Application Proof of

Haid International Holdings Limited
海大國際控股有限公司

(the "**Company**")

(Incorporated in the Cayman Islands with limited liability)

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Haid International Holdings Limited
海大國際控股有限公司

(Incorporated in the Cayman Islands with limited liability)

[REDACTED]

Number of [REDACTED] under the [REDACTED]	**[REDACTED] Shares (subject to the [REDACTED])**
Number of [REDACTED]	**[REDACTED] Shares (subject to adjustment)**
Number of [REDACTED]	**[REDACTED] Shares (subject to adjustment and the [REDACTED])**
Maximum [REDACTED]	**HK$[REDACTED] per [REDACTED], plus brokerage of 1.0%, SFC transaction levy of 0.0027%, Stock Exchange trading fee of 0.00565% and AFRC transaction levy of 0.00015% (payable in full on application in Hong Kong dollars and subject to refund)**
Nominal value	**US$0.000025 per Share**
[REDACTED]	**[●]**

***Joint Sponsors,* [REDACTED]**

J.P.Morgan　CICC 中金公司　广发证券 GF SECURITIES

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CONTENTS

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Page

CONTENTS

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There are risks associated with any investment in the [**REDACTED**]. *Some of the particular risks in investing in the* [**REDACTED**] *are set out in the section headed "Risk Factors" in this Document. You should read that section carefully before you decide to invest in the* [**REDACTED**].

OUR MISSION

Empowering agriculture with technology.

OUR VISION

To become a global leading technology-driven agricultural enterprise.

OVERVIEW

We are a technology-driven global agricultural company with a demonstrated track record of rapid growth. With our core competitive advantages in technology, products and services, we provide comprehensive integrated solutions throughout the value chain of the husbandry industry, with our feed business as the foundation. Our primary markets are Asia (excluding East Asia), Africa and Latin America. Leveraging our advanced agricultural technologies, extensive industry resources and deep market expertise, we empower customers to modernize husbandry practices and deliver sustainable value creation. According to Frost & Sullivan, in 2024, we were the second largest aquatic feed provider in Asia (excluding East Asia) in terms of production volume, with an output of 1.0 million tons of aquatic feed, and the third largest feed provider in Vietnam in terms of production volume, with an output of 1.7 million tons of feed products.

Our business addresses a broad spectrum of needs across the agricultural industry through an integrated suite of products and services covering feed, breeding and animal health. We offer specialized products based on rigorous research and development, along with integrated support for localized husbandry and operational efficiency.

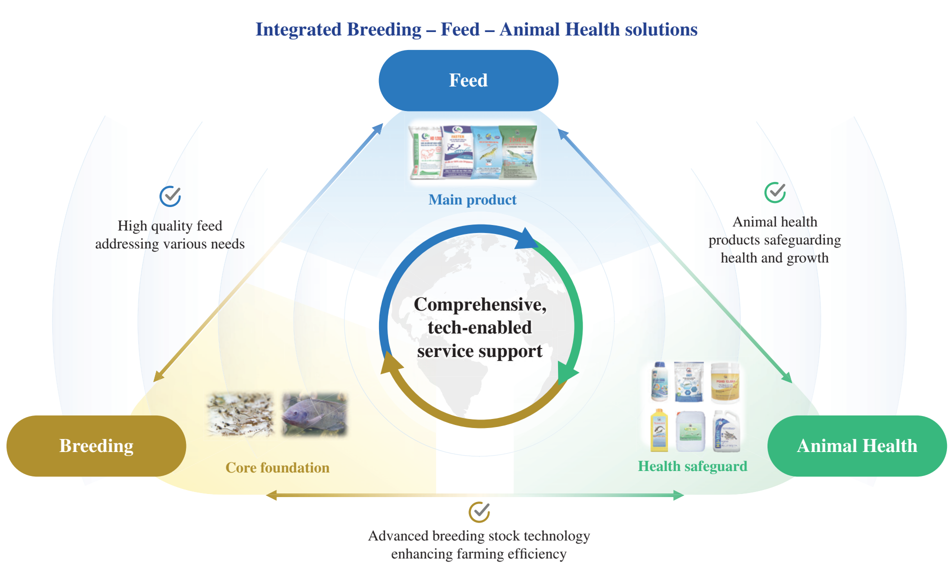
- ***Feed Business***: Feed is our main product. We offer scientifically formulated feed designed to enhance animal health and improve animal protein production efficiency. Tailored to regional dietary requirements and environmental conditions, our feed products are supported by our technical husbandry services, which help our customers maximize returns from their livestock and aquaculture operations.

