risks;
 - (4) whether the issuer used, among its scenarios, a climate-related scenario aligned with the latest international agreement on climate change;
 - (5) why the issuer decided that its chosen climate-related scenarios are relevant to assessing its resilience to climate-related changes, developments or uncertainties;
 - (6) time horizons the issuer used in the analysis; and
 - (7) what scope of operations the issuer used in the analysis (for example, the operation, locations and business units used in the analysis);
 - (ii) the key assumptions the issuer made in the analysis; and
 - (iii) the reporting period in which the climate-related scenario analysis was carried out.
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Part D: Climate-related Disclosures

Disclosures

Section

(III) Risk Management

27. An issuer shall disclose information about:
- (a) the processes and related policies it uses to identify, assess, prioritise and monitor climate-related risks, including information about:
 - (i) the inputs and parameters the issuer uses (for example, information about data sources and the scope of operations covered in the processes);
 - (ii) whether and how the issuer uses climate-related scenario analysis to inform its identification of climate-related risks;
 - (iii) how the issuer assesses the nature, likelihood and magnitude of the effects of those risks (for example, whether the issuer considers qualitative factors, quantitative thresholds or other criteria);
 - (iv) whether and how the issuer prioritises climate-related risks relative to other types of risks;
 - (v) how the issuer monitors climate-related risks; and
 - (vi) whether and how the issuer has changed the processes it uses compared with the previous reporting period;
 - (b) the processes the issuer uses to identify, assess, prioritise and monitor climate-related opportunities (including information about whether and how the issuer uses climate-related scenario analysis to inform its identification of climate-related opportunities); and
 - (c) the extent to which, and how, the processes for identifying, assessing, prioritising and monitoring climate-related risks and opportunities are integrated into and inform the issuer’s overall risk management process.

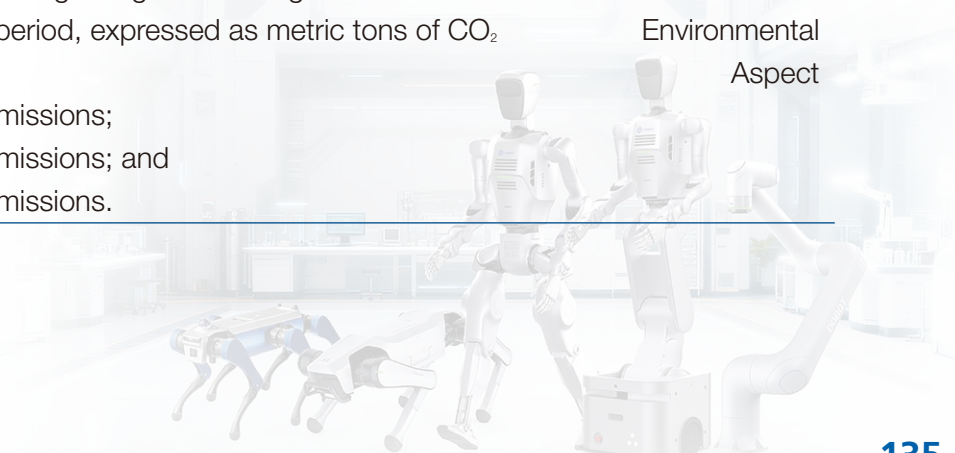
Environmental Protection – Responding Climate Change

(IV) Metrics and Targets

Greenhouse Gas Emissions

28. An issuer shall disclose its absolute gross greenhouse gas emissions generated during the reporting period, expressed as metric tons of CO₂ equivalent, classified as:
- (a) Scope 1 greenhouse gas emissions;
 - (b) Scope 2 greenhouse gas emissions; and
 - (c) Scope 3 greenhouse gas emissions.

KPIS Table – Environmental Aspect



Part D: Climate-related Disclosures

Disclosures

Section

Greenhouse Gas Emissions

<p>29. An issuer shall:</p> <ul style="list-style-type: none"> (a) measure its greenhouse gas emissions in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004) unless required by a jurisdictional authority or another exchange on which the issuer is listed to use a different method for measuring greenhouse gas emissions; (b) disclose the approach it uses to measure its greenhouse gas emissions including: <ul style="list-style-type: none"> (i) the measurement approach, inputs and assumptions the issuer uses to measure its greenhouse gas emissions; (ii) the reason why the issuer has chosen the measurement approach, inputs and assumptions it uses to measure its greenhouse gas emissions; and (iii) any changes the issuer made to the measurement approach, inputs and assumptions during the reporting period and the reasons for those changes; (c) for Scope 2 greenhouse gas emissions disclosed in accordance with paragraph 28(b), disclose its location-based Scope 2 greenhouse gas emissions, and provide information about any contractual instruments that is necessary to enable an understanding of the issuer's Scope 2 greenhouse gas emissions; and (d) for Scope 3 greenhouse gas emissions disclosed in accordance with paragraph 28(c), disclose the categories included within the issuer's measure of Scope 3 greenhouse gas emissions, in accordance with the Scope 3 categories described in the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (2011). 	<p>Environmental Protection – Responding Climate Change</p>
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Part D: Climate-related Disclosures**Disclosures****Section*****Climate-related Transition Risks***

30. An issuer shall disclose the amount and percentage of assets or business activities vulnerable to climate-related transition risks.	The Group has not yet independently quantified the impact of climate-related risks
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Climate-related Physical Risks

31. An issuer shall disclose the amount and percentage of assets or business activities vulnerable to climate-related physical risks.	The Group has not yet independently quantified the impact of climate-related risks
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Climate-related Opportunities

32. An issuer shall disclose the amount and percentage of assets or business activities aligned with climate-related opportunities.	The Group has not yet independently quantified the impact of climate-related opportunities
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Capital Deployment

33. An issuer shall disclose the amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities.	The Group has not yet independently accounted the amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities
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Part D: Climate-related Disclosures

Disclosures	Section
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Internal Carbon Prices

<p>34. An issuer shall disclose:</p> <ul style="list-style-type: none"> (a) an explanation of whether and how the issuer is applying a carbon price in decision-making (for example, investment decisions, transfer pricing, and scenario analysis); and (b) the price of each metric tonne of greenhouse gas emissions the issuer uses to assess the costs of its greenhouse gas emissions; <p>or an appropriate negative statement that the issuer does not apply a carbon price in decision-making.</p>	<p>The Group has not yet applied carbon price in decision-making</p>
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Remuneration

<p>35. An issuer shall disclose whether and how climate-related considerations are factored into remuneration policy, or an appropriate negative statement. This may form part of the disclosure under paragraph 19(a)(iv).</p>	<p>The Group has not yet integrated climate-related considerations into remuneration policy</p>
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Industry-based Metrics

<p>36. An issuer is encouraged to disclose industry-based metrics that are associated with one or more particular business models, activities or other common features that characterise participation in an industry. In determining the industry-based metrics that the issuer discloses, an issuer is encouraged to refer to and consider the applicability of the industry-based metrics associated with disclosure topics described in the IFRS S2 Industry-based Guidance on implementing Climate-related Disclosures and other industry-based disclosure requirements prescribed under other international ESG reporting frameworks.</p>	<p>The Group has not yet applied associated industry-based metrics</p>
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Part D: Climate-related Disclosures**Disclosures****Section*****Climate-related Targets***

<p>37. An issuer shall disclose (a) the qualitative and quantitative climate-related targets the issuer has set to monitor progress towards achieving its strategic goals; and (b) any targets the issuer is required to meet by law or regulation, including any greenhouse gas emissions targets. For each target, the issuer shall disclose:</p> <ul style="list-style-type: none"> (a) the metric used to set the target; (b) the objective of the target (for example, mitigation, adaptation or conformance with science-based initiatives); (c) the part of the issuer to which the target applies (for example, whether the target applies to the issuer in its entirety or only a part of the issuer, such as a specific business unit or geographic region); (d) the period over which the target applies; (e) the base period from which progress is measured; (f) milestones or interim targets (if any); (g) if the target is quantitative, whether the target is an absolute target or an intensity target; and (h) how the latest international agreement on climate change, including jurisdictional commitments that arise from that agreement, has informed the target. 	Environmental Protection – Responding Climate Change
<p>38. An issuer shall disclose information about its approach to setting and reviewing each target, and how it monitors progress against each target, including:</p> <ul style="list-style-type: none"> (a) whether the target and the methodology for setting the target has been validated by a third party; (b) the issuer's processes for reviewing the target; (c) the metrics used to monitor progress towards reaching the target; and (d) any revisions to the target and an explanation for those revisions. 	Environmental Protection – Responding Climate Change
<p>39. An issuer shall disclose information about its performance against each climate-related target and an analysis of trends or changes in the issuer's performance.</p>	Environmental Protection – Responding Climate Change

Part D: Climate-related Disclosures

Disclosures	Section
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Climate-related Targets

<p>40. For each greenhouse gas emissions target disclosed in accordance with paragraphs 37 to 39, an issuer shall disclose:</p> <ul style="list-style-type: none"> (a) which greenhouse gases are covered by the target; (b) whether Scope 1, Scope 2 or Scope 3 greenhouse gas emissions are covered by the target; (c) whether the target is a gross greenhouse gas emissions target or a net greenhouse gas emissions target. If the issuer discloses a net greenhouse gas emissions target, the issuer is also required to separately disclose its associated gross greenhouse gas emissions target; (d) whether the target was derived using a sectoral decarbonisation approach; and (e) the issuer's planned use of carbon credits to offset greenhouse gas emissions to achieve any net greenhouse gas emissions target. In explaining its planned use of carbon credits, the issuer shall disclose: <ul style="list-style-type: none"> (i) the extent to which, and how, achieving any net greenhouse gas emissions target relies on the use of carbon credits; (ii) which third-party scheme(s) will verify or certify the carbon credits; (iii) the type of carbon credit, including whether the underlying offset will be nature-based or based on technological carbon removals, and whether the underlying offset is achieved through carbon reduction or removal; and (iv) any other factors necessary to enable an understanding of the credibility and integrity of the carbon credits the issuer plans to use (for example, assumptions regarding the permanence of the carbon offset). 	<p>Environmental Protection – Responding Climate Change; the Group has not yet applied sectoral decarbonisation approach and carbon credits to offset greenhouse gas emissions</p>
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Applicability of Cross-industry Metrics and Industry-based Metrics

<p>41. In preparing disclosures to meet the requirements in paragraphs 21 to 26 and 37 to 38, an issuer shall refer to and consider the applicability of cross-industry metrics (see paragraphs 28 to 35) and (ii) industry-based metrics (see paragraph 36).</p>	<p>The Group has not yet applied associated industry-based metrics or cross-industry metrics</p>
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To the members of SHENZHEN DOBOT CORP LTD

(Incorporated in the People's Republic of China with limited liability)

OPINION

We have audited the consolidated financial statements of SHENZHEN DOBOT CORP LTD (the “**Company**”) and its subsidiaries (the “**Group**”) set out on pages 149 to 256, which comprise the consolidated statement of financial position as at 31 December 2025, and the consolidated statement of profit or loss, the consolidated statement of comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the consolidated financial statements give a true and fair view of the consolidated financial position of the Group as at 31 December 2025, and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board (“**IASB**”) and have been properly prepared in compliance with the disclosure requirements of the Hong Kong Companies Ordinance.



BASIS FOR OPINION

We conducted our audit in accordance with Hong Kong Standards on Auditing (“**HKSAs**”) as issued by the Hong Kong Institute of Certified Public Accountants (“**HKICPA**”). Our responsibilities under those standards are further described in the *Auditor’s responsibilities for the audit of the consolidated financial statements* section of our report. We are independent of the Group in accordance with the HKICPA’s *Code of Ethics for Professional Accountants* (the “**Code**”), as applicable to audits of financial statements of public interest entities. We have also fulfilled our other ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

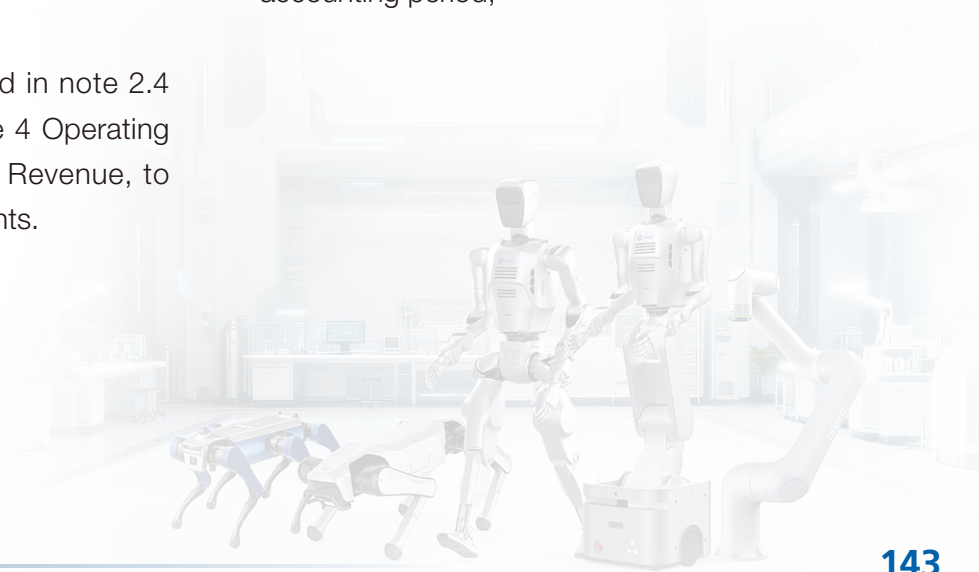
KEY AUDIT MATTERS

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the *Auditor’s responsibilities for the audit of the consolidated financial statements* section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the consolidated financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying consolidated financial statements.

KEY AUDIT MATTERS (Continued)

Key audit matter	How our audit addressed the key audit matter
<p>Revenue recognition</p> <p>In 2025, SHENZHEN DOBOT CORP LTD recorded a revenue of RMB492.2 million in the consolidated financial statements, representing an increase of RMB118.5 million or 32% as compared to the revenue in 2024, which was mainly derived from the sales of six-axis cobots, integrated cobot products and Embodied AI robots.</p> <p>The Group distributes cobot products through direct sales and distributors, and recognises revenue from the sales of goods at the point of transfer of control.</p> <p>Taking into consideration that there was a significant increase in revenue during the year and the large amount of revenue was sold to distributors or attributable to overseas markets, inappropriate revenue recognition might have a material effect on the financial statements. Therefore, revenue recognition was identified as a key audit matter.</p> <p>Relevant disclosures are included in note 2.4 Material accounting policies, note 4 Operating segment information and note 5 Revenue, to the consolidated financial statements.</p>	<p>Our audit procedures to address this matter included the following:</p> <ul style="list-style-type: none"> – Understood, assessed and tested the design and the operating effectiveness of the controls in relation to revenue; – Obtained key sales contracts, checked and identified contractual terms in relation to transfer of control and revenue recognition, and assessed whether the accounting policies on revenue recognition was appropriate; – Tested sales transactions recorded before and after the balance sheet date, on sample basis, by tracing to the supporting documents such as delivery orders, logistics documents, customer acceptance documents and export declarations to assess whether relevant revenue had been recognised in correct accounting period;



KEY AUDIT MATTERS (Continued)

Key audit matter	How our audit addressed the key audit matter
<i>Revenue recognition (Continued)</i>	<ul style="list-style-type: none">– Tested, on sample basis, the timing and amount of revenue recognition are appropriate by checking the supporting documents such as sales order, delivery orders, logistics documents, customer acceptance documents, bank statements, export declarations and sales invoices;– Confirmed on a sample basis the current sales with major customers in line with confirmation of accounts receivable, and conducted alternative test on samples without reply;– Conducted analytical review procedures by comparing revenues and gross profit margins with prior years and analysed the reasonableness of the fluctuations;– Performed site visit and background check for selected customers;– Checked whether there was any significant reversal of revenue or sales returns after the reporting period; and– Checked the adequacy of the disclosures of revenue included in the notes to the consolidated financial statements.

KEY AUDIT MATTERS (Continued)

Key audit matter	How our audit addressed the key audit matter
<p><i>Inventory provision</i></p> <p>As at 31 December 2025, the carrying amount of inventories was RMB196.4 million in the consolidated financial statements, comprising gross amount of RMB225.1 million, and impairment provision of RMB28.7 million.</p> <p>The inventories were stated at the lower of cost or net realisable value. Net realisable value is based on estimated selling prices less any estimated costs to be incurred to completion and disposal. Management periodically performed stock take to identify damaged, slow moving and obsolete inventories. The determination of the net realisable value reflects management's best estimate of the likely sales prices and the physical condition of inventories, based on the categories and ageing of the inventories.</p> <p>The amount of inventory impairment loss has a significant impact on the financial statements and is subject to significant management judgements and estimates. Therefore, impairment provision for inventories was identified as a key audit matter.</p> <p>Relevant disclosures are included in note 2.4 Material accounting policies, note 3 Significant accounting judgements and estimates and note 18 Inventories, to the consolidated financial statements.</p>	<p>Our audit procedures to address this matter included the following:</p> <ul style="list-style-type: none"> – Understood, assessed and tested the design and the operating effectiveness of the controls in relation to the processes of impairment provision for inventories; – Conducted confirmation procedures and attended stocktake conducted by the Group for inventories, observed the condition of inventories, observed the condition of inventories in stock-take to identify obsolete and damaged inventories; – Obtained the inventory impairment provision calculation workings, reviewed the key estimations used in determining the net realizable value and re-calculated the amount of the inventory impairment provision. – Compared and analysed the inventory impairment provision and the inventory turnover ratio with those of comparable companies within the same industry; – Extracted samples to evaluate the reasonableness of the key assumptions used by management in the inventory impairment test, including comparing estimated selling prices with recent market transaction prices, contrasting estimated selling expenses and related taxes with actual incurred amounts, and comparing post-year end sales performance with forecasted data; – Checked the adequacy of the disclosures of inventory provision included in the notes to the consolidated financial statements.

INDEPENDENT AUDITOR'S REPORT

OTHER INFORMATION INCLUDED IN THE ANNUAL REPORT

The directors of the Company are responsible for the other information. The other information comprises the information included in the Annual Report, other than the consolidated financial statements and our auditor's report thereon.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

RESPONSIBILITIES OF THE DIRECTORS FOR THE CONSOLIDATED FINANCIAL STATEMENTS

The directors of the Company are responsible for the preparation of the consolidated financial statements that give a true and fair view in accordance with IFRS Accounting Standards as issued by the IASB and the disclosure requirements of the Hong Kong Companies Ordinance, and for such internal control as the directors determine is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the directors of the Company are responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors of the Company either intend to liquidate the Group or to cease operations or have no realistic alternative but to do so.

The directors of the Company are assisted by the Audit Committee in discharging their responsibilities for overseeing the Group's financial reporting process.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Our report is made solely to you, as a body, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with HKSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with HKSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Audit Committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Audit Committee with a statement that we have complied with relevant ethical requirements regarding independence and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the Audit Committee, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

The engagement partner on the audit resulting in this independent auditor's report is Man Lok Chau (practising certificate number: P05662).