- ***Breeding Business***: Our products are underpinned by advanced broodstock selection and management. We are committed to breeding fish and shrimp fry products with improved disease resistance, faster growth rates and greater feed efficiency. These improvements enhance productivity and sustainability for customers.

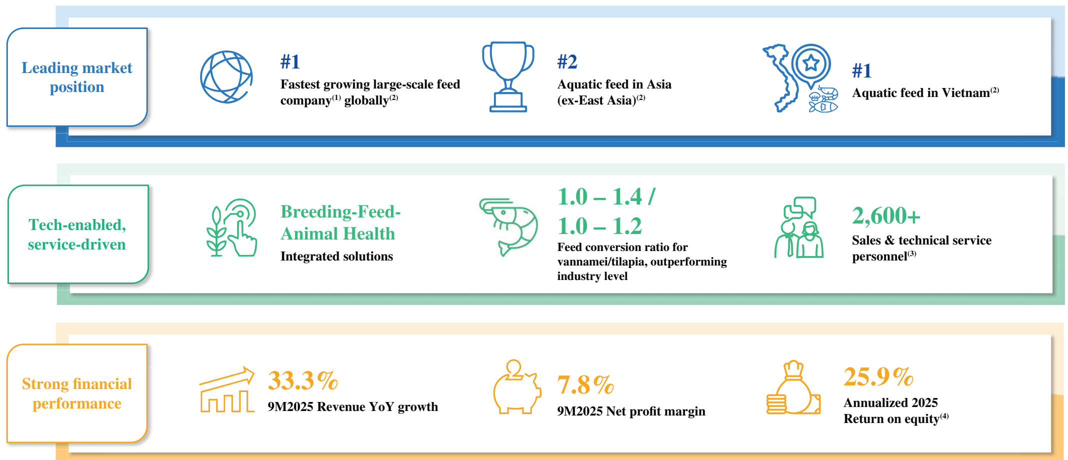
- ***Animal Health Business***: We provide animal health solutions, including environmental conditioners and animal healthcare products such as immune enhancers. Our products are developed to address the diverse health and environmental needs of aquaculture and livestock operations, providing targeted solutions that optimize animal growth, well-being and husbandry efficiency.

Our Breeding-Feed-Animal Health Solutions

Leveraging natural synergies among our businesses, we have developed comprehensive solutions along the value chain, integrating advanced breeding stock, high-quality feed products and animal health solutions. In addition to our product offerings, we also deliver technical training and ongoing support services to farmers. Our technical service team work directly with customers to demonstrate best practices for product application, provide on-site guidance throughout the husbandry cycle, and offer continuous consultation to address operational challenges such as disease management and environmental vulnerabilities. By combining our products with dedicated farmer education and long-term technical assistance, we deliver comprehensive integrated solutions tailored to different farming models and specific customer needs.



Our key business highlights are set out below:



Notes:

(1) Annual production volume exceeding 1 million tons, according to Frost & Sullivan.

(2) In 2024 based on production volume.

(3) As of September 30, 2025.

(4) Return on equity is calculated as profit attributable to owners of the parent for the period divided by average equity attributable to owners of the parent then multiplied by 100%. For the nine months ended September 30, 2025, the ratio is annualized by multiplying by 365 days divided by 270 days.

We are guided by an experienced management team with substantial industry expertise and global vision. We have deep R&D resources, strong brand value and operational know-how. As a result, we are well positioned to upscale our operations and capture market share in key regions. We have established a systematic three-tier R&D platform integrating industry research, localized implementation and end-user focus, enabling us to achieve technological breakthroughs and rapid product innovation tailored to regional requirements. Our standardized operational framework, encompassing procurement, R&D, market services and digitalized operations, is highly scalable and allows us to rapidly expand across product categories and geographic markets. Leveraging our dual-procurement model and formulation innovation, we maintain procurement costs below industry averages while achieving superior gross profit margins, according to Frost & Sullivan. Our localized service network, comprising over 100 service stations and over 2,600 sales and technical service personnel, including approximately 400 personnel focused on technical service as of September 30, 2025, ensures deep market penetration and strong customer relationships in husbandry communities.

Committed to sustainable growth, innovation and value creation, we aim to become a globally influential agricultural enterprise. Our strategic focus centers on expanding and optimizing production capacity, deepening market penetration in core regions and driving product innovation tailored to local market needs. Through continuous refinement of our products and solutions, we seek to deliver enhanced outcomes for our customers while enhance profitability growth and sustainable development across our global operational footprint.

Our Historical Performance

Our ongoing expansion into emerging markets, broadening of our product and service portfolio, and deepening relationships with customers have driven remarkable growth in revenue and profitability. In 2023, 2024, and the nine months ended September 30, 2024 and 2025, our total revenue amounted to RMB9,024.9 million, RMB11,417.1 million, RMB8,386.8 million and RMB11,177.4 million, respectively, representing year-on-year growth of 26.5% in 2024 and 33.3% in the nine months ended September 30, 2025. For the same periods, our gross profit amounted to RMB1,168.3 million, RMB1,730.1 million, RMB1,274.3 million and RMB1,873.8 million, respectively, representing a year-on-year growth of 48.1% in 2024 and 47.0% in the nine months ended September 30, 2025. In 2023, 2024 and the nine months ended September 30, 2024 and 2025, our gross profit margin was 12.9%, 15.2%, 15.2% and 16.8%, respectively. Through targeted investments in research, production and geographic reach, we remain committed to delivering robust, sustainable financial results and supporting the long-term development of our customers.

OUR COMPETITIVE STRENGTHS

We believe that the following competitive strengths contribute to our success and differentiate us from our competitors.

- A technology-driven, fast-growing global leading agriculture company, with a focus on feed products, positioned in high-capacity, high-potential markets
- Established core competitive advantages across the entire aquatic husbandry value chain, anchored by aquatic feed
- Leveraging our systematic R&D platform to drive industry advancement through technology implementation
- Delivering comprehensive value chain solutions to address the core needs of farmers
- Highly replicable transnational localized operation capabilities
- Commitment to sustainable development and stakeholder value creation
- Visionary management team and strategic collaboration with our Controlling Shareholders Group, driving sustainable enterprise development

OUR GROWTH STRATEGIES

We intend to pursue the following strategies.

- Expand and Optimize Production Capacity and Enter into New Markets
- Maintain Localized R&D to Build Technological Barriers in Feed and Breeding Businesses
- Promote Comprehensive Integrated Solutions
- Build Diverse Teams with Local and International Talents
- Promote Digitalized and Intelligent Manufacturing
- Support ESG Initiatives

RESEARCH AND DEVELOPMENT

As a technology-driven global agricultural company, we regard technological R&D capabilities as the primary driving force for sustained growth. We believe our R&D capabilities are crucial for developing new products and services and we therefore devote resources and efforts to continuously optimize and enhance our current technologies, products and solutions. Our team focuses on addressing critical issues cross seven core research areas, including animal genetics and breeding, animal nutrition and feed, animal medicine and biopharmaceuticals, microbial engineering, biochemical engineering, protein engineering and healthy husbandry practices.