Ernst & Young
Certified Public Accountants
Hong Kong
30 March 2026

CONSOLIDATED STATEMENT OF PROFIT OR LOSS

Year ended 31 December 2025

	Notes	2025 RMB'000	2024 RMB'000
REVENUE	5	492,209	373,678
Cost of sales		(265,499)	(199,699)
Gross profit		226,710	173,979
Other income and gains	5	106,688	41,296
Selling and distribution expenses		(182,317)	(138,033)
Administrative expenses		(73,184)	(88,823)
Research and development expenses	6	(114,652)	(71,792)
Impairment losses on financial and contract assets, net		(3,528)	(2,678)
Other expenses		(40,898)	(6,147)
Finance costs	7	(3,005)	(1,821)
LOSS BEFORE TAX	6	(84,186)	(94,019)
Income tax credit/(expense)	10	139	(1,344)
LOSS FOR THE YEAR		(84,047)	(95,363)
Attributable to:			
Owners of the parent		(83,535)	(95,363)
Non-controlling interests		(512)	—
		(84,047)	(95,363)
LOSS PER SHARE ATTRIBUTABLE TO ORDINARY EQUITY HOLDERS OF THE PARENT	12	(0.20)	(0.26)
Basic and diluted (RMB)			

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

Year ended 31 December 2025

	2025 RMB'000	2024 RMB'000
LOSS FOR THE YEAR	(84,047)	(95,363)
OTHER COMPREHENSIVE (LOSS)/INCOME		
Other comprehensive (loss)/income that may be reclassified to profit or loss in subsequent periods:		
Exchange differences on translation of foreign operations	(1,000)	198
TOTAL COMPREHENSIVE LOSS FOR THE YEAR	(85,047)	(95,165)
Attributable to:		
Owners of the parent	(84,535)	(95,165)
Non-controlling interests	(512)	–
	(85,047)	(95,165)

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

31 December 2025

	Notes	31 December 2025 RMB'000	31 December 2024 RMB'000
NON-CURRENT ASSETS			
Property, plant and equipment	13	167,335	177,198
Right-of-use assets	16	31,488	32,992
Goodwill	14	8,845	—
Other Intangible assets	15	21,428	3,315
Investments in an associate	17	2,933	—
Financial assets at fair value through profit or loss	22	1,968	—
Deferred tax assets	19	10,133	4,299
Prepayments, deposits and other receivables	21	11,112	24,786
Trade receivables	20	—	578
Total non-current assets		255,242	243,168
CURRENT ASSETS			
Inventories	18	196,366	137,520
Trade and bills receivables	20	112,182	79,490
Contract assets	23	1,772	512
Prepayments, deposits and other receivables	21	38,697	52,922
Financial assets at fair value through profit or loss	22	60,600	95,517
Time deposits	24	1,844,810	—
Restricted bank deposits	24	12,819	2,321
Cash and cash equivalents	24	580,293	883,758
Total current assets		2,847,539	1,252,040
CURRENT LIABILITIES			
Trade and bills payables	25	106,776	40,687
Other payables and accruals	26	110,875	76,044
Interest-bearing bank loans	27	71,831	201,658
Lease liabilities	16	5,499	4,989
Contract liabilities	28	10,759	6,841
Tax payable		4,571	2,305
Total current liabilities		310,311	332,524
NET CURRENT ASSETS		2,537,228	919,516
TOTAL ASSETS LESS CURRENT LIABILITIES		2,792,470	1,162,684

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

31 December 2025

	Notes	31 December 2025 RMB'000	31 December 2024 RMB'000
NON-CURRENT LIABILITIES			
Interest-bearing bank loans	27	–	16,150
Deferred income	29	162,842	168,002
Deferred tax liabilities	19	4,658	749
Lease liabilities	16	2,369	3,671
Provision		–	6,823
Total non-current liabilities		169,869	195,395
Net assets		2,622,601	967,289
EQUITY			
Equity attributable to owners of the parent			
Share capital	31	439,955	400,000
Reserves	32	2,183,158	567,289
		2,623,113	967,289
Non-controlling interests		(512)	–
Total equity		2,622,601	967,289

Liu Peichao
Director

Wang Yong
Director

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

Year ended 31 December 2025

	Share capital RMB'000 (note 31)	Capital reserve RMB'000	Share-based payment reserve RMB'000 (note 33)	Accumulated losses RMB'000	Exchange fluctuation reserve RMB'000	Total equity RMB'000
As at 1 January 2024	360,000	103,300	76,057	(166,140)	86	373,303
Loss for the year	—	—	—	(95,363)	—	(95,363)
Exchange differences on translation of foreign operations	—	—	—	—	198	198
Total comprehensive loss for the year	—	—	—	(95,363)	198	(95,165)
Issue of share capital (note 31)	40,000	622,795	—	—	—	662,795
Share-based payments (note 33)	—	—	26,356	—	—	26,356
As at 31 December 2024	400,000	726,095*	102,413*	(261,503)*	284*	967,289

	Attributable to owners of the parent						Non-controlling interests RMB'000	Total equity RMB'000
	Share capital RMB'000 (note 31)	Capital reserve RMB'000	Share-based payment reserve RMB'000 (note 33)	Accumulated losses RMB'000	Exchange fluctuation reserve RMB'000	Total RMB'000		
As at 1 January 2025	400,000	726,095	102,413	(261,503)	284	967,289	—	967,289
Loss for the year	—	—	—	(83,535)	—	(83,535)	(512)	(84,047)
Exchange differences on translation of foreign operations	—	—	—	—	(1,000)	(1,000)	—	(1,000)
Total comprehensive loss for the year	—	—	—	(83,535)	(1,000)	(84,535)	(512)	(85,047)
Issue of share capital (note 31)	39,955	1,665,957	—	—	—	1,705,912	—	1,705,912
Share-based payments (note 33)	—	—	34,447	—	—	34,447	—	34,447
As at 31 December 2025	439,955	2,392,052*	136,860*	(345,038)*	(716)*	2,623,113	(512)	2,622,601

* These reserve accounts comprise the consolidated reserves of RMB2,183,158,000 (2024; RMB567,289,000) in the consolidated statement of financial position

CONSOLIDATED STATEMENT OF CASH FLOWS

Year ended 31 December 2025

	Notes	2025 RMB'000	2024 RMB'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Loss before tax		(84,186)	(94,019)
Adjustments for:			
Finance costs	7	3,005	1,821
Interest income	5	(50,207)	(2,082)
Share of profits and losses of joint ventures and associates		(433)	–
Other income on disposal of investment in associates		(816)	–
(Gain)/Loss on disposal of items of property, plant and equipment	6	(170)	2,780
Loss on disposal of right of use assets		66	–
Depreciation of property, plant and equipment	6	24,386	26,572
Amortisation of intangible assets	6	3,326	1,133
Impairment of trade receivables	6	3,195	2,628
Impairment of contract assets	6	181	67
Impairment of property, plant and equipment		1,188	–
Impairment of prepayments	6	7,480	–
Impairment/(reversal of impairment) of other receivables		152	(17)
Write-down of inventories to net realisable value	6	11,660	10,832
Depreciation of right-of-use assets		6,635	5,763
Investment income from financial assets at fair value through profit or loss	5	(1,784)	(189)
Fair value gains on financial assets at fair value through profit or loss	5	(15,738)	(4,104)
Fair value loss on contingent consideration payable		90	–
Equity-settled share-based payments	6	34,447	26,356
Foreign exchange difference, net		28,354	–
		(29,169)	(22,459)
Increase in inventories		(74,576)	(13,889)
Decrease/(increase) in restricted bank deposits		501	(111)
Increase in trade and bills receivables		(31,853)	(41,088)
Increase in contract assets		(1,441)	(254)
Increase in prepayments, deposits and other receivables		(12,381)	(6,990)
Increase in trade and bills payables		66,246	9,780
Increase in other payables and accruals		27,984	25,218
Increase/(decrease) in contract liabilities		2,167	(4,659)
Decrease in deferred income		(5,160)	(21,567)
Cash generated used in operations		(57,682)	(76,019)
Interest received		19,783	–
Income tax paid		(4,695)	(15,661)
Net cash flows used in operating activities		(42,594)	(91,680)

CONSOLIDATED STATEMENT OF CASH FLOWS

Year ended 31 December 2025

	Notes	2025 RMB'000	2024 RMB'000
CASH FLOWS FROM INVESTING ACTIVITIES			
Interest received		10,059	2,082
Purchases of items of property, plant and equipment		(14,442)	(12,451)
Purchase of intangible assets		(802)	(2,193)
Proceeds from disposal of property, plant and equipment		1,652	4,426
Placement of restricted cash		(10,999)	—
Purchase of a shareholding in an associate		(2,500)	—
Purchase of financial assets at fair value through profit or loss		(51,000)	—
Proceeds from disposal of financial assets at fair value through profit or loss		5,954	83,251
Proceeds from disposal of shares in an associate		816	—
Placement of time deposits		(2,453,219)	—
Withdrawal of time deposits		685,928	—
Acquisition of a subsidiary, net of cash	30	(11,419)	—
Cash received from disinvestment in an equity investment		16,000	—
Prepayments for an equity investment		(3,030)	(16,000)
Net cash flows (used in)/from investing activities		(1,814,002)	59,115
CASH FLOWS FROM FINANCING ACTIVITIES			
New bank loans		55,014	218,091
Interest paid		(2,574)	(1,492)
Capital contribution by shareholders		1,727,402	654,932
Listing expenses paid		(11,408)	(2,137)
Payments of lease liabilities		(6,169)	(5,907)
Increase in rental deposit		(640)	—
Cash received from rental deposits		124	—
Repayment of financial liabilities at fair value through profit or loss		—	(171)
Repayment of bank loans		(200,991)	(58,073)
Net cash flows from financing activities		1,560,758	805,243



CONSOLIDATED STATEMENT OF CASH FLOWS

Year ended 31 December 2025

	Notes	2025 RMB'000	2024 RMB'000
NET (DECREASE)/INCREASE IN CASH AND CASH EQUIVALENTS		(295,838)	772,678
Cash and cash equivalents at beginning of year		883,758	110,962
Effect of foreign exchange rate changes, net		(7,627)	118
CASH AND CASH EQUIVALENTS AT END OF YEAR		580,293	883,758
ANALYSIS OF BALANCES OF CASH AND CASH EQUIVALENTS			
Cash and bank balances	24	385,808	229,607
Time deposits with original maturity of less than three months when acquired	24	194,485	654,151
Cash and cash equivalents as stated in the consolidated statements of financial position	24	580,293	883,758

NOTES TO FINANCIAL STATEMENTS

31 December 2025

1. CORPORATE AND GROUP INFORMATION

The Company is a joint stock company with limited liability incorporated in Shenzhen, the People's Republic of China (the “**PRC**”) on 30 July 2015. The registered office address of the Company is 1003, Building 2, Chongwen Park, Nanshan Zhiyuan, No. 3370 Liuxian Avenue, Taoyuan Street, Nanshan District, Shenzhen, the PRC.

During the year, The Company and its subsidiaries (collectively referred to as the “**Group**”) was principally engaged in the design, development, manufacture and commercialisation of collaborative robots.

Information about subsidiaries

Particulars of the Company's principal subsidiaries are as follows:

Name	Place and date of registration and place of operations	Registered share capital	Percentage of equity attributable to the Company		Principal activities
			Direct	Indirect	
Qingdao Yuejiang Intelligent Technology Co., Ltd. 青島越疆智能科技有限公司 ^(a)	Chinese Mainland 27 February 2020	RMB20,000,000	100%	–	Manufacture of collaborative robots
Yuejiang Intelligent Robot(Suzhou) Co., Ltd. 越疆智能機器人(蘇州)有限公司 ^{(a)(b)}	Chinese Mainland 22 July 2021	RMB6,000,000	100%	–	Sale of collaborative robots
Shenzhen Dobot Software Co., Ltd. 深圳市越疆科技軟件有限公司 ^{(a)(b)}	Chinese Mainland 26 July 2018	RMB5,000,000	100%	–	Development of collaborative robots software
Rizhao Yuejiang Intelligent Technology Co.,Ltd 日照市越疆智能科技有限公司 ^(a)	Chinese Mainland 21 October 2020	RMB5,000,000	100%	–	Manufacture of collaborative robots
DOBOT HK LIMITED	Hong Kong 16 August 2021	HKD10,000	100%	–	Investment holding
Qingdao Yuejiang Robotics Co., Ltd. 青島越疆機器人有限公司 ^{(a)(b)}	Chinese Mainland 26 April 2020	RMB71,965,300	–	100%	Holding the land for production base
DOBOT USA LLC	United States 26 October 2022	US\$1,000,000	–	100%	Sale of collaborative robots
DOBOT Europe GmbH	Germany 4 May 2023	Euro 500,000	–	100%	Sale of collaborative robots

NOTES TO FINANCIAL STATEMENTS

31 December 2025

1. CORPORATE AND GROUP INFORMATION (Continued)

Information about subsidiaries (Continued)

Name	Place and date of registration and place of operations	Registered share capital	Percentage of equity attributable to the Company		Principal activities
			Direct	Indirect	
DOBOT JAPAN	Japan 17 February 2023	JPY 20,000,000	–	100%	Sale of collaborative robots
Hangzhou INFFNI Robotics Co., Ltd. 杭州行思無界科技有限公司 ^{(a)(b)(c)}	Chinese Mainland 28 April 2025	RMB10,000,000	100%	–	Development of multi-legged bionic robots
Crenexus Culture & Tech (Shenzhen) Co., Ltd 雲智創合文化科技(深圳)有限公司 ^{(a)(b)(d)}	Chinese Mainland 20 October 2025	RMB15,000,000	70%	–	Development, manufacture and sale of bionic robot
DOBOT MALAYSIA SDN. BHD.	Malaysia 21 March 2025	MYR 10	–	100%	Sale of collaborative robots
Shanghai DOBOT Embodied Intelligence Technology Co., Ltd 上海越疆具身智能技術有限責任公司 ^{(a)(c)}	Chinese Mainland 12 December 2025	RMB 50,000,000	100%	–	Development of Embodied intelligent robots

The above table lists the subsidiaries of the Company which, in the opinion of the directors, principally affected the results for the year or formed a substantial portion of the net assets of the Group. To give details of other subsidiaries would, in the opinion of the directors, result in particulars of excessive length.

Note:

- (a) These entities are registered as a limited liability company in the People's Republic of China (the "PRC")
- (b) The English names of these subsidiaries registered in the PRC represent the translated names of these companies as no English names have been registered.
- (c) The equity interests in Hangzhou INFFNI Robotics Co., Ltd. were acquired by the Group in June 2025 with details set out in note 30 to the financial statements.
- (d) Crenexus Culture & Tech (Shenzhen) Co., Ltd is registered as a partly owned subsidiary in October 2025 with immaterial non-controlling interests.

2. ACCOUNTING POLICIES

2.1 Basis of preparation

These financial statements have been prepared in accordance with IFRS Accounting Standards (which include all International Financial Reporting Standards, International Accounting Standards (“**IASs**”) and Interpretations) as issued by the International Accounting Standards Board (the “**IASB**”), and the disclosure requirements of the Hong Kong Companies Ordinance. They have been prepared under the historical cost convention except for certain financial instruments which have been measured at fair value. These financial statements are presented in Renminbi (“**RMB**”) and all values are rounded to the nearest thousand (RMB’000) except when otherwise indicated.

Basis of consolidation

The consolidated financial statements include the financial statements of the Company and its subsidiaries (collectively referred to as the “**Group**”) for the year ended 31 December 2025. A subsidiary is an entity (including a structured entity), directly or indirectly, controlled by the Company. Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee (i.e., existing rights that give the Group the current ability to direct the relevant activities of the investee).

Generally, there is a presumption that a majority of voting rights results in control. When the Company has, less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

- (a) the contractual arrangement with the other vote holders of the investee;
- (b) rights arising from other contractual arrangements; and
- (c) the Group’s voting rights and potential voting rights.

The financial statements of the subsidiaries are prepared for the same reporting period as the Company, using consistent accounting policies. The results of subsidiaries are consolidated from the date on which the Group obtains control, and continue to be consolidated until the date that such control ceases.

2. ACCOUNTING POLICIES (Continued)

2.1 Basis of preparation (Continued)

Basis of consolidation (Continued)

Profit or loss and each component of other comprehensive income are attributed to the owners of the parent of the Group and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance. All intra-group assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

The Group reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control described above. A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction.

If the Group loses control over a subsidiary, it derecognizes the related assets (including goodwill), liabilities, any non-controlling interest and the exchange fluctuation reserve; and recognises the fair value of any investment retained and any resulting surplus or deficit in profit or loss. The Group's share of components previously recognized in other comprehensive income is reclassified to profit or loss or retained profits, as appropriate, on the same basis as would be required if the Group had directly disposed of the related assets or liabilities.

2.2. Changes in accounting policies and disclosures

The Group has adopted amendments to IAS 21 *Lack of Exchangeability* for the first time for the current year's financial statements. The Group has not early adopted any other standard or amendment that has been issued but is not yet effective.

Amendments to IAS 21 specify how an entity shall assess whether a currency is exchangeable into another currency and how it shall estimate a spot exchange rate at a measurement date when exchangeability is lacking. The amendments require disclosures of information that enable users of financial statements to understand the impact of a currency not being exchangeable. As the currencies that the Group had transacted in and the functional currencies of overseas subsidiaries for translation into the Group's presentation currency were exchangeable, the amendments did not have any impact on the Group's financial statements.

2. ACCOUNTING POLICIES (Continued)

2.3. Issued but not yet effective ifrs accounting standards

The Group has not applied the following new and amended IFRS Accounting Standards, that have been issued but are not yet effective, in these financial statements. The Group intends to apply these new and amended IFRS Accounting Standards, if applicable, when they become effective.

IFRS 18	<i>Presentation and Disclosure in financial statement²</i>
IFRS 19 and its amendments	<i>Subsidiaries without Public Accountability: Disclosures²</i>
Amendments to IFRS 9 and IFRS 7	<i>Amendments to the Classification and Measurement of Financial Instruments¹</i>
Amendments to IFRS 9 and IFRS 7	<i>Contracts Referencing Nature-dependent Electricity¹</i>
Amendments to IFRS 10 and IAS 28	<i>Sale or Contribution of Assets between an Investor and its Associate or Joint Venture³</i>
Amendments to IAS 21	<i>Translation to a Hyperinflationary Presentation Currency²</i>
<i>Annual Improvements to IFRS Accounting Standards – Volume 11</i>	<i>Amendments to IFRS 1, IFRS 7, IFRS 9, IFRS 10 and IAS 7¹</i>

¹ Effective for reporting periods beginning on or after 1 January 2026

² Effective for reporting periods beginning on or after 1 January 2027

³ No mandatory effective date yet determined but available for adoption

Further information about those IFRS Accounting Standards that are expected to be applicable to the Group is described below.



2. ACCOUNTING POLICIES (Continued)

2.3. Issued but not yet effective ifrs accounting standards (Continued)

IFRS 18 replaces IAS 1 *Presentation of financial statement*. While a number of sections have been brought forward from IAS 1 with limited changes, IFRS 18 introduces new requirements for presentation within the statement of profit or loss, including specified totals and subtotals. Entities are required to classify all income and expenses within the statement of profit or loss into one of the five categories: operating, investing, financing, income taxes and discontinued operations and to present two new defined subtotals. It also requires disclosures about management-defined performance measures in a single note and introduces enhanced requirements on the grouping (aggregation and disaggregation) and the location of information in both the primary financial statements and the notes. Some requirements previously included in IAS 1 are moved to IAS 8 *Accounting Policies, Changes in Accounting Estimates and Errors*, which is renamed as IAS 8 *Basis of Preparation of financial statement*. As a consequence of the issuance of IFRS 18, limited, but widely applicable, amendments are made to IAS 7 *Statement of Cash Flows*, IAS 33 *Earnings per Share* and IAS 34 *Interim Financial Reporting*. In addition, there are minor consequential amendments to other IFRS Accounting Standards. IFRS 18 and the consequential amendments to other IFRS Accounting Standards are effective for annual periods beginning on or after 1 January 2027 with earlier application permitted. Retrospective application is required. The Group is currently analysing the new requirements and assessing the impact of IFRS 18 on the presentation and disclosure of the Group's financial statements.

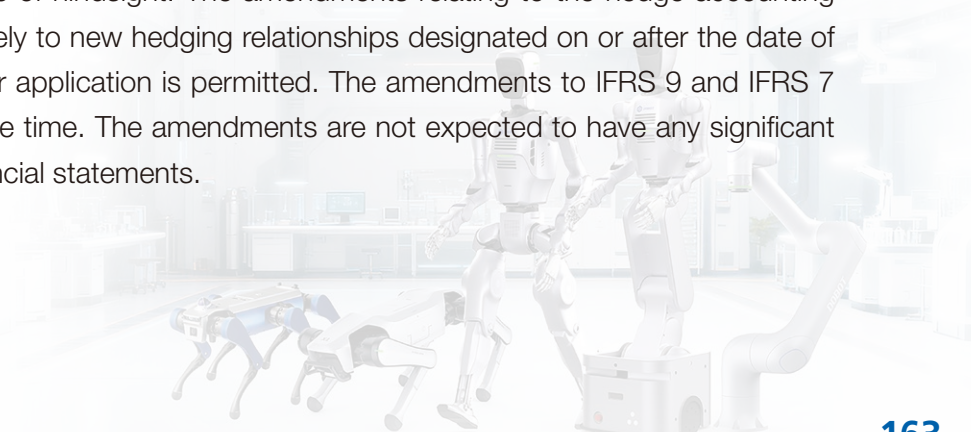
IFRS 19 allows eligible entities to elect to apply reduced disclosure requirements while still applying the recognition, measurement and presentation requirements in other IFRS Accounting Standards. To be eligible, at the end of the reporting period, an entity must be a subsidiary as defined in IFRS 10 *Consolidated financial statement*, cannot have public accountability and must have a parent (ultimate or intermediate) that prepares consolidated financial statements available for public use which comply with IFRS Accounting Standards. IFRS 19 was amended in April 2025 to include IFRS Accounting Standards in the eligibility criteria for applying the standard. The standard was further amended in October 2025 to (i) remove disclosure objectives from IFRS 19; (ii) reduce the disclosure requirements relating to supplier finance arrangements and a specific class of financial liabilities; and (iii) replace disclosure requirements relating to management-defined performance measures with a cross-reference to IFRS 18 for entities that use these measures. Earlier application is permitted. As the Company is a listed company, it is not eligible to elect to apply IFRS 19 and its amendments. Some of the Company's subsidiaries are considering the application of IFRS 19 and its amendments in their specified financial statements.

2. ACCOUNTING POLICIES (Continued)

2.3. Issued but not yet effective ifrs accounting standards (Continued)

Amendments to IFRS 9 and IFRS 7 *Amendments to the Classification and Measurement of Financial Instruments* clarify the date on which a financial asset or financial liability is derecognised and introduce an accounting policy option to derecognise a financial liability that is settled through an electronic payment system before the settlement date if specified criteria are met. The amendments clarify how to assess the contractual cash flow characteristics of financial assets with environmental, social and governance and other similar contingent features. Moreover, the amendments clarify the requirements for classifying financial assets with non-recourse features and contractually linked instruments. The amendments also include additional disclosures for investments in equity instruments designated at fair value through other comprehensive income and financial instruments with contingent features. The amendments shall be applied retrospectively with an adjustment to opening retained profits (or other component of equity) at the initial application date. Prior periods are not required to be restated and can only be restated without the use of hindsight. Earlier application of either all the amendments at the same time or only the amendments related to the classification of financial assets is permitted. The amendments are not expected to have any significant impact on the Group's financial statements.

Amendments to IFRS 9 and IFRS 7 *Contracts Referencing Nature-dependent Electricity* clarify the application of the “own-use” requirements for in-scope contracts and amend the designation requirements for a hedged item in a cash flow hedging relationship for in-scope contracts. The amendments also include additional disclosures that enable users of financial statements to understand the effects these contracts have on an entity's financial performance and future cash flows. The amendments relating to the own-use exception shall be applied retrospectively. Prior periods are not required to be restated and can only be restated without the use of hindsight. The amendments relating to the hedge accounting shall be applied prospectively to new hedging relationships designated on or after the date of the initial application. Earlier application is permitted. The amendments to IFRS 9 and IFRS 7 shall be applied at the same time. The amendments are not expected to have any significant impact on the Group's financial statements.



2. ACCOUNTING POLICIES (Continued)

2.3 Issued but not yet effective ifrs accounting standards (Continued)

Amendments to IFRS 10 and IAS 28 address an inconsistency between the requirements in IFRS 10 and in IAS 28 in dealing with the sale or contribution of assets between an investor and its associate or joint venture. The amendments require a full recognition of a gain or loss resulting from a downstream transaction when the sale or contribution of assets constitutes a business. For a transaction involving assets that do not constitute a business, a gain or loss resulting from the transaction is recognised in the investor's profit or loss only to the extent of the unrelated investor's interest in that associate or joint venture. The amendments are to be applied prospectively. The previous mandatory effective date of amendments to IFRS 10 and IAS 28 was removed by the IASB. However, the amendments are available for adoption now.

Annual Improvements to IFRS Accounting Standards – Volume 11 set out amendments to IFRS 1, IFRS 7 (and the accompanying *Guidance on implementing IFRS 7*), IFRS 9, IFRS 10 and IAS 7. Details of the amendments that are expected to be applicable to the Group are as follows:

- *IFRS 7 Financial Instruments: Disclosures*: The amendments have updated certain wording in paragraph B38 of IFRS 7 and paragraphs IG1, IG14 and IG20B of the *Guidance on implementing IFRS 7* for the purpose of simplification or achieving consistency with other paragraphs in the standard and/or with the concepts and terminology used in other standards. In addition, the amendments clarify that the *Guidance on implementing IFRS 7* does not necessarily illustrate all the requirements in the referenced paragraphs of IFRS 7 nor does it create additional requirements. Earlier application is permitted. The amendments are not expected to have any significant impact on the Group's financial statements.
- *IFRS 9 Financial Instruments*: The amendments clarify that when a lessee has determined that a lease liability has been extinguished in accordance with IFRS 9, the lessee is required to apply paragraph 3.3.3 of IFRS 9 and recognise any resulting gain or loss in profit or loss. However, the amendments do not address how a lessee distinguishes between a lease modification as defined in IFRS 16 and an extinguishment of a lease liability in accordance with IFRS 9. In addition, the amendments have updated certain wording in paragraph 5.1.3 of IFRS 9 and Appendix A of IFRS 9 to remove potential confusion. Earlier application is permitted. The amendments are not expected to have any significant impact on the Group's financial statements.

2. ACCOUNTING POLICIES (Continued)

2.3 Issued but not yet effective ifrs accounting standards (Continued)

- IFRS 10 *Consolidated financial statement*: The amendments clarify that the relationship described in paragraph B74 of IFRS 10 is just one example of various relationships that might exist between the investor and other parties acting as de facto agents of the investor, which removes the inconsistency with the requirement in paragraph B73 of IFRS 10. Earlier application is permitted. The amendments are not expected to have any significant impact on the Group's financial statements.
- IAS 7 *Statement of Cash Flows*: The amendments replace the term “cost method” with “at cost” in paragraph 37 of IAS 7 following the prior deletion of the definition of “cost method”. Earlier application is permitted. The amendments are not expected to have any impact on the Group's financial statements.

2.4 Material accounting policies

Investment in an associate

An associate is an entity in which the Group has a long term interest of generally not less than 20% of the equity voting rights and over which it has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee, but is not control or joint control over those policies.

The Group's investment in an associate is stated in the consolidated statement of financial position at the Group's share of net assets under the equity method of accounting, less any impairment losses. Adjustments are made to bring into line any dissimilar accounting policies that may exist. The Group's share of the post-acquisition results and other comprehensive income of an associate is included in the consolidated statement of profit or loss and consolidated other comprehensive income, respectively. In addition, when there has been a change recognised directly in the equity of an associate, the Group recognises its share of any changes, when applicable, in the consolidated statement of changes in equity. Unrealised gains and losses resulting from transactions between the Group and the associate are eliminated to the extent of the Group's investment in the associate, except where unrealised losses provide evidence of an impairment of the assets transferred. Goodwill arising from the acquisition of an associate is included as part of the Group's investment in an associate at Fair value measurement.

2. ACCOUNTING POLICIES (Continued)

2.4 Material accounting policies (Continued)

Fair value measurement

The Group measures its certain financial instruments at fair value at the end of each of the reporting period. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either in the principal market for the asset or liability, or in the absence of a principal market, in the most advantageous market for the asset or liability. The principal or the most advantageous market must be accessible by the Group. The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest. at fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 – based on quoted prices (unadjusted) in active markets for identical assets or liabilities

Level 2 – based on valuation techniques for which the lowest level input that is significant to the fair value measurement is observable, either directly or indirectly

Level 3 – based on valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

For assets and liabilities that are recognised in the financial statements on a recurring basis, the Group determines whether transfers have occurred between levels in the hierarchy by reassessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each of the reporting period.

2. ACCOUNTING POLICIES (Continued)

2.4 Material accounting policies (Continued)

Impairment of non-financial assets

Where an indication of impairment exists, or when annual impairment testing for an asset is required (other than inventories and deferred tax assets), the asset's recoverable amount is estimated. An asset's recoverable amount is the higher of the asset's or cash-generating unit's value in use and its fair value less costs of disposal, and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets, in which case the recoverable amount is determined for the cash-generating unit to which the asset belongs.

An impairment loss is recognised only if the carrying amount of an asset exceeds its recoverable amount. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. An impairment loss is charged to profit or loss in the period in which it arises in those expense categories consistent with the function of the impaired asset.

An assessment is made at the end of each of the reporting period as to whether there is an indication that previously recognised impairment losses may no longer exist or may have decreased. If such an indication exists, the recoverable amount is estimated. A previously recognised impairment loss of an asset other than goodwill is reversed only if there has been a change in the estimates used to determine the recoverable amount of that asset, but not to an amount higher than the carrying amount that would have been determined (net of any depreciation/amortisation) had no impairment loss been recognised for the asset in prior years. A reversal of such an impairment loss is credited to profit or loss in the period in which it arises.



2. ACCOUNTING POLICIES (Continued)

2.4 Material accounting policies (Continued)

Related parties

A party is considered to be related to the Group if:

(a) the party is a person or a close member of that person's family and that person

- (i) has control or joint control over the Group;
- (ii) has significant influence over the Group; or
- (iii) is a member of the key management personnel of the Group or of a parent of the Group;

or

(b) the party is an entity where any of the following conditions applies:

- (i) the entity and the Group are members of the same group;
- (ii) one entity is an associate or joint venture of the other entity (or of a parent, subsidiary or fellow subsidiary of the other entity);
- (iii) the entity and the Group are joint ventures of the same third party;
- (iv) one entity is a joint venture of a third entity and the other entity is an associate of the third entity;
- (v) the entity is a post-employment benefit plan for the benefit of employees of either the Group or an entity related to the Group; (If the Group is itself such a plan) and the sponsoring employers of the post-employment benefit plan;
- (vi) the entity is controlled or jointly controlled by a person identified in (a);
- (vii) a person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity); and
- (viii) the entity, or any member of a group of which it is a part, provides key management personnel services to the Group or to the parent of the Group.

2. ACCOUNTING POLICIES (Continued)

2.4 Material accounting policies (Continued)

Property, plant and equipment and depreciation

Property, plant and equipment, other than construction in progress, are stated at cost less accumulated depreciation and any impairment losses. The cost of an item of property, plant and equipment comprises its purchase price and any directly attributable costs of bringing the asset to its working condition and location for its intended use.

Expenditure incurred after items of property, plant and equipment have been put into operation, such as repairs and maintenance, is normally charged to the statement of profit or loss in the period in which it is incurred. In situations where the recognition criteria are satisfied, the expenditure for a major inspection is capitalised in the carrying amount of the asset as a replacement. Where significant parts of property, plant and equipment are required to be replaced at intervals, the Group recognises such parts as individual assets with specific useful lives and depreciates them accordingly.

Depreciation is calculated on the straight-line basis to write off the cost of each item of property, plant and equipment to its residual value over its estimated useful life. The principal annual rates used for this purpose are as follows:

Leasehold improvements	Shorter of remaining lease terms and estimated useful lives
Buildings	3.17% to 4.75%
Furniture and fixtures	19% to 32%
Electronic equipment and others	9.5% to 32%
Motor vehicles	19% to 32%

Where parts of an item of property, plant and equipment have different useful lives, the cost of that item is allocated on a reasonable basis among the parts and each part is depreciated separately. Residual values, useful lives and the depreciation method are reviewed, and adjusted if appropriate, at least at the end of each of the reporting period.

2. ACCOUNTING POLICIES (Continued)

2.4 Material accounting policies (Continued)

Property, plant and equipment and depreciation (Continued)

An item of property, plant and equipment including any significant part initially recognised is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on disposal or retirement recognised in the statement of profit or loss in the year the asset is derecognised is the difference between the net sales proceeds and the carrying amount of the relevant asset.

Construction in progress is stated at cost less any impairment losses, and is not depreciated. It is reclassified to the appropriate category of property, plant and equipment when completed and ready for use.

Intangible assets

Intangible assets acquired separately are measured on initial recognition at cost. The cost of intangible assets acquired in a business combination is the fair value at the date of acquisition. The useful lives of intangible assets are assessed to be either finite or indefinite. Intangible assets with finite lives are subsequently amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortization method for an intangible asset with a finite useful life are reviewed at least at the end of each of the reporting period. Intangible assets are amortised on the straight-line basis over the following useful economic lives:

Software	3 to 5 years
Patents and technology	5 years

Research and development costs

All research costs are charged to the statement of profit or loss as incurred.

Expenditure incurred on projects to develop new products is capitalised and deferred only when the Group can demonstrate the technical feasibility of completing the intangible asset so that it will be available for use or sale, its intention to complete and its ability to use or sell the asset, how the asset will generate future economic benefits, the availability of resources to complete the project and the ability to measure reliably the expenditure during the development. Product development expenditure which does not meet these criteria is expensed when incurred.

2. ACCOUNTING POLICIES (Continued)

2.4 Material accounting policies (Continued)

Leases

The Group assesses at contract inception whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Group as a lessee

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

(a) Right-of-use assets

Right-of-use assets are recognised at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and any impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Where applicable, the cost of a right-of-use asset also includes an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease terms and the estimated useful lives of the assets as follows:

Buildings	1 to 5 years
Leasehold land	30 to 50 years

If ownership of the leased asset transfers to the Group by the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

2. ACCOUNTING POLICIES (Continued)

2.4 Material accounting policies (Continued)

Leases (Continued)

Group as a lessee (Continued)

(b) Lease liabilities

Lease liabilities are recognised at the commencement date of the lease at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for termination of a lease, if the lease term reflects the Group exercising the option to terminate the lease. The variable lease payments that do not depend on an index or a rate are recognised as an expense in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the a of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in lease payments (e.g., a change to future lease payments resulting from a change in an index or rate) or a change in assessment of an option to purchase the underlying asset.

(c) Short-term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to its short-term leases of office and employee dormitory (that is those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the recognition exemption for leases of low-value assets to leases of office equipment that is considered to be of low value. Lease payments on short-term leases and leases of low-value assets are recognised as an expense on a straight-line basis over the lease term.

2. ACCOUNTING POLICIES (Continued)

2.4 Material accounting policies (Continued)

Investments and other financial assets

Initial recognition and measurement

Financial assets are classified, at initial recognition, as subsequently measured at amortised cost, fair value through other comprehensive income, and fair value through profit or loss.

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Group's business model for managing them. With the exception of trade receivables that do not contain a significant financing component or for which the Group has applied the practical expedient of not adjusting the effect of a significant financing component, the Group initially measures a financial asset at its fair value plus in the case of a financial asset not at fair value through profit or loss, transaction costs. Trade receivables that do not contain a significant financing component or for which the Group has applied the practical expedient are measured at the transaction price determined under IFRS 15 in accordance with the policies set out for "Revenue recognition" below.

In order for a financial asset to be classified and measured at amortised cost or fair value through other comprehensive income, it needs to give rise to cash flows that are solely payments of principal and interest ("**SPPI**") on the principal amount outstanding. Financial assets with cash flows that are not SPPI are classified and measured at fair value through profit or loss, irrespective of the business model.

The Group's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both. Financial assets classified and measured at amortised cost are held within a business model with the objective to hold financial assets in order to collect contractual cash flows, while financial assets classified and measured at fair value through other comprehensive income are held within a business model with the objective of both holding to collect contractual cash flows and selling. Financial assets which are not held within the aforementioned business models are classified and measured at fair value through profit or loss. Purchases or sales of financial assets that require delivery of assets within the period generally established by regulation or convention in the marketplace are recognised on the trade date, that is, the date at the Group commits to purchase or sell the asset.

2. ACCOUNTING POLICIES (Continued)

2.4 Material accounting policies (Continued)

Investments and other financial assets (Continued)

Subsequent measurement

The subsequent measurement of financial assets depends on their classification as follows:

Financial assets at amortised cost (debt instruments)

Financial assets at amortised cost are subsequently measured using the effective interest method and are subject to impairment. Gains and losses are recognised in the statement of profit or loss when the asset is derecognised, modified or impaired.

Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss are carried in the statement of financial position at fair value with net changes in fair value recognised in the statement of profit or loss.

Derecognition of financial assets

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognised (i.e., removed from the Group's consolidated statement of financial position) when:

- the rights to receive cash flows from the asset have expired; or
- the Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a “pass-through” arrangement; and either (a) the Group has transferred substantially all the risks and rewards of the asset, or (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

2. ACCOUNTING POLICIES (Continued)

2.4 Material accounting policies (Continued)

Derecognition of financial assets (Continued)

When the Group has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if, and to what extent, it has retained the risk and rewards of ownership of the asset. When it has neither transferred nor retained substantially all the risks and rewards of the asset, nor transferred control of the asset, the Group continues to recognise the transferred asset to the extent of its continuing involvement. In that case, the Group also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group has retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Group could be required to repay.

Impairment of financial assets

The Group recognises an allowance for expected credit losses (“**ECLs**”) for all debt instruments not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

General approach

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12 months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

2. ACCOUNTING POLICIES (Continued)

2.4 Material accounting policies (Continued)

Impairment of financial assets (Continued)

General approach (Continued)

At each reporting date, the Group assesses whether the credit risk on a financial instrument has increased significantly since initial recognition. When making the assessment, the Group compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition and considers reasonable and supportable information that is available without undue cost or effort, including historical and forward-looking information.

The Group considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

Financial assets at amortised cost are subject to impairment under the general approach and they are classified within the following stages for measurement of ECLs except for trade receivables and contract assets which apply the simplified approach as detailed below.