We have made significant investments in R&D. For the years ended December 31, 2023, 2024 and the nine months ended September 30, 2024 and 2025, our R&D expenses amounted to RMB40.6 million, RMB57.2 million, RMB41.3 million and RMB51.9 million, respectively, representing 0.5%, 0.5%, 0.5% and 0.5% of our revenue for the same periods. We intend to continue investing in R&D to deliver high quality products and services to our customers.

PRODUCTION

Feed Production

We offer a wide variety of feed, with production lines for aquatic feed, poultry feed and swine feed. We have adopted a highly automated production model to ensure stable quality. We strive to optimize and refine production processes, maximizing efficiency, reducing waste, and ensuring that the quality of animal feed products meets international standards. We mainly conduct in-house production with a limited portion of outsourced production arrangements. As of the Latest Practicable Date, our feed production bases are located in six countries, namely Vietnam, India, Indonesia, Egypt, Bangladesh and Ecuador. See "Business — Feed Business — Feed Production."

Fry Rearing

We have established hatcheries in four countries, including Indonesia, Vietnam, India, and Ecuador. Our hatchery network combines advanced genetic breeding capabilities with flexible production systems, enabling us to deliver high-quality fry products tailored to diverse customer requirements.

Our rearing process covers the full cultivation cycle, from broodstock conditioning through to the supply of quality fry products to customers. We actively manage operations by strategically scheduling and sizing spawning activities according to market demand, customer orders, and optimal biological conditions. Unlike conventional feed production where capacity is determined by equipment specifications, our production volumes and capacity utilization reflect a strategic balance between biological resource optimization and market responsiveness. See "Business — Breeding Business — Fry Rearing."

SALES AND DISTRIBUTION

We are committed to delivering safe and quality products to customers while building long-term trust and loyalty. To strengthen our global presence and support growth, we have developed a regionally focused sales network that aligns local production and technical services to address farmer needs in key markets. As of September 30, 2025, our products and solutions were sold globally, reaching markets across Asia (excluding East Asia), Africa and Latin America.

We adopt a sales strategy that integrates both direct sales and sales to distributors, partnering with local distributors while also selling directly to customers to supply our products and solutions to aquaculture and livestock farmers globally. This approach enables us to achieve broad geographic coverage and deeper market penetration, while supporting efficient payment collection and mitigating associated financial risks. According to Frost & Sullivan, this sales model is consistent with prevailing practices in the industry. In 2023, 2024 and the nine months ended September 30, 2024 and 2025, revenue generated through sales to distributors accounted for 72.3%, 70.6%, 71.1% and 67.9% of our total revenue, respectively.

The following table sets forth the breakdown of the revenue generated from direct sales and sales to distributors for the periods indicated.

	Year ended December 31,				Nine months ended September 30,			
	2023		2024		2024		2025	
	Amount	%	Amount	%	Amount	%	Amount	%
	(RMB in thousands, except for percentage)							
					(unaudited)			
Sales to distributors	6,522,845	72.3	8,063,574	70.6	5,960,207	71.1	7,590,921	67.9
Direct sales	2,502,096	27.7	3,353,482	29.4	2,426,589	28.9	3,586,519	32.1
Total	9,024,941	100.0	11,417,056	100.0	8,386,796	100.0	11,177,440	100.0

During the Track Record Period, our revenue contribution from sales to distributors and direct sales remained relatively stable. The increase in the proportion of revenue generated from direct sales for the nine months ended September 30, 2025 was primarily due to our expansion of sales in regions where direct sales account for a relatively high proportion of our total sales, such as Ecuador.

Pricing

In determining our prices, we take into account various factors, such as raw material cost, production costs, industry selling prices for comparable products, market conditions, the supply and demand of our products, our market position, expected market trends, product categories and sales trends. For our feed business in particular, we primarily adopt a cost-plus pricing model under which we would achieve certain gross profit amount per ton of feed products, having regard to the above factors, and adjust prices in line with fluctuations in raw material prices. See "Business — Sales, Marketing and Distribution — Pricing."

CUSTOMERS AND SUPPLIERS

Our customer primarily consists of distributors, aquaculture and livestock farmers. In 2023, 2024 and the nine months ended September 30, 2025, revenue from sales to our five largest customers in aggregate accounted for 6.9%, 6.8% and 7.1% of our total revenue, respectively, and revenue from sales to our largest customer accounted for 2.3%, 2.1% and 3.0% of our total revenue for the same periods.

Our suppliers primarily include providers for raw materials including corn, soybean meal and fish meal. The credit period granted by our suppliers was generally within one month during the Track Record Period. In 2023, 2024 and the nine months ended September 30, 2025, purchases from our five largest suppliers in aggregate accounted for 27.1%, 26.6% and 25.6% of our total purchases, respectively, and purchases from our largest supplier accounted for 6.3%, 5.8% and 8.0% of our total purchases for the same periods.

COMPETITION

According to Frost & Sullivan, rising global protein consumption, rapid aquaculture industry expansion, and evolving farming modes continue to shape the global feed industry. In 2024, the global feed industry market size has reached 1,405.4 million tons. Among all regions, Asia (excluding East Asia) emerged as the fastest-growing region, with a production volume of 163.2 million tons in 2024 and a CAGR of 4.4% from 2025 to 2029. The global aquatic feed industry market size has grown steadily from 49.5 million tons in 2020 to 57.4 million tons in 2024, with a CAGR of 3.8%. It is projected that the global aquatic feed industry market size will reach 68.8 million tons in 2029, representing an expected CAGR of 3.9% from 2025 to 2029. In 2024, Vietnam ranked as the second-largest feed market in Asia (excluding East Asia). From 2020 to 2024, the aquatic feed market size in Vietnam grew from 4.0 million tons to 4.5 million tons, representing a CAGR of 3.0%, and is projected to increase from 4.7 million tons to 5.4 million tons from 2025 to 2029, with an expected CAGR of 3.7%. The concentration ratio of the top five players of Vietnam's aquatic feed industry rose from 28.1% to 47.0% between 2020 and 2024, and is expected to climb further to 60.5% in 2029. In 2024, Indonesia ranked as the third-largest feed market in Asia (excluding East Asia). From 2020 to 2024, the aquatic feed market size in Indonesia grew from 1.5 million tons to 1.7 million tons, representing a CAGR of 3.3%, and is projected to increase from 1.8 million tons to 2.0 million tons from 2025 to 2029, with an expected CAGR of 3.7%. The concentration ratio of the top five players of Indonesia's aquatic feed industry climbed from 55.8% to 66.3% between 2020 and 2024, and is expected to climb further to 78.5% in 2029, according to Frost & Sullivan.

In 2024, we achieved a total aquatic feed production volume of 1,011 thousand tons, ranking second in the aquatic feed market in Asia (excluding East Asia) with a market share of 6.5%, according to Frost & Sullivan. In Vietnam, we achieved a total feed production volume of 1,725 thousand tons, ranking third in the overall Vietnam feed market in 2024. Our aquatic feed production volume in Vietnam reached 863 thousand tons, ranking first in the Vietnam aquatic feed market with a market share of 19.2% in 2024. In Indonesia, we achieved a total aquatic feed production volume of 114 thousand tons, ranking seventh in the Indonesia aquatic feed market in 2024, with a market share of 6.7%, according to Frost & Sullivan.

With a leading position in the aquatic feed industry, extensive industry experience, strong R&D capabilities in breeding and feed formulation, efficient manufacturing and operational capabilities across multiple emerging markets, integrated full-value-chain synergy across feed, breeding stock, and animal health, as well as a large and high-quality customer base, we believe we are well-positioned to compete effectively in the industry. See "Industry Overview."

SUMMARY OF HISTORICAL FINANCIAL INFORMATION

The following tables set forth summary financial data during the Track Record Period, extracted from the Accountants' Report as set out in Appendix I to this Document. The summary financial data set forth below should be read together with, and is qualified in its entirety by reference to, our financial statements in this document, including the related notes. Our combined financial information was prepared in accordance with the IFRS.