- | | |
|---------|--|
| Stage 1 | Financial instruments for which credit risk has not increased significantly since initial recognition and for which the loss allowance is measured at an amount equal to 12-month ECLs |
| Stage 2 | Financial instruments for which credit risk has increased significantly since initial recognition but that are not credit-impaired financial assets and for which the loss allowance is measured at an amount equal to lifetime ECLs |
| Stage 3 | Financial assets that are credit-impaired at the reporting date (but that are not purchased or originated credit-impaired) and for which the loss allowance is measured at an amount equal to lifetime ECLs |

2. ACCOUNTING POLICIES (Continued)

2.4 Material accounting policies (Continued)

Impairment of financial assets (Continued)

Simplified approach

For trade receivables and contract assets that do not contain a significant financing component or when the Group applies the practical expedient of not adjusting the effect of a significant financing component, the Group applies the simplified approach in calculating ECLs. Under the simplified approach, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

Financial liabilities

Initial recognition and measurement

Financial liabilities are classified, at initial recognition, as financial liabilities at fair value through profit or loss, loans and borrowings, or payables, as appropriate.

All financial liabilities are recognised initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

The Group's financial liabilities include trade payables, other payables and accruals, interest-bearing bank and other borrowings, financial liabilities measured at amortised cost and financial liabilities measured at fair value through profit or loss.

Subsequent measurement

The subsequent measurement of financial liabilities depends on their classification as follows:

Financial liabilities at amortised cost (trade and other payables, loans and borrowings)

2. ACCOUNTING POLICIES (Continued)

2.4 Material accounting policies (Continued)

Financial liabilities (continued)

Subsequent measurement (continued)

After initial recognition, trade and other payables and interest-bearing borrowings are subsequently measured at amortised cost, using the effective interest rate method unless the effect of discounting would be immaterial, in which case they are stated at cost. Gains and losses are recognised in the statement of profit or loss when the liabilities are derecognised as well as through the effective interest rate amortisation process.

Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the effective interest rate. The effective interest rate amortisation is included in finance costs in the statement of profit or loss and other comprehensive income.

Financial liabilities at fair value through profit or loss

Financial liabilities measured at fair value through profit or loss include financial liabilities held for trading.

Financial liabilities are classified as held for trading if they are incurred for the purpose of repurchasing in the near term. This category also includes derivative financial instruments entered into by the Group that are not designated as hedging instruments in hedge relationships as defined by IFRS 9. Separated embedded derivatives are also classified as held for trading unless they are designated as effective hedging instruments. Gains or losses on liabilities held for trading are recognised in the statement of profit or loss. The net fair value gain or loss recognised in the statement of profit or loss does not include any interest charged on these financial liabilities.

2. ACCOUNTING POLICIES (Continued)

2.4 Material accounting policies (Continued)

Derecognition of financial liabilities

A financial liability is derecognised when the obligation under the liability is discharged or cancelled, or expires.

When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and a recognition of a new liability, and the difference between the respective carrying amounts is recognised in the statement of profit or loss and other comprehensive income.

Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, or to realise the assets and settle the liabilities simultaneously.

Inventories

Inventories are stated at the lower of cost and net realisable value. Cost is determined on the weighted average basis and, in the case of work in progress and finished goods, comprises direct materials, direct labour and an appropriate proportion of overheads. Net realisable value is based on estimated selling prices less any estimated costs to be incurred to completion and disposal.

Cash and cash equivalents

Cash and cash equivalents in the statement of financial position comprise cash on hand and at banks, and short-term highly liquid deposits with a maturity of generally within three months that are readily convertible into known amounts of cash, subject to an insignificant risk of changes in value and held for the purpose of meeting short-term cash commitments.

For the purpose of the consolidated statement of cash flows, cash and cash equivalents comprise cash on hand and at banks, and short-term deposits as defined above, less bank overdrafts which are repayable on demand and form an integral part of the Group's cash management.

2. ACCOUNTING POLICIES (Continued)

2.4 Material accounting policies (Continued)

Provisions

A provision is recognised when a present obligation (legal or constructive) has arisen as a result of a past event and it is probable that a future outflow of resources will be required to settle the obligation, provided that a reliable estimate can be made of the amount of the obligation.

When the effect of discounting is material, the amount recognised for a provision is the present value at the end of each of the reporting period of the future expenditures expected to be required to settle the obligation. The increase in the discounted present value amount arising from the passage of time is included in finance costs in profit or loss and other comprehensive income.

The Group provides for warranties in relation to the sale of products for general repairs of defects occurring during the warranty period. Provisions for these assurance-type warranties granted by the Group are initially recognised based on sales volume and past experience of the level of repairs and returns. The warranty-related cost is revised annually.

A contingent liability recognised in a business combination is initially measured at its fair value. Subsequently, it is measured at the higher of (i) the amount that would be recognised in accordance with the general policy for provisions above and (ii) the amount initially recognised less, when appropriate, the amount of income recognised in accordance with the policy for revenue recognition.

Income tax

Income tax comprises current and deferred tax. Income tax relating to items recognised outside profit or loss is recognised outside profit or loss, either in other comprehensive income or directly in equity.

Current tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of each of the reporting period, taking into consideration interpretations and practices prevailing in the countries in which the Group operates.

2. ACCOUNTING POLICIES (Continued)

2.4 Material accounting policies (Continued)

Income tax (Continued)

Deferred tax is provided, using the liability method, on all temporary differences at the end of each of the reporting period between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

Deferred tax liabilities are recognised for all taxable temporary differences, except:

- when the deferred tax liability arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss and does not give rise to equal taxable and deductible temporary differences; and
- in respect of taxable temporary differences associated with investments in subsidiaries and an associate, when the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets are recognised for all deductible temporary differences, and the carry forward of unused tax credits and any unused tax losses. Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised, except:

- when the deferred tax asset relating to the deductible temporary differences arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss and does not give rise to equal taxable and deductible temporary differences; and
- in respect of deductible temporary differences associated with investments in subsidiaries and an associate, deferred tax assets are only recognised to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

2. ACCOUNTING POLICIES (Continued)

2.4 Material accounting policies (Continued)

Income tax (Continued)

The carrying amount of deferred tax assets is reviewed at the end of each of the reporting period and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are reassessed at the end of each of the reporting period and are recognised to the extent that it has become probable that sufficient taxable profit will be available to allow all or part of the deferred tax assets to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of each of the reporting period.

Deferred tax assets and deferred tax liabilities are offset if and only if the Group has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realise the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

Government grants

Government grants are recognised at their fair value where there is reasonable assurance that the grant will be received and all attaching conditions will be complied with. When the grant relates to an expense item, it is recognised as income on a systematic basis over the periods that the costs, for which it is intended to compensate, are expensed. Where the Group receives grants of non-monetary assets, the grants are recorded at the fair value of the non-monetary assets and released to the statement of profit or loss over the expected useful lives of the relevant assets by equal annual instalments.

2. ACCOUNTING POLICIES (Continued)

2.4 Material accounting policies (Continued)

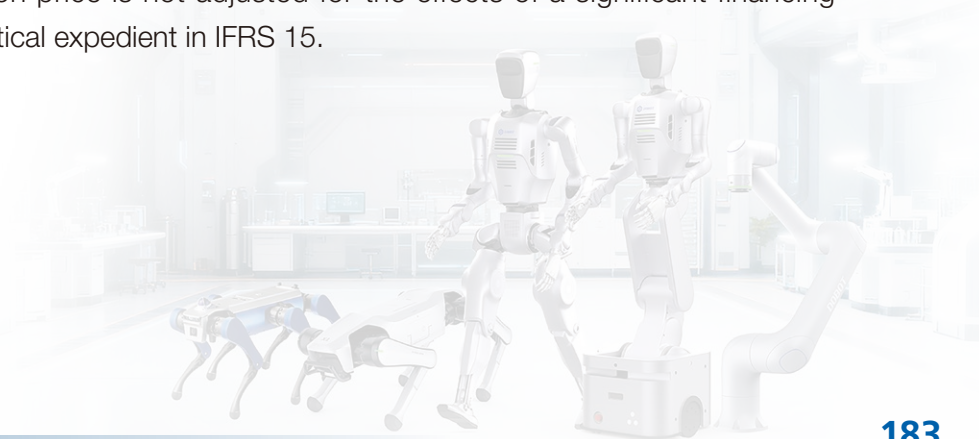
Revenue recognition

Revenue from contracts with customers.

Revenue from contracts with customers is recognised when control of goods or services is transferred to the customers at an amount that reflects the consideration to which the Group expects to be entitled in exchange for those goods or services.

When the consideration in a contract includes a variable amount, the amount of consideration is estimated to which the Group will be entitled in exchange for transferring the goods or services to the customer. The variable consideration is estimated at contract inception and constrained until it is highly probable that a significant revenue reversal in the amount of cumulative revenue recognised will not occur when the associated uncertainty with the variable consideration is subsequently resolved.

When the contract contains a financing component which provides the customer with a significant benefit of financing the transfer of goods or services to the customer for more than one year, revenue is measured at the present value of the amount receivable, discounted using the discount rate that would be reflected in a separate financing transaction between the Group and the customer at contract inception. When the contract contains a financing component which provides the Group with a significant financial benefit for more than one year, revenue recognised under the contract includes the interest expense accreted on the contract liability under the effective interest method. For a contract where the period between the payment by the customer and the transfer of the promised goods or services is one year or less, the transaction price is not adjusted for the effects of a significant financing component, using the practical expedient in IFRS 15.



2. ACCOUNTING POLICIES (Continued)

2.4 Material accounting policies (Continued)

Revenue recognition (Continued)

Revenue from contracts with customers (Continued)

(a) Sale of products

Revenue from the sale of products is recognised at the point in time when control of the asset is transferred to the customers, generally on delivery or acceptance of the products as agreed in the sales contracts.

For some contracts, the Group provides installation and commissioning services that are bundled together with the sale of products to the customers. The installation and commissioning services significantly modify or customise the goods, therefore, the products and the services are highly interrelated and instead combined as one single performance obligation which is satisfied at a point in time.

(b) Product related supporting services

Revenue from services is recognised at a point in time when the service is provided and accepted by the customer.

Other income

Interest income is recognised on an accrual basis using the effective interest method by applying the rate that exactly discounts the estimated future cash receipts over the expected life of the financial instrument or a shorter period, when appropriate, to the net carrying amount of the financial asset.

Contract assets

If the Group performs by transferring goods or services to a customer before being unconditionally entitled to the consideration under the contract terms, a contract asset is recognised for the earned consideration that is conditional. Contract assets are subject to impairment assessment, details of which are included in the accounting policies for impairment of financial assets. They are reclassified to trade receivables when the right to the consideration becomes unconditional.

2. ACCOUNTING POLICIES (Continued)

2.4 Material accounting policies (Continued)

Contract liabilities

A contract liability is recognised when a payment is received or a payment is due (whichever is earlier) from a customer before the Group transfers the related goods or services. Contract liabilities are recognised as revenue when the Group performs under the contract (i.e., transfers control of the related goods or services to the customer).

Contract costs

Other than the costs which are capitalised as inventories, property, plant and equipment and intangible assets, costs incurred to fulfil a contract with a customer are capitalised as an asset if all of the following criteria are met:

- (a) The costs relate directly to a contract or to an anticipated contract that the entity can specifically identify.
- (b) The costs generate or enhance resources of the entity that will be used in satisfying (or in continuing to satisfy) performance obligations in the future.
- (c) The costs are expected to be recovered.

The capitalised contract costs are amortised and charged to the statement of profit or loss on a systematic basis that is consistent with the transfer to the customer of the goods or services to which the asset relates. Other contract costs are expensed as incurred.

Share-based payments

The Group operates share award schemes for the purpose of providing incentives and rewards to eligible participants who contribute to the success of the Group's operations. Employees (including directors) of the Group receive remuneration in the form of share-based payments, whereby employees render services as consideration for equity instruments ("**equity-settled transactions**").

2. ACCOUNTING POLICIES (Continued)

2.4 Material accounting policies (Continued)

Share-based payments (Continued)

The cost of equity-settled transactions with employees is measured by reference to the fair value at the date on which they are granted. The fair value of share awards is determined by an external valuer using the probability weighted expected return method and valuation models. Further details are included in note 33 to the Financial Statements.

The cost of equity-settled transactions is recognised in employee benefit expense, together with a corresponding increase in equity, over the period in which the performance and/or service conditions are fulfilled. The cumulative expense recognised for equity-settled transactions at the end of each of the reporting period until the vesting date reflects the extent to which the vesting period has expired and the Group's best estimate of the number of equity instruments that will ultimately vest. The charge or credit to profit or loss for a period represents the movement in the cumulative expense recognised as at the beginning and end of that period.

Service and non-market performance conditions are not taken into account when determining the grant date fair value of awards, but the likelihood of the conditions being met is assessed as part of the Group's best estimate of the number of equity instruments that will ultimately vest. Market performance conditions are reflected within the grant date fair value. Any other conditions attached to an award, but without an associated service requirement, are considered to be non-vesting conditions. Non-vesting conditions are reflected in the fair value of an award and lead to an immediate expensing of an award unless there are also service and/or performance conditions.

For awards that do not ultimately vest because non-market performance and/or service conditions have not been met, no expense is recognised. Where awards include a market or non-vesting condition, the transactions are treated as vesting irrespective of whether the market or non-vesting condition is satisfied, provided that all other performance and/or service conditions are satisfied.

2. ACCOUNTING POLICIES (Continued)

2.4 Material accounting policies (Continued)

Share-based payments (Continued)

Where the terms of an equity-settled award are modified, as a minimum an expense is recognised as if the terms had not been modified, if the original terms of the award are met. In addition, an expense is recognised for any modification that increases the total fair value of the share-based payments, or is otherwise beneficial to the employee as measured at the date of modification.

Where an equity-settled award is cancelled, it is treated as if it had vested on the date of cancellation, and any expense not yet recognised for the award is recognised immediately.

Other employee benefits

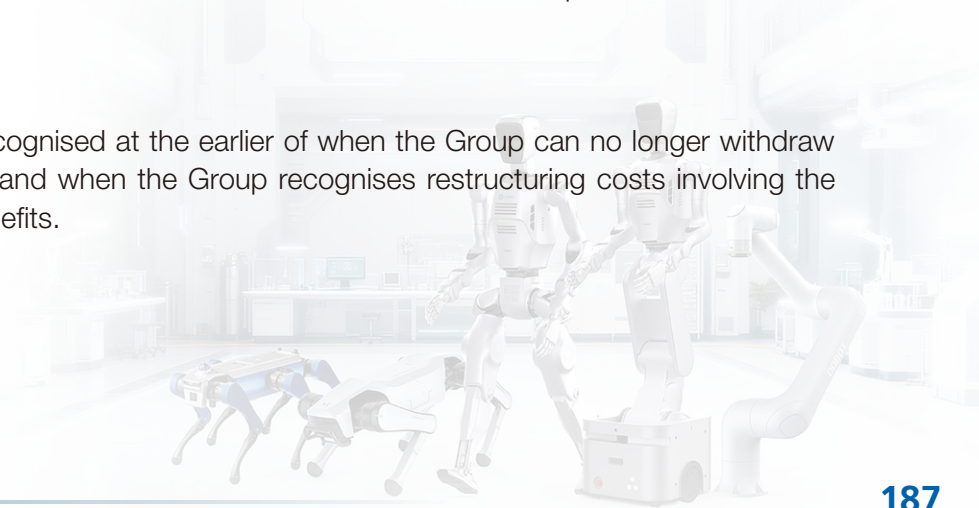
Pension scheme

The Group participates in a defined contribution Mandatory Provident Fund retirement benefit scheme (the “**MPF Scheme**”) in Hong Kong under the Hong Kong Mandatory Provident Fund Schemes Ordinance for those employees of the Group’s subsidiary in Hong Kong who are eligible to participate in the MPF Scheme. Contributions are made based on a percentage of the employees’ basic salaries and are charged to profit or loss as they become payable in accordance with the rules of the MPF Scheme. The assets of the MPF Scheme are held separately from those of the Group in an independently administered fund.

The employees of the Group’s subsidiaries which operate in the Chinese Mainland and overseas are required to participate in a central pension scheme operated by the local municipal government. The subsidiaries are required to contribute a certain percentage of their payroll costs to the central pension scheme. The contributions are charged to profit or loss as they become payable in accordance with the rules of the central pension scheme.

Termination benefits

Termination benefits are recognised at the earlier of when the Group can no longer withdraw the offer of those benefits and when the Group recognises restructuring costs involving the payment of termination benefits.



2. ACCOUNTING POLICIES (Continued)

2.4 Material accounting policies (Continued)

Borrowing costs

All borrowing costs are expensed in the period in which they are incurred. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

Foreign currencies

The financial statement is presented in RMB, which is the Company's functional currency. Each entity in the Group determines its own functional currency and items included in the financial statements of each entity are measured using that functional currency. Foreign currency transactions recorded by the entities in the Group are initially recorded using their respective functional currency rates prevailing at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies are translated at the functional currency rates of exchange ruling at the end of each of the reporting period. Differences arising on settlement or translation of monetary items are recognised in the statement of profit or loss.

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was measured. The gain or loss arising on translation of a non-monetary item measured at fair value is treated in line with the recognition of the gain or loss on change in fair value of the item (i.e., translation difference on the item whose fair value gain or loss is recognised in other comprehensive income or profit or loss is also recognised in other comprehensive income or profit or loss, respectively).

In determining the exchange rate on initial recognition of the related asset, expense or income on the derecognition of a non-monetary asset or non-monetary liability relating to an advance consideration, the date of initial transaction is the date on which the Group initially recognises the non-monetary asset or non-monetary liability arising from the advance consideration. If there are multiple payments or receipts in advance, the Group determines the transaction date for each payment or receipt of the advance consideration.

2. ACCOUNTING POLICIES (Continued)

2.4 Material accounting policies (Continued)

Foreign currencies (Continued)

The functional currencies of certain overseas subsidiaries are currencies other than the RMB. As at the end of the reporting period, the assets and liabilities of these entities are translated into RMB at the exchange rates prevailing at the end of the reporting period and their statements of profit or loss are translated into RMB at the exchange rates that approximate to those prevailing at the dates of the transactions.

The resulting exchange differences are recognised in other comprehensive income and accumulated in the exchange fluctuation reserve, except to the extent that the differences are attributable to non-controlling interests. On disposal of a foreign operation, the cumulative amount in the reserve relating to that particular foreign operation is recognised in the statement of profit or loss.

Any goodwill arising on the acquisition of a foreign operation and any fair value adjustments to the carrying amounts of assets and liabilities arising on acquisition are treated as assets and liabilities of the foreign operation and translated at the closing rate.

For the purpose of the consolidated statement of cash flows, the cash flows of overseas subsidiaries are translated into RMB at the exchange rates ruling at the dates of the cash flows. Frequently recurring cash flows of overseas subsidiaries which arise throughout the year are translated into RMB at the weighted average exchange rates of the year.



3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES

The preparation of the Group's financial statement requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and their accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that could require a material adjustment to the carrying amounts of the assets or liabilities affected in the future.

Judgements

In the process of applying the Group's accounting policies, management has made the following judgements, apart from those involving estimations, which have the most significant effect on the amounts recognised in the financial statement:

Research and development expenses

All research costs are charged to the statement of profit or loss as incurred. Expenditure incurred on projects to develop new products is capitalised and deferred only when the Group can demonstrate the technical feasibility of completing the intangible asset so that it will be available for use or sale, its intention to complete and its ability to use or sell the asset, how the asset will generate future economic benefits, the availability of resources to complete the project and the ability to measure reliably the expenditure during the development. Product development expenditure which does not meet these criteria is expensed when incurred. Determining the amounts of development costs to be capitalised requires the use of judgements and estimation.

Classification of financial assets

The classification of financial assets at initial recognition depends on the Group's business model for managing the financial assets. In determining the business model, the Group considers how the performance of the business model and the financial assets held within that business model are evaluated and reported to the Group's key management personnel, the risks that affect the performance of the business model (and the financial assets held within) and, in particular, the way those risks are managed. In determining whether cash flows are going to be realised by collecting the financial assets' contractual cash flows, it is necessary for the Group to consider the reason, timing, frequency, and value of sales prior to the maturity date.

3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES (Continued)

Judgements (Continued)

Recognition of income taxes and deferred tax assets

Determining income tax provision involves judgement on the future tax treatment of certain transactions and when certain matters relating to the income taxes have not been confirmed by the local tax bureau. Management evaluates tax implications of transactions and tax provisions are set up accordingly. The tax treatments of such transactions are reconsidered periodically to take into account all changes in tax legislation.

Deferred tax assets are recognised for unused tax losses to the extent that it is probable that taxable profit will be available against which the losses can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and level of future taxable profits together with future tax planning strategies.

Estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of each of the reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below.

Provision against obsolete and slow-moving inventories

The Group reviews the condition of its inventories at the end of each reporting period and makes provisions against obsolete and slow-moving inventory items which are identified as no longer suitable for sale or use based on sales forecasts. Such sales forecasts are prepared based on agreements or orders on hand and estimated sales in the foreseeable future based on historical experiences with its customers and current market conditions of the robots industry. Management estimates the net realisable value for those obsolete and slow-moving inventories based primarily on the latest invoice prices and current market conditions. The estimation is reassessed at the end of each reporting period. The provision against obsolete and slow-moving inventories requires the use of judgements and estimates. Where the actual outcome or expectation in future is different from the original estimate, such difference will impact on the carrying value of inventories and the write-down of inventories recognized in the periods in which such estimates have been changed.

3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES (Continued)

Estimation uncertainty (Continued)

Provision for expected credit losses on trade receivables

The Group uses a provision matrix to calculate ECLs for trade receivables. The provision rates are based on days past due for groupings of various customer segments that have similar loss patterns (i.e., by geography, product type, customer type and rating, and coverage by letters of credit and other forms of credit insurance).

The provision matrix is initially based on the Group's historical observed default rates. The Group calibrates the matrix to adjust the historical credit loss experience with forward-looking information. For instance, if forecast economic conditions (i.e., gross domestic product) are expected to deteriorate over the next year which can lead to an increased number of defaults in the manufacturing sector, the historical default rates are adjusted. At each reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analysed.

The assessment of the correlation among historical observed default rates, forecast economic conditions and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and forecast economic conditions. The Group's historical credit loss experience and forecast of economic conditions may also not be representative of a customer's actual default in the future. The information about the ECLs on the Group's trade receivables is disclosed in note 20 to the financial statement.

3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES (Continued)

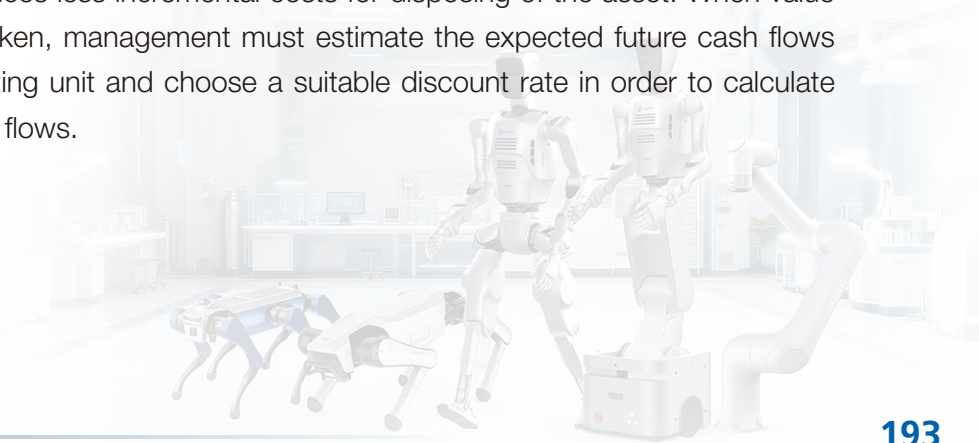
Estimation uncertainty (Continued)

Estimating the incremental borrowing rate

The Group cannot readily determine the interest rate implicit in a lease, and therefore, it uses an incremental borrowing rate (“**IBR**”) to measure lease liabilities. The IBR is the rate of interest that the Group would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. The IBR therefore reflects what the Group “would have to pay”, which requires estimation when no observable rates are available (such as for subsidiaries that do not enter into financing transactions) or when it needs to be adjusted to reflect the terms and conditions of the lease (for example, when leases are not in the subsidiary’s functional currency). The Group estimates the IBR using observable inputs (such as market interest rates) when available and is required to make certain entity-specific estimates (such as the subsidiary’s stand-alone credit rating).

Impairment of non-financial assets

The Group assesses whether there are any indicators of impairment for all non-financial assets (including the right-of-use assets) at the end of each of the reporting period. Indefinite life intangible assets are tested for impairment annually and at other times when such an indicator exists. Other non-financial assets are tested for impairment when there are indicators that the carrying amounts may not be recoverable. An impairment exists when the carrying value of an asset or a cash-generating unit exceeds its recoverable amount, which is the higher of its fair value less costs of disposal and its value in use. The calculation of the fair value less costs of disposal is based on available data from binding sales transactions in an arm’s length transaction of similar assets or observable market prices less incremental costs for disposing of the asset. When value in use calculations are undertaken, management must estimate the expected future cash flows from the asset or cash-generating unit and choose a suitable discount rate in order to calculate the present value of those cash flows.



NOTES TO FINANCIAL STATEMENTS

31 December 2025

4. OPERATING SEGMENT INFORMATION

For management purposes, the Group is not organised into business units based on their services and products and only has one reportable operating segment.

The information reported to the directors, who are the chief operating decision makers, for the purpose of resource allocation and assessment of performance does not contain discrete operating segment financial information and the directors reviewed the financial results of the Group as a whole. Therefore, no further information about the operating segment is presented.

Geographical information

(a) Revenue from external customers

	2025 RMB'000	2024 RMB'000
Chinese Mainland	249,435	172,738
Overseas (including HONG KONG, Macau, and Taiwan of China)	242,774	200,940
Total revenue	492,209	373,678

The revenue information above is based on the locations of the customers.

(b) Non-current assets

Most of the Group's non-current assets are located in the Chinese Mainland. Thus, no geographic information is presented.

Information about major customers

No revenue from sales to any single customer amounted to 10% or more of the Group's revenue during the year.

5. REVENUE, OTHER INCOME AND GAINS

An analysis of revenue is as follows:

	2025 RMB'000	2024 RMB'000
<i>Revenue from contracts with customers</i>	492,209	373,678

Revenue from contracts with customers

(a) Disaggregated revenue information

	2025 RMB'000	2024 RMB'000
Types of goods or services		
Sale of products	490,338	372,075
Services	1,871	1,603
	492,209	373,678
Geographical markets		
Chinese Mainland	249,435	172,738
Overseas (including Hong Kong, Macau, and Taiwan of China)	242,774	200,940
	492,209	373,678
Timing of revenue recognition		
Goods transferred at a point in time	490,338	372,075
Services transferred at a point in time	1,871	1,603
Total revenue from contracts with customers	492,209	373,678

NOTES TO FINANCIAL STATEMENTS

31 December 2025

5. REVENUE, OTHER INCOME AND GAINS (Continued)

Revenue from contracts with customers (Continued)

(a) Disaggregated revenue information (Continued)

The following table shows the amounts of revenue recognised in the current reporting period that were included in the contract liabilities at the beginning of the reporting period and recognised from performance obligations satisfied in previous periods:

	2025 RMB'000	2024 RMB'000
Revenue recognised that was included in contract liabilities at the beginning of the reporting period:		
Sale Products	6,185	9,840

(b) Performance obligations

Information about the Group's performance obligations is summarised below:

Sales of products

The performance obligation is satisfied upon delivery and acceptance of products and payment is generally due within 2 months from delivery, where payment in advance is normally required.

Product related supporting services

The performance obligation is satisfied at the point in time when services are completed and payment is generally due upon completion of the services and customer acceptance.

As the original expected duration of the contracts from customers of the Group is within one year or less, the Group applies the practical expedient of not disclosing the transaction price allocated to the remaining performance obligation.

5. REVENUE, OTHER INCOME AND GAINS (Continued)

	2025 RMB'000	2024 RMB'000
<u>Other income</u>		
Bank interest income	50,207	2,082
Government grants*	27,541	33,380
Investment income from financial assets at fair value through profit or loss	1,784	189
Other income on disposal of investment in an associate	816	—
Revenue from sales of raw materials	269	806
Recovery of written-off bad debts	7,983	—
Others	1,917	537
Total other income	90,517	36,994
<u>Other Gains</u>		
Fair value gains on financial assets at fair value through profit or loss	15,738	4,104
Share of profits and losses of an associate	433	—
Foreign exchange gains, net	—	198
Total gains	16,171	4,302
Total other income and gains	106,688	41,296

* The Group has received certain government grants related to assets and income. Certain of the grants related to assets and income have future related costs expected to be incurred and require the Group to comply with conditions attached to the grants and the government to acknowledge the compliance of these conditions. The grants related to assets were recognised in profit or loss over the useful lives of the relevant assets. The grants related to income have been received to compensate for the Group's research and development costs and are recognised in the statement of profit or loss on a systematic basis over the periods that the costs, for which they are intended to compensate, are expensed.

Other government grants related to income that are receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the Group with no future related costs are recognised in profit or loss in the period in which they become receivable.

NOTES TO FINANCIAL STATEMENTS

31 December 2025

6. LOSS BEFORE TAX

The Group's loss before tax is arrived at after charging/(crediting):

	Notes	2025 RMB'000	2024 RMB'000
Cost of inventories and services sold*		265,499	199,699
Research and development costs**		114,652	71,792
Depreciation of property, plant and equipment***	13	24,386	26,572
Depreciation of right-of-use assets***	16	6,635	5,763
Amortisation of intangible assets***	15	3,326	1,133
(Gain)/loss on disposal of property, plant and equipment		(170)	2,780
Lease payments in respect of short-term leases	16	1,780	999
Impairment of financial and contract assets, net:			
Impairment of trade receivables	20	3,195	2,628
Impairment/(Reversal of impairment) of other receivables	21	119	(17)
Impairment of non-current other receivables		33	–
Impairment of contract assets	23	181	67
Impairment of property, plant and equipment****	13	1,188	–
Impairment of prepayments****	21	7,480	–
Write-down of inventories to net realisable value*****		11,660	10,832
Foreign exchange differences, net****		28,354	(198)
Share-based payment expenses	33	34,447	26,356
Product warranty provision*****		8,648	4,624
Listing expenses		–	32,554
Auditor's remuneration		2,500	1,800
Employee benefit expenses (excluding directors' and chief executive's remuneration (note 8))			
– Wages and salaries		187,537	145,850
– Pension scheme contributions*****		7,225	5,944
Total		194,762	151,794

6. LOSS BEFORE TAX (Continued)

- * The amounts disclosed for cost of inventories sold included the write-down of inventories to net realisable value.
- ** According to IAS 38.54, any expenditure on research or the research phase of an internal project must be expensed as incurred. IAS 38.57 requires capitalization of expenditure incurred during the development phase of an internal project, only when all of the criteria (as set out in the accounting policies for research and development costs in Note 2.4) can be met. The Group determines that capitalisation of development costs starts when the prototype of the product is available and there are established demands for the product. There are only immaterial development costs incurred after that point until the commercialisation of the product, therefore, no research and development costs were capitalised during the reporting period.
- *** The depreciation of property, plant and equipment, amortisation of intangible assets, and right-of-use assets are included in “Cost of sales”, “Selling and distribution expenses”, “Administrative expenses”, and “Research and development expenses” in profit or loss.
- **** The amounts are included in “Other expense” in profit or loss.
- ***** The amounts are included in “Cost of sales “ in profit or loss.
- ***** The amounts are included in “Selling and distribution expenses” in profit or loss.
- ***** There are no forfeited contributions that may be used by the Group as the employer to reduce the existing level of contributions.

7. FINANCE COSTS

An analysis of finance costs is as follows:

	2025 RMB'000	2024 RMB'000
Interest on bank loans	2,574	1,492
Interest on lease liabilities	289	329
Accretion of interest expense	142	—
Total	3,005	1,821



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8. DIRECTORS' REMUNERATION

Directors' and chief executive's remuneration as recorded during the year, disclosed pursuant to the Rules Governing the Listing of Securities on the Hong Kong Stock Exchange (the "**Listing Rules**"), section 383(1)(a), (b), (c) and (f) of the Hong Kong Companies Ordinance and Part 2 of the Companies (Disclosure of Information about Benefits of Directors) Regulation, is set out below:

	2025 RMB'000	2024 RMB'000
Fees	216	216
Other emoluments:		
Salaries, allowances and benefits in kind	4,933	3,807
Pension scheme contributions	132	65
Equity-settled share option expense	5,361	5,956
Total	10,642	10,044

(a) Independent non-executive directors

The fees paid to independent non-executive directors during the year were as follows:

	2025 RMB'000	2024 RMB'000
Mr. Li Yibin	72	72
Mr. Zhou Runshu*	–	30
Dr. Hou Lingling	72	72
Mr. Ng Jack Ho Wan*	72	42
Total	216	216

* Mr. Ng Jack Ho Wan was appointed on 31 May 2024. Mr. Zhou Runshu resigned as independent non-executive director with effect from 31 May 2024.

There were no other emoluments payable to the independent non-executive directors during the year.

8. DIRECTORS' REMUNERATION (Continued)

(b) Directors and the chief executive

	Fees RMB'000	Salaries, allowances and benefits in kind RMB'000	Pension scheme contributions RMB'000	Share-based payment expenses RMB'000	Total remuneration RMB'000
2025					
Executive director, supervisor and chief executive:					
Mr. Liu Peichao*	-	1,048	14	-	1,062
Mr. Wang Yong	-	1,397	14	4,459	5,870
Mr. Li Liuwei	-	477	14	216	707
Ms. Wan Ying	-	351	14	132	497
Ms. Ma Jingxian	-	-	-	-	-
Mr. Jiang Yu**	-	878	62	554	1,494
Non-executive director: Mr. Lang Xulin***					
	-	782	14	-	796
Total	-	4,933	132	5,361	10,426
2024					
Executive director, supervisor and chief executive:					
Mr. Liu Peichao*	-	867	13	-	880
Mr. Wang Yong	-	1,459	13	5,466	6,938
Mr. Lang Xulin	-	735	13	-	748
Mr. Li Liuwei	-	425	13	299	737
Ms. Wan Ying	-	321	13	191	525
Ms. Ma Jingxian	-	-	-	-	-
Non-executive director: Mr. Jing Liang					
	-	-	-	-	-
Total	-	3,807	65	5,956	9,828

* Mr. Liu Peichao was appointed as a director and the chief executive officer of the Company and the chairman of the Board with effect from July 2015.

** Mr. Jiang Yu was appointed as a director of the Company with effect from December 2025.

*** Mr. Lang Xulin served as the executive Director from September 2016 to 29 December 2025 and has served as the non-executive Director since 29 December 2025. Mr. Jing Liang resigned as a non-executive director with effect from December 2025.

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8. DIRECTORS' REMUNERATION (Continued)

(b) Directors and the chief executive (Continued)

During the reporting period, restricted share units were granted to certain directors through share incentive platforms, further details of which are included in the disclosures in note 33 to the financial statement. The fair value of such awarded shares, which has been recognised in profit or loss, was determined as at the date of grant and the amount included in the financial statement is included in the above directors' remuneration disclosures.

There was no arrangement under which a director or the chief executive waived or agreed to waive any remuneration during the year.

During both years, no emoluments were paid by the Group to any of the directors as an inducement to join or upon joining the Group or as compensation for loss of office.

9. FIVE HIGHEST PAID EMPLOYEES

The five highest paid employees during the reporting period included one executive director (2024: one executive director), details of whose remuneration are set out in note 8 above. Details of the remuneration for the remaining four (2024: four) highest paid employees who are neither director nor chief executive of the Company during the reporting period are as follows:

	2025	2024
	RMB'000	RMB'000
Salaries, bonus, allowances and benefits in kind	3,282	2,636
Pension scheme contributions	50	109
Share-based payment expenses	8,451	6,274
Total	11,783	9,019

9. FIVE HIGHEST PAID EMPLOYEES (Continued)

The number of non-director and non-chief executive highest paid employees whose remuneration fell within the following bands is as follows:

	Number of employees	
	2025	2024
HK 1,500,001 to HK 2,000,000	1	1
HK 2,000,001 to HK 2,500,000	2	2
HK 3,000,001 to HK 3,500,000	–	1
HK 6,000,001 to HK 6,500,000	1	–
Total	4	4

During the year, restricted share units were granted to four non-director and non-chief executive highest paid employees in respect of their services to the Group, further details of which are included in the disclosures in note 33 to the financial statements. The fair value of such shares, which has been recognised in the statement of profit or loss over the vesting period, was determined as at the date of grant and the amount included in the financial statements is included in the above non-director and non-chief executive highest paid employees’ remuneration disclosures.



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10. INCOME TAX

The Group is subject to income tax on an entity basis on profits arising in or derived from the jurisdictions in which members of the Group are domiciled and operate.

Chinese Mainland

The provision for corporate income tax in the Chinese Mainland is based on the statutory rate of 25% of the taxable profits determined in accordance with the PRC Corporate Income Tax Law which was approved and became effective on 1 January 2008. Shenzhen Dobot Corp LTD (the “**Company**”) is qualified as a high and new technology enterprise and was subject to income tax at a preferential tax rate of 15% for the year ended 31 December 2025.

The Company was approved as a “High and New Technology Enterprise” and entitled to a preferential income tax rate of 15% during 2025. This qualification is subject to review by the relevant tax authority in the PRC for every three years.

Overseas subsidiaries

No income tax on principal overseas subsidiaries has been provided as there was no assessable profit arising in such overseas tax jurisdictions during the reporting period.

	2025	2024
	RMB'000	RMB'000
Current income tax	6,961	3,551
Deferred income tax (Note 19)	(7,100)	(2,207)
Total tax (credit)/charge for the year	(139)	1,344

10. INCOME TAX (Continued)

Overseas subsidiaries (Continued)

A reconciliation of the tax expenses applicable to profit before tax using the statutory rate for the jurisdictions in which the majority of its subsidiaries are domiciled to the tax expense at the effective tax rates, and a reconciliation of the applicable tax rates to the effective tax rates, are as follows:

	2025 RMB'000	2024 RMB'000
Loss before tax	(84,186)	(94,019)
Tax charge at the statutory tax rate of 25%	(21,047)	(23,505)
Entities subject to lower statutory income tax rate	16,979	10,660
Additional deductible allowance for qualified research and development expenses	(16,724)	(8,629)
Temporary differences and tax losses not recognised	15,752	14,383
Tax losses utilised from previous periods	(803)	–
Expenses not deductible for tax	5,704	8,435
Tax (credit)/charge at the Group's effective rate	(139)	1,344

11. DIVIDENDS

No dividend was paid or declared by the Company during the year.