RESULTS OF OPERATIONS

The following table summarizes our results of operations for the periods indicated:

	Year ended December 31,				Nine months ended September 30,			
	2023		2024		2024		2025	
	Amount	% of revenue	Amount	% of revenue	Amount	% of revenue	Amount	% of revenue
	(RMB in thousands, except for percentage)							
					(unaudited)			
Revenue	9,024,941	100.0	11,417,056	100.0	8,386,796	100.0	11,177,440	100.0
Cost of sales	(7,856,604)	(87.1)	(9,686,997)	(84.8)	(7,112,466)	(84.8)	(9,303,663)	(83.2)
Gross profit	**1,168,337**	**12.9**	**1,730,059**	**15.2**	**1,274,330**	**15.2**	**1,873,777**	**16.8**
Other income and gains	8,991	0.1	28,326	0.2	24,393	0.3	20,114	0.2
Selling and marketing expenses	(258,584)	(2.9)	(331,526)	(2.9)	(245,770)	(2.9)	(317,253)	(2.8)
Administrative expenses	(254,960)	(2.8)	(358,999)	(3.1)	(249,716)	(3.0)	(403,500)	(3.6)
Research and development expenses	(40,634)	(0.5)	(57,223)	(0.5)	(41,267)	(0.5)	(51,894)	(0.5)
Impairment losses on financial assets, net	(92,752)	(1.0)	(78,890)	(0.7)	(57,961)	(0.7)	(18,745)	(0.2)
Finance costs	(103,394)	(1.1)	(90,600)	(0.8)	(66,511)	(0.8)	(63,017)	(0.6)
Other expenses	(15,130)	(0.2)	(7,075)	(0.1)	(4,964)	(0.1)	(13,877)	(0.1)
Share of profits of a joint venture	10,826	0.1	30,534	0.3	29,641	0.4	11,501	0.1
Profit before tax	422,700	4.7	864,606	7.6	662,175	7.9	1,037,106	9.3
Income tax expenses	(63,005)	(0.7)	(129,207)	(1.1)	(107,267)	(1.3)	(168,574)	(1.5)
Profit for the year/period	**359,695**	**4.0**	**735,399**	**6.4**	**554,908**	**6.6**	**868,532**	**7.8**
Attributable to:								
Owners of the parent	312,811	3.5	670,896	5.9	505,036	6.0	797,899	7.1
Non-controlling interests	46,884	0.5	64,503	0.6	49,872	0.6	70,633	0.6
	359,695	4.0	735,399	6.4	554,908	6.6	868,532	7.8

Revenue

We experienced a steady revenue growth during the Track Record Period. In 2023, 2024 and the nine months ended September 30, 2024 and 2025, our total revenue amounted to RMB9,024.9 million, RMB11,417.1 million, RMB8,386.8 million and RMB11,177.4 million, respectively.

Revenue by Business Segment

During the Track Record Period, our revenue was derived from the sales of (i) feed products, mainly including aquatic feed, poultry feed and swine feed (ii) fry products, including shrimp fry and fish fry and (iii) animal health products, including environmental conditioners and various animal healthcare products. The following table sets forth a breakdown of our revenue by business segment for the periods indicated:

	Year ended December 31,				Nine months ended September 30,			
	2023		2024		2024		2025	
	Amount	%	Amount	%	Amount	%	Amount	%
	(RMB in thousands, except for percentage)							
					(unaudited)			
Feed business	8,696,689	96.3	11,054,323	96.9	8,105,456	96.6	10,838,473	96.9
– Aquatic feed	6,141,432	68.0	7,534,652	66.0	5,586,212	66.6	7,513,679	67.2
– Poultry feed	2,088,764	23.1	2,917,373	25.6	2,091,352	24.9	2,749,424	24.6
– Swine feed and others(1)	466,493	5.2	602,298	5.3	427,892	5.1	575,370	5.1
Breeding business	78,528	0.9	94,905	0.8	73,574	0.9	98,920	0.9
Animal health business	46,365	0.5	88,107	0.8	65,505	0.8	117,964	1.1
Others(2)	203,359	2.3	179,721	1.5	142,261	1.7	122,083	1.1
Total	**9,024,941**	**100.0**	**11,417,056**	**100.0**	**8,386,796**	**100.0**	**11,177,440**	**100.0**

Notes:

(1) Others primarily consisted of ruminant feed, which represented a small portion of our feed product portfolio during the Track Record Period.