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12. LOSS PER SHARE ATTRIBUTABLE TO ORDINARY EQUITY HOLDERS OF THE PARENT

The calculation of the basic loss per share amount is based on the loss for the year attributable to ordinary equity holders of the parent, and the weighted average number of ordinary shares of 414,731,652 (2024: 360,983,607) in issue during the year, as adjusted to reflect the placing of new shares during the year.

No adjustment has been made to the basic loss per share amounts presented for the year ended 31 December 2025 in respect of a dilution as the impact of the share options had an anti-dilutive effect on the basic loss per share amounts presented.

The calculations of basic and diluted loss per share are based on:

	2025 RMB'000	2024 RMB'000
Loss		
Loss attributable to ordinary equity holders of the parent, used in the basic and diluted loss per share calculations	(83,535)	(95,363)

	Number of shares	
	2025 '000	2024 '000
Shares		
Weighted average number of ordinary shares in issue during the year used in the basic loss per share calculation	414,732	360,984

13. PROPERTY, PLANT AND EQUIPMENT

	Buildings RMB'000	Furniture and fixtures RMB'000	Motor vehicles RMB'000	Electronic equipment and others RMB'000	Leasehold improvements RMB'000	Construction in progress RMB'000	Total RMB'000
31 December 2025							
At 1 January 2025							
Cost	143,167	20,192	1,438	63,593	16,170	4	244,564
Accumulated depreciation and Impairment	(13,298)	(11,055)	(1,261)	(35,486)	(6,266)	-	(67,366)
Net carrying amount	129,869	9,137	177	28,107	9,904	4	177,198
At 1 January 2025, net of accumulated depreciation	129,869	9,137	177	28,107	9,904	4	177,198
Additions	-	4,893	-	5,822	20	1,663	12,398
Transfer from inventories*	-	4,299	-	400	-	-	4,699
Transfer	-	35	-	(22)	1,493	(1,506)	-
Disposals	-	(229)	-	(1,253)	-	-	(1,482)
Impairment	-	-	-	(1,188)	-	-	(1,188)
Depreciation provided during the year	(2,809)	(5,214)	(100)	(13,268)	(2,995)	-	(24,386)
Exchange realignment	-	86	-	(1)	11	-	96
At 31 December 2025, net of accumulated depreciation	127,060	13,007	77	18,597	8,433	161	167,335
At 31 December 2025							
Cost	143,167	29,276	1,438	68,539	17,683	161	260,264
Accumulated depreciation and Impairment	(16,107)	(16,269)	(1,361)	(49,942)	(9,250)	-	(92,929)
Net carrying amount	127,060	13,007	77	18,597	8,433	161	167,335

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31 December 2025

13. PROPERTY, PLANT AND EQUIPMENT (Continued)

	Buildings RMB'000	Furniture and fixtures RMB'000	Motor vehicles RMB'000	Electronic equipment and others RMB'000	Leasehold improvements RMB'000	Construction in progress RMB'000	Total RMB'000
31 December 2024							
At 1 January 2024							
Cost	143,167	13,386	1,438	69,770	8,966	2,375	239,102
Accumulated depreciation	(8,529)	(7,518)	(1,045)	(28,083)	(4,157)	-	(49,332)
Net carrying amount	134,638	5,868	393	41,687	4,809	2,375	189,770
At 1 January 2024, net of accumulated depreciation							
	134,638	5,868	393	41,687	4,809	2,375	189,770
Additions	-	1,897	-	6,121	72	6,072	14,162
Transfer from inventories*	-	5,000	-	2,057	-	-	7,057
Transfer	-	709	-	602	7,132	(8,443)	-
Disposals	-	(121)	-	(7,085)	-	-	(7,206)
Depreciation provided during the year	(4,769)	(4,203)	(216)	(15,275)	(2,109)	-	(26,572)
Exchange realignment	-	(13)	-	-	-	-	(13)
At 31 December 2024, net of accumulated depreciation	129,869	9,137	177	28,107	9,904	4	177,198
At 31 December 2024							
Cost	143,167	20,192	1,438	63,593	16,170	4	244,564
Accumulated depreciation	(13,298)	(11,055)	(1,261)	(35,486)	(6,266)	-	(67,366)
Net carrying amount	129,869	9,137	177	28,107	9,904	4	177,198

* When the products are used for promotion, exhibition and training purposes, the products are transferred from inventories to property, plant and equipment and depreciated over three years.

13. PROPERTY, PLANT AND EQUIPMENT (Continued)

Impairment testing of property, plant and equipment

In the year ended 31 December 2025, indicators of impairment were identified for a group of electronic equipment used for promotion, exhibition and training purposes as a result of technological obsolescence and product replacement. These assets were no longer in use and had no foreseeable future economic benefits. Management performed an impairment test in accordance with IAS 36 Impairment of Assets. The recoverable amount of the assets, determined as the higher of their fair value less costs of disposal and value in use, was estimated to be nil. Consequently, a full impairment loss of RMB1,188,000 (2024: Nil) was recognised against the carrying amount of these items of property, plant and equipment. The loss is presented in “other expense” in the statement of profit or loss.

14. GOODWILL

	Goodwill RMB'000
31 December 2025	
At 1 January 2025:	
Cost	—
Accumulated impairment	—
Net carrying amount	—
At 1 January 2025, net of accumulated impairment	—
Additions	8,845
Impairment provided during the year	—
At 31 December 2025, net of accumulated impairment	8,845
At 31 December 2025:	
Cost	8,845
Accumulated impairment	—
Net carrying amount	8,845

14. GOODWILL (Continued)

Impairment testing of goodwill

Goodwill acquired through business combinations is allocated to the Legged robot cash-generating unit for impairment testing:

Goodwill is allocated to the Legged Robot cash-generating unit (“**CGU**”) for impairment testing. The recoverable amount of the CGU has been determined based on a value in use calculation using cash flow projections based on financial budgets covering a five-year period approved by senior management. The discount rate applied to the cash flow projections is 19.2% (2024: N/A). The growth rate used to extrapolate the cash flows of the industrial products unit beyond the five-year period is nil (2024: N/A).

Assumptions were used in the value in use calculation of the CGU as at 31 December 2025. The following describes each key assumption on which management has based its cash flow projections to undertake impairment testing of goodwill:

Revenue growth rate – The revenue growth rate is based on the expected revenue from sales of the Legged Robot.

Budgeted gross margins – The basis used to determine the value assigned to the budgeted gross margins is the expectation for market development.

Discount rates – The discount rates used are before tax and reflect specific risks relating to the relevant units.

The values assigned to the key assumptions on market development and the discount rate are consistent with external information sources.

15. OTHER INTANGIBLE ASSETS

	Software RMB'000	Patents and technology RMB'000	Total RMB'000
31 December 2025			
At 1 January 2025:			
Cost	6,142	—	6,142
Accumulated amortisation	(2,827)	—	(2,827)
Net carrying amount	3,315	—	3,315
At 1 January 2025, net of accumulated amortisation	3,315	—	3,315
Additions	802	—	802
Acquisition of a subsidiary	—	20,700	20,700
Disposals	(63)	—	(63)
Amortisation provided during the year	(1,256)	(2,070)	(3,326)
At 31 December 2025, net of accumulated amortisation	2,798	18,630	21,428
At 31 December 2025:			
Cost	6,881	20,700	27,581
Accumulated amortisation	(4,083)	(2,070)	(6,153)
Net carrying amount	2,798	18,630	21,428



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15. OTHER INTANGIBLE ASSETS (Continued)

	Software RMB'000	
31 December 2024		
At 1 January 2024:		
Cost	3,949	
Accumulated amortisation	(1,694)	
Net carrying amount	2,255	
At 1 January 2024, net of accumulated amortisation		2,255
Additions	2,193	
Amortisation provided during the year	(1,133)	
At 31 December 2024 net of accumulated amortisation	3,315	
At 31 December 2024:		
Cost	6,142	
Accumulated amortisation	(2,827)	
Net carrying amount	3,315	

16. LEASES

The Group as a lessee

The Group has lease contracts for various items of land and buildings. Leases of land and buildings generally have lease terms between 1 and 50 years.

(a) Right – of-use assets

The carrying amounts of right-of-use assets and the movements during the reporting period are as follows:

	Buildings	Leasehold land	Total
	RMB'000	RMB'000	RMB'000
At 1 January 2025	8,753	24,239	32,992
Additions	5,202	–	5,202
Depreciation charge	(5,862)	(773)	(6,635)
Other reduction	(248)	–	(248)
Exchange realignment	177	–	177
At 31 December 2025	8,022	23,466	31,488
At 1 January 2024	8,819	25,012	33,831
Additions	7,126	–	7,126
Depreciation charge	(4,990)	(773)	(5,763)
Other reduction	(2,198)	–	(2,198)
Exchange realignment	(4)	–	(4)
At 31 December 2024	8,753	24,239	32,992

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31 December 2025

16. LEASES (Continued)

The Group as a lessee (Continued)

(b) Lease liabilities

The carrying amounts of lease liabilities and the movements during the reporting period are as follows

	2025 RMB'000	2024 RMB'000
Carrying amount at 1 January	8,660	9,407
Additions	5,202	7,126
Accretion of interest recognised during the year	289	329
Other reduction	(256)	(2,198)
Lease payment	(6,169)	(5,907)
Exchange realignment	142	(97)
Carrying amount at 31 December	7,868	8,660
Analysed into:		
Current portion	5,499	4,989
Non-current portion	2,369	3,671

(c) The amounts recognised in profit or loss in relation to leases are as follows:

	2025 RMB'000	2024 RMB'000
Lease payments in respect of short-term leases	1,780	999
Interest on lease liabilities	289	329
Depreciation charge of right-of-use assets	6,635	5,763
Total amount recognised in profit or loss	8,704	7,091

16. LEASES (Continued)

The Group as a lessee (Continued)

(d) The total cash outflow for leases and future cash outflows relating to leases that have not yet commenced are disclosed in notes 34 and 36, respectively, to the financial statements.

17. INVESTMENT IN AN ASSOCIATE

Investment in an associate

	2025 RMB'000	2024 RMB'000
Share of net assets	2,933	208
Goodwill on acquisition	—	930
Subtotal	2,933	1,138
Provision for impairment	—	(1,138)
Total	2,933	—

As of 31 December 2025, particulars of the Group's associate are as follows:

Name	Particulars of issued shares held	Place and date of registration and place of operations	Percentage of ownership interest attributable to the Group	Principal activities
Hangzhou GreatOrigin Xinghang Number Two Startup Venture Limited Partnership (Partnership Enterprise)	Ordinary shares	PRC/Chinese Mainland 2025/5/27	24.99%	Private equity fund

Hangzhou GreatOrigin Xinghang Number Two Startup Venture Limited Partnership (Partnership Enterprise) is considered as an immaterial associate of the Group.

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17. INVESTMENT IN AN ASSOCIATE (Continued)

Investment in an associate (Continued)

As of 31 December 2024, particulars of the Group's associate are as follows:

Name	Particulars of issued shares held	Place and date of registration and place of operations	Percentage of ownership interest attributable to the Group	Principal activities
Zhejiang Tiexi Intelligent Technology Co., Ltd. ("Zhejiang Tiexi")	Ordinary shares	PRC/Chinese Mainland 2016/4/20	1.83%	Automated grinding and polishing

Zhejiang Tiexi Intelligent Technology Co., Ltd. is considered as an immaterial associate of the Group.

Although the Company holds less than 20% of the equity voting rights in Zhejiang Tiexi Intelligent Technology Co., Ltd., it has significant influence over Zhejiang Tiexi as it has the power to participate in the financial and operating policy decisions of Zhejiang Tiexi by appointing a director in the board.

Zhejiang Tiexi Intelligent Technology Co., Ltd. was dissolved by a shareholders' resolution and subsequently underwent liquidation, resulting in its formal deregistration with the company registry on 3 December 2025. The Group received a capital repayment of RMB816,000 from its investment in Zhejiang Tiexi Intelligent Technology Co., Ltd.

18. INVENTORIES

	2025 RMB'000	2024 RMB'000
Raw materials	75,575	52,306
Work in progress	39,978	14,561
Finished goods	75,563	67,027
Goods in transit	5,250	3,626
Total	196,366	137,520

19. DEFERRED TAX

The movements in deferred tax liabilities and assets during the year are as follows:

Deferred tax liabilities

	2025			Total RMB'000
	Right-of-use assets RMB'000	Fair value change of financial assets at fair value through profit and loss RMB'000	Fair value adjustments arising from acquisition of subsidiaries RMB'000	
At 31 December 2024	812	790	—	1,602
Acquisition of subsidiaries	—	—	5,175	5,175
Charged to the statement of profit or loss during the year (note 10)	(812)	(790)	(517)	(2,119)
At 31 December 2025	—	—	4,658	4,658

Deferred tax assets

	2025			Total RMB'000
	Unrealized gains and losses and deferred income RMB'000	Lease liabilities RMB'000	Impairment of assets RMB'000	
At 31 December 2024	4,290	862	—	5,152
Deferred tax credited/(charged) to the statement of profit or loss during the year (note 10)	4,627	(855)	1,209	4,981
At 31 December 2025	8,917	7	1,209	10,133

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19. DEFERRED TAX (Continued)

Deferred tax liabilities

	Right-of-use assets RMB'000	2024 Fair value change of financial assets at fair value through profit and loss RMB'000	Total RMB'000
At 31 December 2023	954	620	1,574
Charged/(credited) to the statement of profit or loss during the year (note 10)	(142)	170	28
At 31 December 2024	812	790	1,602

Deferred tax assets

	Unrealized gains and losses RMB'000	2024 Lease liabilities RMB'000	Fair value adjustments RMB'000	Total RMB'000
At 31 December 2023	1,879	1,026	12	2,917
Deferred tax credited/(charged) to the statement of profit or loss during the year (note 10)	2,411	(164)	(12)	2,235
At 31 December 2024	4,290	862	–	5,152

19. DEFERRED TAX (Continued)

For presentation purposes, certain deferred tax assets and liabilities have been offset in the statement of financial position. The following is an analysis of the deferred tax balances of the Group for financial reporting purposes:

	2025	2024
	RMB'000	RMB'000
Net deferred tax assets recognised in the consolidated statement of financial position	10,133	4,299
Net deferred tax liabilities recognised in the consolidated statement of financial position	4,658	749

Deferred tax assets have not been recognised in respect of the following items:

	2025	2024
	RMB'000	RMB'000
Tax losses	691,865	536,383
Deductible temporary differences	181,953	225,417
	873,818	761,800

The Group has accumulated tax losses in the Chinese Mainland of RMB643,208,000 aggregate as at 31 December 2025, which will expire in one to ten years to offset against future taxable profits of the companies in which losses were incurred. The Group's accumulated tax losses in Japan and Malaysia of RMB6,478,000 in aggregate as at 31 December 2025, these losses are available to offset against future taxable profits of the companies in which the losses were incurred within the next one to ten years. The Group also has accumulated tax losses in the United States and Germany of RMB42,179,000 in aggregate as at 31 December 2025, which can be carried forward indefinitely to offset against future taxable profits of the companies in which losses were incurred. Deferred tax assets have not been recognised in respect of the above items as it is not considered probable that taxable profits will be available against which the above items can be utilised.

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20. TRADE AND BILLS RECEIVABLES

	2025 RMB'000	2024 RMB'000
Trade receivables	112,199	82,381
Impairment	(12,446)	(9,269)
Net carrying amount	99,753	73,112
Bills receivables*	12,429	6,956
	112,182	80,068
Analysed into:		
Current portion	112,182	79,490
Non-current portion	–	578

* Bills receivable is subject to impairment under the general approach and the impairment is considered to be minimal.

The Group's trading terms with its certain customers are on credit, and the credit period is generally 30 to 90 days. Some customers were granted more than credit period of one year, depending on the specific payment terms in each contract. The Group seeks to maintain strict control over its outstanding receivables and has a credit control department to minimise credit risk. Overdue balances are reviewed regularly by management. In view of the aforementioned and the fact that the Group's trade receivables relate to diversified customers, there is no significant concentration of credit risk. The Group does not hold any collateral or other credit enhancements over its trade receivable balances. Trade receivables are non-interest-bearing.

20. TRADE AND BILLS RECEIVABLES (Continued)

An ageing analysis of the trade receivables as at the end of each of the reporting period, based on the invoice date and net of loss allowance, is as follows:

	2025	2024
	RMB'000	RMB'000
Within 1 year	91,924	68,834
1 to 2 years	7,627	3,360
2 to 3 years	202	918
Total	99,753	73,112

The movements in the loss allowance for impairment of trade receivables are as follows:

	2025	2024
	RMB'000	RMB'000
At beginning of year	9,269	6,876
Impairment losses, net (note 6)	3,195	2,628
Amount written off as uncollectible	(18)	(235)
At end of year	12,446	9,269

An impairment analysis is performed at the end of each of reporting period using a provision matrix to measure expected credit losses. The provision rates are based on days past due for groupings of various customer segments with similar loss patterns. The calculation reflects the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions. Trade receivables for which the counterparties failed to make the demanded repayments are defaulted receivables. The Group has provided full impairment for the defaulted receivables. The Company estimated that the expected loss rate for its trade receivables due from subsidiaries is minimal.

NOTES TO FINANCIAL STATEMENTS

31 December 2025

20. TRADE AND BILLS RECEIVABLES (Continued)

Set out below is the information about the credit risk exposure on the Group's trade receivables using a provision matrix:

As at 31 December 2025

	Gross carrying amount RMB'000	Expected credit loss rate	Expected credit losses RMB'000
Defaulted receivables	2,812	100.00%	2,812
Other trade receivables aged:			
Current	79,059	4.10%	3,240
Past due:			
Within 1 year	16,792	4.10%	688
Between 1 and 2 years	9,460	19.37%	1,832
Between 2 and 3 years	680	70.24%	478
Over 3 years	3,396	100.00%	3,396
	112,199	11.09%	12,446

As at 31 December 2024

	Gross carrying amount RMB'000	Expected credit loss rate	Expected credit losses RMB'000
Defaulted receivables	1,101	100.00%	1,101
Other trade receivables aged:			
Current	56,020	4.22%	2,365
Past due:			
Within 1 year	15,847	4.22%	669
Between 1 and 2 years	4,277	21.43%	917
Between 2 and 3 years	3,223	71.48%	2,304
Over 3 years	1,913	100.00%	1,913
	82,381	11.25%	9,269

21. PREPAYMENTS, DEPOSITS AND OTHER RECEIVABLES

	2025 RMB'000	2024 RMB'000
Current		
Value-added tax recoverable	14,805	13,831
Prepayments	23,838	15,291
Other receivables and deposit*	8,067	2,724
Receivables in respect of listing proceeds**	—	21,490
Less: Impairment of prepayment***	(7,480)	—
Less: Impairment of other receivables and deposit	(533)	(414)
Total	38,697	52,922
Non-current		
Value-added tax recoverable	3,809	4,004
Other receivables and deposits	1,396	1,759
Prepayments for property, plant and equipment	4,561	3,023
Prepayments for an equity investment	—	16,000
Others	1,346	—
Total	11,112	24,786

* Other receivables and deposits under current assets mainly represent rental deposits and deposits with suppliers. As at 31 December 2025, expected credit losses are estimated by applying a loss rate approach with reference to the historical loss record of the Group. The loss rate is adjusted to reflect the current conditions and forecasts of future economic conditions, as appropriate. The loss rate applied as at 31 December 2025 was 5% to 100% for stage 1 (2024: 5% to 100% for stage 1).

** Receivables in respect of listing proceeds of HK\$23,207,000 (equivalent to approximately RMB21,490,000) in aggregate, were transferred from our underwriters to our fundraising account (Hong Kong dollar bank account) in Hong Kong on January 21, 2025.

*** Impairment as at 31 December 2025 included impairment of RMB7,480,000, provided for the prepayment made to the third parties for contract manufacturing services, as the contracts were terminated and not fully performed.

NOTES TO FINANCIAL STATEMENTS

31 December 2025

21. PREPAYMENTS, DEPOSITS AND OTHER RECEIVABLES (Continued)

The movements in the loss allowance for impairment of other receivables are as follows:

	2025 RMB'000	2024 RMB'000
At beginning of year	414	431
Impairment losses, net (note 6)	119	(17)
At end of year	533	414

22. FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS

	2025 RMB'000	2024 RMB'000
Certificate of deposits, at fair value*	–	95,517
Structured deposits, at fair value*	50,005	–
Forward currency contracts, at fair value**	10,595	–
Total	60,600	95,517
Non-current		
Unlisted equity investments, at fair value***	1,968	–
Total	1,968	–

* The above unlisted investments were issued by banks in the Chinese Mainland. They are classified and measured at fair value through profit or loss as they are not held within the business model with the objective to collect contractual cashflows nor the business model with the objective of both collecting contractual cashflows and selling.

** In order to mitigate the potential adverse impacts of significant foreign exchange rate fluctuations on the performance, the Group purchased foreign exchange forward contracts, in accordance with the application laws and regulations.

*** The above unlisted equity investments were classified as financial assets at fair value through profit or loss as the Group has not elected to recognise the fair value gain or loss through other comprehensive income.

23. CONTRACT ASSETS

	2025 RMB'000	2024 RMB'000
Contract assets arising from:		
Warranty retention receivables	2,071	630
Total	2,071	630
Impairment	(299)	(118)
Net carrying amount	1,772	512

Contract assets are initially recognised for the revenue earned from sales of products and the receipt of retention consideration is conditional on expiration of the warranty period. Upon expiration of the warranty period, the amounts recognised as contract assets are reclassified to trade receivables.



NOTES TO FINANCIAL STATEMENTS

31 December 2025

23. CONTRACT ASSETS (Continued)

The expected timing of recovery or settlement for contract assets as at 31 December is as follows.

	2025 RMB'000	2024 RMB'000
Within one year	1,416	512
After one year	356	–
Total contract assets	1,772	512

The movements in the loss allowance for impairment of contract assets are as follows:

	2025 RMB'000	2024 RMB'000
At beginning of year	118	51
Impairment losses, (note 6)	181	67
At end of year	299	118

As at 31 December 2025, expected losses are estimated by applying a loss rate approach with reference to the historical loss record of the Group. The loss rate is adjusted to reflect the current conditions and forecasts of future economic conditions, as appropriate. The loss rate applied as at 31 December 2025 was 5% to 100% for stage 1 (2024: 5% to 100% for stage 1).

24. CASH AND CASH EQUIVALENTS, TIME DEPOSITS AND RESTRICTED BANK DEPOSITS

	2025 RMB'000	2024 RMB'000
Cash and bank balances	385,808	229,607
Time deposits*	2,039,295	654,151
Restricted bank deposits**	12,819	2,321
Subtotal	2,437,922	886,079
Less:		
Time deposits with original maturity over three months	(1,844,810)	—
Restricted bank deposits	(12,819)	(2,321)
Cash and cash equivalents	580,293	883,758
Denominated in		
RMB	498,477	194,413
USD	1,581,887	31,302
JPY	2,441	2,659
EUR	11,991	7,698
HKD	342,907	650,001
MYR	213	—
INR	6	6
	2,437,922	886,079

The RMB is not freely convertible into other currencies, however, under Chinese Mainland's Foreign Exchange Control Regulations and Administration of Settlement, Sale and Payment of Foreign Exchange Regulations, the Group is permitted to exchange RMB for other currencies through banks authorised to conduct foreign exchange business.

NOTES TO FINANCIAL STATEMENTS

31 December 2025

24. CASH AND CASH EQUIVALENTS AND RESTRICTED BANK DEPOSITS (Continued)

Cash at banks earns interest at floating rates based on daily bank deposit rates. Short term time deposits are made for varying periods of between one day and three months depending on the immediate cash requirements of the Group, and earn interest at the respective short term time deposit rates. The bank balances and restricted bank balances are deposited with creditworthy banks with no recent history of default.

* As at 31 December 2025, deposits of RMB40,000,000 were secured for the Group's bank acceptance bills.

** As at 31 December 2025, the restricted cash of RMB11,028,000 was used as the guarantee deposits for the foreign currency contracts purchased by the Group which will become unrestricted after the maturity of products; The restricted cash of RMB1,791,000 was used as the performance deposits for certain sales contracts which will become unrestricted after the completion of the contracts.

As at 31 December 2024 the restricted bank deposits of RMB1,500,000 were frozen due to the dispute between the Group and a third party. As of 31 December 2025, the dispute has been concluded and the restricted amount has been unfrozen and released.

25. TRADE AND BILLS PAYABLES

The trade payables are non-interest-bearing and are normally settled on terms of 30 to 90 days.

	2025 RMB'000	2024 RMB'000
Trade payables	106,776	40,687
Total	106,776	40,687

An ageing analysis of the trade payables as at the end of each reporting period, based on the invoice date, is as follows:

	2025 RMB'000	2024 RMB'000
Within 1 year	106,004	40,687
Over 1 year	772	—
Total	106,776	40,687

26. OTHER PAYABLES AND ACCRUALS

	2025 RMB'000	2024 RMB'000
Payroll payable	49,652	32,541
Other tax payables	12,661	7,990
Payables for non-current assets	1,954	2,503
Other payables*	41,965	33,010
Contingent consideration payable (note 30)**	4,643	—
Total	110,875	76,044

* Other payables are non-interest-bearing and have no fixed terms of settlement.

Other payables as at 31 December 2025 included warranty provisions of RMB10,056,000, which is estimated based on sales volumes and past experience of the level of repairs and returns. The estimation basis is reviewed on an ongoing basis and revised where appropriate. The Group generally provides warranties of 12 to 36 months to its customers on certain of its products for general repairs of defects occurring during the warranty period. Warranty provisions of RMB5,415,000 were utilised and additional provisions of RMB8,648,000 were added during the year.

** A contingent liability at a fair value of RMB4,553,000 was recognised at the acquisition date of the Hangzhou INFFNI Robotics Co., Ltd.. The claim is subject to the research and development targets relating to multi-legged bionic robots and is expected to be finalised in 2026. At the end of the reporting period, fair value of the contingent consideration payable was RMB4,643,000. Further details of this acquisition are included in note 30 to the financial statements.



NOTES TO FINANCIAL STATEMENTS

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27. INTEREST-BEARING BANK LOANS

	2025			2024		
	Effective interest rate (%)	Maturity	RMB'000	Effective interest rate (%)	Maturity	RMB'000
Current						
Bank loans – secured*	-	-	-	0.9-1.12	2025	39,860
Bank loans – unsecured	1.19-2.45	2026	55,672	2.37-2.58	2025	159,898
Current portion of long term bank loans – unsecured	2.1	2026	16,159	2.45	2025	1,900
Total – current			71,831			201,658
Non-current						
Bank loans – unsecured	-	-	-	2.45	2026	16,150
Total – non-current	-	-	-			16,150
Total			71,831			217,808

* There was no secured bank loans as at 31 December 2025.

28. CONTRACT LIABILITIES

	2025 RMB'000	2024 RMB'000
Advances from customers		
Sale of goods	10,759	6,841
Analysed for reporting purposes as:		
Current liabilities	10,759	6,841

29. DEFERRED INCOME

	2025 RMB'000	2024 RMB'000
Government grant*	162,842	168,002
At beginning of year	168,002	189,569
Grants received during the year	18,003	6,020
Released to the statement of profit or loss during the year	(23,163)	(27,587)
At end of year	162,842	168,002

* The Group's deferred government grants represented government grants received for projects and are credited to the statement of profit or loss on a straight-line basis over the expected lives of the related assets or recognised as income on a systematic basis over the periods that the costs, which they are intended to compensate, are expensed.

30. BUSINESS COMBINATION

On 8 July 2025, the Group acquired 100% interest in Hangzhou INFFNI Robotics Co., Ltd.(杭州行思無界科技有限公司). Hangzhou INFFNI Robotics Co., Ltd. is engaged in development of Multi-legged bionic robots . The acquisition was made as part of the Group's strategy to expand its market share of intelligent robots. The purchase consideration for the acquisition was partly in the form of cash of RMB5,000,000 payable on 18 June 2025, and of RMB7,500,000 payable on 1 August 2025. The remaining RMB12,500,000 shall be settled in cash in July 2026 and subject to further adjustment depending on the satisfaction of the research and development targets relating to multi-legged bionic robots achieved by Hangzhou INFFNI Robotics Co., Ltd.



NOTES TO FINANCIAL STATEMENTS

31 December 2025

30. BUSINESS COMBINATION (Continued)

The fair values of the identifiable assets and liabilities of Hangzhou INFFNI Robotics Co., Ltd. as at the date of acquisition were as follows:

	Notes	Fair value recognised on acquisition RMB'000
Property, plant and equipment		43
Patents and technology	15	20,700
Cash and bank balances		1,081
Inventories		629
Trade receivables		63
Prepayments and other receivables		37
Trade payables		(44)
Accruals and other payables		(1,937)
Deferred tax liabilities	19	(5,175)
Total identifiable net assets at fair value		15,397
Goodwill on acquisition	14	8,845
Total consideration		24,242
Purchase consideration:		
Satisfied in cash		12,500
Purchase consideration payable *		7,189
Contingent consideration payable **	26	4,553
		24,242

The fair values of the trade receivables and other receivables as at the date of acquisition amounted to RMB63,000 and RMB37,000, respectively. The gross contractual amounts of trade receivables and other receivables were RMB63,000 and RMB37,000, respectively.

* As part of the purchase agreement, the remaining cash consideration shall be settled in July 2026. The amount are included in "other payables" in note 26 to the financial statements.

** As part of the purchase agreement, contingent consideration is payable, which is dependent on the satisfaction of the research and development targets relating to multi-legged bionic robots, limited during the 12-month period subsequent to the acquisition. The initial amount recognised in other payables and accruals was RMB4,553,000 which was determined using the weighted probability scenario analysis and discounted cash flow model and is within Level 3 fair value measurement. The consideration is due for final measurement and payment to the former shareholders on July 2026. At the end of the reporting period, fair value of the contingent consideration payable was RMB4,643,000.

30. BUSINESS COMBINATION (Continued)

Significant unobservable valuation inputs for the fair value measurement of the contingent consideration are as follows:

Discount rate	4%
Discount for own non-performance risk	5%

An analysis of the cash flows in respect of the acquisition of a subsidiary is as follows:

	RMB'000
Cash consideration paid	(12,500)
Cash and bank balances acquired	1,081
Net outflow of cash and cash equivalents included in cash flows from investing activities	(11,419)
Total net cash outflow	(11,419)

31. SHARE CAPITAL

Shares

	2025 RMB'000	2024 RMB'000
Issued and fully paid: 439,955,400 (2024: 400,000,000) ordinary shares of RMB1 each	439,955	400,000

NOTES TO FINANCIAL STATEMENTS

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31. SHARE CAPITAL (Continued)

Shares (Continued)

A summary of movements in the Company's share capital is as follows:

	Number of shares in issue	Share capital RMB'000
At 1 January 2024	360,000,000	360,000
Issue of new shares*	40,000,000	40,000
At 31 December 2024 and 1 January 2025	400,000,000	400,000
Issue of new shares**	39,955,400	39,955
At 31 December 2025	439,955,400	439,955

* The shares of the Company were listed on the Main Board of Hong Kong Stock Exchange on 23 December 2024 and publicly issued a total of 40,000,000 shares at the price of HK\$18.80 per share. The total proceeds were HK\$752,000,000 (equivalent to RMB695,358,000), and after deducting capitalized issuance expense of RMB32,563,000, the amount of RMB40,000,000 was included in share capital and RMB622,795,000 was included in share premium. The proceeds from international placement of the Company of HK\$23,207,000 (as stated note 21, RMB21,490,000 in aggregate) are temporarily deposited in the account of the Company's underwriter on 31 December 2024, and transferred into the Company's fundraising account in Hong Kong on 21 January 2025.

** The Over-allotment Option described in the Prospectus has been partially exercised by the Overall Coordinators (for themselves and on behalf of the International Underwriters), on 17 January 2025, in respect of an aggregate of 4,195,400 H Shares (the "Over-allotment Shares"). The Over-allotment Shares were issued at HK\$18.80 per H Share, being the Offer Price per H Share under the Global Offering. The total proceeds were HK\$78,874,000 (equivalent to RMB72,666,000), and after deducting capitalized issuance expense of RMB3,276,000, the amount of RMB4,195,000 was included in share capital and RMB65,195,000 was included in share premium.

On 15 July 2025, the Company entered into the placing agreement, pursuant to which the Company has agreed to issue up to 19,100,000 new H Shares at the price of HK\$54.30 per share. Completion of the placing took place on 22 July 2025. The total proceeds were HK\$1,037,130,000 (equivalent to RMB944,141,000), and after deducting capitalized issuance expense of RMB11,464,000, the amount of RMB19,100,000 was included in share capital and RMB913,577,000 was included in share premium.

On 6 November 2025, the Company entered into the placing agreement, pursuant to which the Company has agreed to issue up to 16,660,000 new H Shares at the price of HK\$46.80 per share. Completion of the placing took place on 13 November 2025. The total proceeds were HK\$779,688,000 (equivalent to RMB711,036,000), and after deducting capitalized issuance expense of RMB7,191,000, the amount of RMB16,660,000 was included in share capital and RMB687,185,000 was included in share premium.

32. RESERVES

The amounts of the Group's reserves and the movements therein for the current and prior years are presented in the consolidated statement of changes in equity on pages 153 of the annual report.

(i) Capital reserve

The capital reserve of the Group represents the difference between the value of the paid-up capital and the consideration received, as well as the reserves resulting from transactions with non-controlling interests.

(ii) Share-based payment reserve

The share-based payment reserve of the Group represents the share-based compensation reserve due to equity-settled share-based payment transactions, details of which were set out in note 33 to the financial statements.

33. SHARE-BASED PAYMENTS

Pre-IPO Share Award Scheme

The Group approved and adopted the share award scheme (the “**Share Award Scheme**”) for certain employees of the Group (“**Share Incentive Participants**”) in order to recognise the contributions of the Share Incentive Participants to the growth and development of the Group, and incentivise them to further promote the development of the Group.

In order to implement the Share Award Scheme, Shenzhen Yuejiang Consulting Partnership (Limited Partnership) (“**Yuejiang LP**”), Shenzhen Qimo Investment Partnership (Limited Partnership) (“**Qimo LP**”), Shenzhen Chumo Consulting Partnership (Limited Partnership) (“**Chumo LP**”) and Shenzhen Lumo Consulting Partnership (Limited partnership) (“**Lumo LP**”) were established and designated as share incentive platforms to hold the shares specially awarded to the eligible participants as the ultimate beneficial owners. The Group has no control over the share incentive platforms.

33. SHARE-BASED PAYMENTS (Continued)

Pre-IPO Share Award Scheme (Continued)

On 31 December 2018, the Group granted 768,672 (equal to 27,525,106 shares after conversion into a joint stock company) restricted share units (“**RSUs**”) of the Company at a subscribed price of RMB1.00. On 31 January 2022, the Group granted 144,937 (equal to 5,190,002 shares after conversion into a joint stock company) restricted share units of the Company at a subscribed price of RMB52.42. On 1 June 2023 Group granted 12,345,000 restricted share units of the Company at a subscribed price of RMB1.39. On 31 December 2023, the Group granted 1,650,000 restricted share units of the Company at a subscribed price of RMB1.39. On 4 December 2024, the Group granted 1,876,400 restricted share units of the Company at a subscribed price of RMB1.39. On 4 August 2025, the Group granted 500,000 restricted share units of the Company at a subscribed price of RMB1.39.

All of the RSUs granted to the Share Incentive Participants shall be subject to both a listing-based condition (the “**IPO Condition**”) as well as service conditions. The IPO Condition would be satisfied when the ordinary shares of the Company are successfully listed on a recognised stock exchange.

The fair value of the RSUs granted on 31 December 2018, 31 January 2022, 1 June 2023 and 31 December 2023 were estimated at RMB2.99, RMB5.93, RMB7.01 and RMB7.55 per share after conversion into a joint stock company, respectively, by an independent professionally qualified valuer.

33. SHARE-BASED PAYMENTS (Continued)

Pre-IPO Share Award Scheme (Continued)

The fair values of the RSUs granted were estimated as at the grant date by using recent transaction method and hybrid method, as well as equity allocation based on option pricing model, taking into account the terms and conditions upon which the RSUs were granted. The following table lists the significant inputs to the fair value model used:

	31 December 2018	31 January 2022	1 June 2023	31 December 2023
Risk-free interest rate (%)	2.96	2.30	2.29	2.17
Volatility (%)	41.17	39.64	40.30	31.32

The fair value of the RSUs granted on 4 December 2024 and 4 August 2025 were measured at the market value of the shares at RMB17.03 and RMB49.34 per share, respectively.

The movements of the outstanding RSUs granted under the Share Award Scheme during the year were as follows:

	Number of shares
At 1 January 2025	17,554,550
Granted during the year	500,000
Forfeited during the year	(620,000)
Vested during the year	(3,135,630)
At 31 December 2025	14,298,920

33. SHARE-BASED PAYMENTS (Continued)

Pre-IPO Share Award Scheme (Continued)

The aforesaid transactions have been accounted for as share-based payment transactions. During the year ended 31 December 2025, the Group recognised share award expenses of RMB33,478,000 (2024: RMB25,936,000).

Pre-IPO Share Option Scheme

The Group approved a share option scheme in 2018. Pursuant to the Share Option Scheme (the “**Scheme**”), the Group proposed to grant 1.58% of the share options in the original equity structure to the Company through Qimo Investment, one of the share incentive platforms. 40%, 30% and 30% of the share options will be vested when the vesting condition is met over the three years. The vesting of share options is also subject to the IPO Condition. The IPO Condition would be satisfied when the ordinary shares of the Company are successfully listed on a recognised stock exchange.

33. SHARE-BASED PAYMENTS (Continued)

Pre-IPO Share Option Scheme (Continued)

On 31 December 2018, the Group granted 114,378 (equal to 4,096,000 shares after conversion into a joint stock company) share options which will vest in instalments over the next three years. The exercise price is RMB8.74 per share. The fair value of share options granted was estimated at RMB98.77 per share option at the grant date using the Black-Scholes model.

The aforesaid transactions have been accounted for as share-based payment transactions. All the shares under the Scheme were granted and vested as at 31 December 2024. During the year ended 31 December 2025, the Group recognised share option expenses of RMB Nil (2024: RMB420,000). At the end of the reporting period, the Company had no share options outstanding under the Scheme.

H Share Option Scheme

A share option scheme (the “**H Share Option Scheme**”) was adopted by the shareholders of the Company on 15 September 2025. Subject to early termination as may be determined by shareholders of the Company in general meeting, the H Share Option Scheme shall be valid and effective for a period of ten years commencing from its date of adoption and is due to expire on 15 September 2035.



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33. SHARE-BASED PAYMENTS (Continued)

H Share Option Scheme (Continued)

The purpose of the H Share Option Scheme is to enable the board of directors of the Company (the “**Board**”) to grant options to eligible participants as incentives or rewards for their contribution or potential contribution to the success of the Group’s operations. Eligible participants of the H Share Option Scheme include full-time or part-time employees, directors, supervisors and members of the management of the Group and connected entities and the Shareholders, who is eligible to be granted option(s) under the H Share Option Scheme.

On 20 October 2025, the Group granted 612,825 share options which will be vested by instalments over 48 months. The exercise price is HKD52.72 per share.

The fair value of share options granted was estimated at RMB17.34 per share option at the grant date using the Binomial Tree model. The following table lists the key inputs to the model used:

	20 October 2025
Risk-free interest rate (%)	2.61-2.85
Volatility (%)	39.08-41.27

Movements in the number of the Company’s share options under the H Share Option Scheme during the year are as follows:

	Number of shares
At 1 January 2025	–
Granted during the year	612,825
At 31 December 2025	612,825

The aforesaid transactions have been accounted for as share-based payment transactions. During the year ended 31 December 2025, the Group recognised share option expenses of RMB969,000.

34. NOTES TO THE CONSOLIDATED STATEMENTS OF CASH FLOWS

(a) Major non-cash transactions

During the year ended 31 December 2025, the Group had non-cash additions to right-of-use assets and lease liabilities of RMB5,088,000 (2024: RMB4,831,000), respectively, in respect of lease arrangements for factory, office and laboratory premises.

(b) Changes in liabilities arising from financing activities

The table below details changes in the Group's liabilities arising from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are those for which cash flows were, or future cash flows will be, classified in the Group's consolidated statement of cash flows as cash flows from financing activities.

	Interest bearing bank borrowings RMB'000	Lease liabilities RMB'000	Total RMB'000
At 1 January 2025	217,808	8,660	226,468
Changes from financing cash flow	(148,551)	(6,169)	(154,720)
Changes from non-financing cash flow	—	5,088	5,088
Accretion of interest	2,574	289	2,863
At 31 December 2025	71,831	7,868	79,699
At 1 January 2024	57,790	9,407	67,197
Changes from financing cash flow	158,526	(5,907)	152,619
Changes from non-financing cash flow	—	4,831	4,831
Accretion of interest	1,492	329	1,821
At 31 December 2024	217,808	8,660	226,468

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34. NOTES TO THE CONSOLIDATED STATEMENTS OF CASH FLOWS (Continued)

(c) Total cash outflow for leases

The total cash outflow for leases included in the consolidated statements of cash flows is as follows:

	2025	2024
	RMB'000	RMB'000
Within operating activities	1,780	999
Within financing activities	6,169	5,907
Total	7,949	6,906

35. PLEDGE OF ASSETS

Details of the Group's restricted bank deposits and pledged deposits are included in note 24 to the financial statement.

36. COMMITMENTS

The Group had the following capital commitments at the end of each of the reporting period.

	2025 RMB'000	2024 RMB'000
Contracted, but not provided for:		
Purchase of items of property, plant and equipment	6,354	3,162

The Group had the following short-term lease commitments at the end of the reporting period. The future lease payments for these non-cancellable lease contracts are falling due as follows:

	2025 RMB'000	2024 RMB'000
Within one year	393	346



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37. RELATED PARTY TRANSACTIONS

(a) Name and relationships of the related parties

Name	Relationship
Mr. Liu Peichao	Chairman of the Board, Executive Director
Mr. Lang Xulin	Non-executive Director (Executive Director before 29 December 2025)

(b) The Group had the following transactions with related parties during the period:

	2025 RMB'000	2024 RMB'000
Loans to Mr. Liu Peichao*	18,634	—
Interest income from Mr. Liu Peichao*	256	—
Loans to Mr. Lang Xulin*	1,549	—
Interest income from Mr. Lang Xulin*	21	—
	20,460	—

* The loans to Mr. Liu Peichao and Mr. Lang Xulin were unsecured and non-trade in nature with an interest rate of LPR at 3% p.a. and repaid in December 2025.

(c) Compensation of key management personnel of the Group

	2025 RMB'000	2024 RMB'000
Salaries, bonuses, allowances and benefits in kind	4,933	3,807
Pension scheme contributions	132	65
Equity-settled share-based payment expenses	5,361	5,956
	10,426	9,828

Further details of directors' and the chief executive's remuneration are included in note 8 to the consolidated financial statements.

38. FINANCIAL INSTRUMENTS BY CATEGORY

The carrying amounts of each of the categories of financial instruments as at the end of the reporting period are as follows:

	2025 RMB'000	2024 RMB'000
Financial assets		
Financial assets at fair value through profit or loss:		
Certificate of deposits	—	95,517
Structured deposits	50,005	—
Forward currency contracts	10,595	—
Unlisted equity investments	1,968	—
	62,568	95,517
Financial assets at fair value through other comprehensive income		
Bill receivables	8,036	2,475
Financial assets at amortised cost:		
Trade and bills receivables	104,146	77,593
Financial assets included in other receivables and other assets	8,929	25,559
Restricted bank deposits	12,819	2,321
Cash and cash equivalents	580,293	883,758
Time deposits	1,844,810	—
	2,550,997	989,231
Financial liabilities		
Financial liabilities at fair value through profit or loss:		
Contingent consideration payable	4,643	—
Financial liabilities at amortised cost:		
Trade and bills payables	106,776	40,687
Financial liabilities included in other payables and accruals	33,863	35,513
Lease liabilities	7,868	8,660
Interest-bearing bank loans	71,831	217,808
	220,338	302,668

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39. FAIR VALUE AND FAIR VALUE HIERARCHY OF FINANCIAL INSTRUMENTS

All the carrying amounts of the Group's financial instruments approximate to their fair values due to the short-term maturities of these instruments.

The Group's finance department is responsible for determining the policies and procedures for the fair value measurement of financial instruments. At the end of each of the reporting period, the finance department analysed the movements in the values of financial instruments and determined the major inputs applied in the valuation. The valuation is reviewed and approved by the finance manager. The valuation process and results are discussed with the directors of the Company once a year for annual financial reporting.

The fair values of the financial assets and liabilities are included at the amount at which the instrument could be exchanged in a current transaction between willing parties, other than in a forced or liquidation sale.

The fair values of structured deposits, bill receivables and certificate deposits have been calculated by discounting the expected future cash flows using rates currently available for instruments with similar terms, credit risk and remaining maturities.

The fair value of the unlisted equity investments at fair value through profit or loss, management has estimated the potential effects of using reasonably possible alternatives as inputs to the valuation model.

Fair value hierarchy

Financial assets:

As at 31 December 2025

	Fair value measurement using			Total RMB'000
	Quoted prices in active markets (Level 1) RMB'000	Significant observable inputs (Level 2) RMB'000	Significant unobservable inputs (Level 3) RMB'000	
Structured deposits	-	50,005	-	50,005
Foreign currency contracts	-	10,595	-	10,595
Bills receivables	-	8,036	-	8,036
Unlisted equity investments	-	1,968	-	1,968
Total	-	70,604	-	70,604

39. FAIR VALUE AND FAIR VALUE HIERARCHY OF FINANCIAL INSTRUMENTS (Continued)

Fair value hierarchy (Continued)

Financial assets: (Continued)

As at 31 December 2024

	Fair value measurement using			Total RMB'000
	Quoted prices in active markets (Level 1) RMB'000	Significant observable inputs (Level 2) RMB'000	Significant unobservable inputs (Level 3) RMB'000	
Certificate of deposits	–	95,517	–	95,517
Bills receivables	–	2,475	–	2,475
	–	97,992	–	97,992

40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group's principal financial instruments comprise interest-bearing bank and other borrowings, financial assets at fair value through profit or loss and cash and short term deposits. The main purpose of these financial instruments is to raise finance for the Group's operations. The Group has various other financial assets and liabilities such as trade receivables and trade payables, which arise directly from its operations.

The main risks arising from the Group's financial instruments are foreign currency risk, credit risk and liquidity risk. The board of directors reviews and agrees policies for managing each of these risks and they are summarised below.

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40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (Continued)

Foreign currency risk

Foreign currency risk is the risk of loss resulting from changes in foreign currency exchange rates. Fluctuations in exchange rates between RMB and other currencies in which the Group conducts business may affect the Group's financial condition and results of operations.

The following table demonstrates the sensitivity at the end of each of the reporting period to a reasonably possible change in foreign currency exchange rates, with all other variables held constant, of the Group's loss before tax (due to changes in the fair value of monetary assets and liabilities) and the Group's equity.

	Increase/ (decrease) in basis points %	Increase/ (decrease) in profit before tax RMB'000	(Decrease)/ increase in equity RMB'000
Year ended 31 December 2025			
If RMB weakens against the USD	5	164,410	164,410
If RMB strengthens against the USD	5	(164,410)	(164,410)
If RMB weakens against the EUR	5	14,334	14,334
If RMB strengthens against the EUR	5	(14,334)	(14,334)
If RMB weakens against the HKD	5	34,295	34,295
If RMB strengthens against the HKD	5	(34,295)	(34,295)
Year ended 31 December 2024			
If RMB weakens against the USD	5	6,618	6,618
If RMB strengthens against the USD	5	(6,618)	(6,618)
If RMB weakens against the EUR	5	6,959	6,959
If RMB strengthens against the EUR	5	(6,959)	(6,959)
If RMB weakens against the HKD	5	66,339	66,339
If RMB strengthens against the HKD	5	(66,339)	(66,339)

40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (Continued)

Credit risk

The Group trades only with recognised and creditworthy parties. It is the Group's policy that all customers who wish to trade on credit terms are subject to credit verification procedures. Receivable balances are monitored on an ongoing basis and the Group's exposure to bad debts is not significant. The credit risk of the Group's other financial assets, which comprise cash and cash equivalents and financial assets included in prepayments, other receivables and other assets, arises from default of the counterparty, with a maximum exposure equal to the carrying amounts of these instruments.

For other receivables and other assets, management makes periodic collective assessment as well as individual assessment on the recoverability of other receivables based on historical settlement records and past experience. The Directors believe that there is no material credit risk inherent in the Group's outstanding balance of other receivables.

Maximum exposure and year-end staging

The tables below show the credit quality and the maximum exposure to credit risk based on the Group's credit policy, which is mainly based on past due information unless other information is available without undue cost or effort, and year-end staging classification as at the end of each of the reporting period.



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40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (Continued)

Maximum exposure and year-end staging (Continued)

The amounts presented are gross carrying amounts for financial assets.

As at 31 December 2025

	12-month ECLs	Lifetime ECLs			Simplified approach RMB'000	Total RMB'000
	Stage 1 RMB'000	Stage 2 RMB'000	Stage 3 RMB'000			
Trade and bills receivables	-	-	-	124,628	124,628	
Financial assets included in other receivables and other assets*	8,476	-	-	-	8,476	
Restricted bank balances	12,819	-	-	-	12,819	
Time deposits	1,844,810	-	-	-	1,844,810	
Cash and cash equivalents	580,293	-	-	-	580,293	
Total	2,446,398	-	-	124,628	2,571,026	

As at 31 December 2024

	12-month ECLs	Lifetime ECLs			Simplified approach RMB'000	Total RMB'000
	Stage 1 RMB'000	Stage 2 RMB'000	Stage 3 RMB'000			
Trade and bills receivables	-	-	-	89,337	89,337	
Financial assets included in other receivables and other assets*	25,973	-	-	-	25,973	
Restricted bank balances	2,321	-	-	-	2,321	
Cash and cash equivalents	883,758	-	-	-	883,758	
Total	912,052	-	-	89,337	1,001,389	

40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (Continued)

Maximum exposure and year-end staging (Continued)

- * The credit quality of the financial assets included in prepayments, other receivables and other assets is considered to be “normal” when they are not past due and there is no information indicating that the financial assets had a significant increase in credit risk since initial recognition.

At the end of each of the reporting period, the Group had no significant concentrations of credit risk which are disclosed in note 20 to the financial statement.

Liquidity risk

The Group monitors its risk to a shortage of funds using a recurring liquidity planning tool. This tool considers the maturity of both its financial instruments and financial assets (e.g., trade receivables) and projected cash flows from operations. The maturity profile of the Group’s financial liabilities as at the end of each of the reporting period, based on the contractual undiscounted payments, is as follows:

As at 31 December 2025

	Less than 12 months or on demand RMB'000	1 to 5 years RMB'000	Total RMB'000
Trade and bills payables	106,776	–	106,776
Financial liabilities included in other payables and accruals	38,506	–	38,506
Lease liabilities	5,719	2,479	8,198
Interest-bearing bank loans	72,223	–	72,223
Total	223,224	2,479	225,703

NOTES TO FINANCIAL STATEMENTS

31 December 2025

40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (Continued)

Liquidity risk (Continued)

As at 31 December 2024

	Less than 12 months or on demand RMB'000	1 to 5 years RMB'000	Total RMB'000
Trade and bills payables	40,687	–	40,687
Financial liabilities included in other payables and accruals	35,513	–	35,513
Lease liabilities	4,279	3,633	7,912
Interest-bearing bank loans	203,150	16,150	219,300
Total	283,629	19,783	303,412

Capital management

The primary objectives of the Group's capital management are to safeguard the Group's ability to continue as a going concern and to maintain healthy capital ratios in order to support its business and maximise shareholders' value.

The Group manages its capital structure and makes adjustments to it in light of changes in economic conditions and the risk characteristics of the underlying assets. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. The Group is not subject to any externally imposed capital requirements. No changes were made in the objectives, policies or processes for managing capital during the reporting period.

40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (Continued)

Capital management (Continued)

The asset-liability ratios as at the end of each of the reporting period are as follows:

	2025	2024
	RMB'000	RMB'000
Total assets	3,102,781	1,495,208
Total liabilities	480,180	527,919
Asset-liability ratio*	15%	35%

* The asset-liability ratio is calculated by dividing total liabilities by total assets.



NOTES TO FINANCIAL STATEMENTS

31 December 2025

41. STATEMENT OF FINANCIAL POSITION OF THE COMPANY

Information about the statement of financial position of the Company at the end of the reporting period is as follows:

	31 December 2025	31 December 2024
	RMB'000	RMB'000
NON-CURRENT ASSETS		
Property, plant and equipment	17,016	18,514
Right-of-use assets	5,117	4,984
Other intangible assets	2,034	2,413
Investment in subsidiaries	98,886	57,934
Investments in an associate	2,933	–
Financial assets at fair value through profit or loss	1,968	–
Prepayments, deposits and other receivables	2,600	17,402
Trade receivables	–	578
Total non-current assets	130,554	101,825
CURRENT ASSETS		
Inventories	28,378	32,594
Trade and bills receivables	276,924	193,485
Contract assets	1,772	512
Prepayments, deposits and other receivables	102,216	167,039
Financial assets at fair value through profit or loss	60,600	95,517
Restricted bank deposits	12,819	1,500
Time deposits	1,844,810	–
Cash and cash equivalents	510,733	827,291
Total current assets	2,838,252	1,317,938

41. STATEMENT OF FINANCIAL POSITION OF THE COMPANY (Continued)

	31 December 2025 RMB'000	31 December 2024 RMB'000
CURRENT LIABILITIES		
Trade and bills payables	120,435	93,016
Other payables and accruals	106,069	116,728
Interest-bearing bank loans	31,170	132,005
Lease liabilities	3,606	2,654
Contract liabilities	8,305	5,426
Total current liabilities	269,585	349,829
NET CURRENT ASSETS	2,568,667	968,109
TOTAL ASSETS LESS CURRENT LIABILITIES	2,699,221	1,069,934
NON-CURRENT LIABILITIES		
Interest-bearing bank loans	—	16,150
Deferred income	15,821	7,903
Deferred tax liabilities	—	749
Provision	—	6,823
Lease liabilities	1,614	2,599
Total non-current liabilities	17,435	34,224
Net assets	2,681,786	1,035,710
EQUITY		
Equity attributable to owners of the parent		
Share capital	439,955	400,000
Reserves (Note)	2,241,831	635,710
Total equity	2,681,786	1,035,710

NOTES TO FINANCIAL STATEMENTS

31 December 2025

41. STATEMENT OF FINANCIAL POSITION OF THE COMPANY (Continued)

Note: A summary of the Company's reserves is as follows:

	Capital reserve RMB'000	Share-based payment reserve RMB'000	Accumulated loss RMB'000	Total RMB'000
At 1 January 2025	727,248	102,413	(193,951)	635,710
Loss for the year	–	–	(94,283)	(94,283)
Total comprehensive loss for the year	–	–	(94,283)	(94,283)
Issue of shares	1,665,957	–	–	1,665,957
Share-based payments	–	34,447	–	34,447
At 31 December 2025	2,393,205	136,860	(288,234)	2,241,831

The share option reserve comprises the fair value of share options granted which are yet to be exercised, as further explained in the accounting policy for share-based payments in note 2.4 to the financial statements. The amount will either be transferred to share capital when the related options are exercised, or be transferred to retained profits should the related options expire or be forfeited.

42. EVENTS AFTER THE RELEVANT PERIOD

Grant of options and share awards

On 3 February 2026, the Company granted a total of 8,638,475 Options to 37 Grantees (the “**Option Grantees**”) under the H Share Option Scheme, subject to acceptance by the Option Grantees and the H Share Option Scheme Rules, the exercise price of the options granted was HK\$37.78 per H Share. As some of the grantees did not accept the relevant options in accordance with the terms of the H Share Option Scheme, 2,300,000 options have lapsed accordingly.

On 3 February 2026, the Company granted a total of 1,531,300 Share Awards to 80 employee participants (the “**Award Grantees**”) under the H Share Award Scheme, subject to acceptance by the Award Grantees and the H Share Award Scheme Rules, the purchase price of the Share Awards granted was HK\$1.00 per Share.

Investment in a company

In March 2026, the Company entered into a capital increase agreement, pursuant to which the Company agreed to make an additional capital contribution of RMB30,000,000 to Guangdong Province Embodied Intelligence Technology Co., Ltd (廣東省具身智能科技有限公司), a company mainly engaged in development of embodied artificial intelligence. Upon completion of the capital increase, the Company's shareholding percentage in Guangdong Province Embodied Intelligence Technology Co., Ltd will be 10%. At the date of approval of these financial statements, the full amount of the capital increase has been paid, while the change registration with the Administration for Market Regulation for the equity change is still in progress.

43. APPROVAL OF THE FINANCIAL STATEMENTS

The financial statements were approved and authorised for issue by the board of directors on 30 March 2026.