(2) Others primarily related to the sales of our surplus raw materials and sales of scraps.

During the Track Record Period, we experienced robust growth in the sales volume of our products, driven by the increased production capacity resulting from the construction of new feed production bases and upgrading of production lines to meet strong market demands. The following table sets forth a breakdown of sales volume and average selling price of our feed business for the periods indicated:

	Year ended December 31,				Nine months ended September 30,			
	2023		2024		2024		2025	
	Sales volume	Average selling prices(1)	Sales volume	Average selling prices(1)	Sales volume	Average selling prices(1)	Sales volume	Average selling prices(1)
	(Thousand tons)	*(RMB/ton)*	*(Thousand tons)*	*(RMB/ton)*	*(Thousand tons)*	*(RMB/ton)*	*(Thousand tons)*	*(RMB/ton)*
Feed products	1,707	5,095(2)	2,362	4,680(2)	1,699	4,770(2)	2,505	4,326(2)
– Aquatic feed	931	6,599	1,200	6,281	881	6,340	1,307	5,750
– Poultry feed	642	3,253	965	3,023	679	3,080	998	2,754
– Swine feed and others	134	3,480	197	3,051	139	3,078	200	2,877

Notes:

(1) Average selling price is calculated through dividing revenue by the relevant sales volume during the same period, which represented the average price at which our products were sold to our customers.

(2) During the Track Record Period, we primarily adopt a cost-plus pricing model for our feed products, adding our expected amount of gross profit to the cost of sales per ton of feed products. See "Business — Sales, Marketing and Distribution — Pricing." During the Track Record Period, the average selling prices of our feed products decreased, primarily due to a decrease in the market price of our raw materials.

Revenue by Geographic Location

During the Track Record Period, we primarily generated revenue from Asia (excluding East Asia), particularly in Vietnam and Indonesia, and in emerging markets such as Ecuador and Egypt. The following table sets forth a breakdown of our revenue by geographic location for the periods indicated:

	Year ended December 31,				Nine months ended September 30,			
	2023		2024		2024		2025	
	Amount	%	Amount	%	Amount	%	Amount	%
	(RMB in thousands, except for percentage)							
					(unaudited)			
Vietnam	6,367,737	70.6	7,567,597	66.3	5,652,936	67.4	6,681,668	59.8
Indonesia	1,027,866	11.4	1,382,564	12.1	986,033	11.8	1,328,434	11.9
Ecuador	850,236	9.4	1,229,337	10.8	840,038	10.0	1,471,538	13.2
Egypt	124,440	1.4	522,331	4.6	367,633	4.4	777,809	7.0
Others[1]	654,662	7.2	715,227	6.2	540,156	6.4	917,991	8.1
Total	**9,024,941**	**100.0**	**11,417,056**	**100.0**	**8,386,796**	**100.0**	**11,177,440**	**100.0**

Note:

(1) Others primarily included Malaysia, India and Bangladesh.

Gross Profit and Gross Profit Margin

Gross profit represents revenue less cost of sales and our gross profit margin represents gross profit divided by our revenue, expressed as a percentage.

Gross Profit and Gross Profit Margin by Business Segment

The following table sets forth our gross profit and gross margin by business segment for the periods indicated:

	Year ended December 31,				Nine months ended September 30,			
	2023		2024		2024		2025	
	Gross profit	Gross profit margin (%)	Gross profit	Gross profit margin (%)	Gross profit	Gross profit margin (%)	Gross profit	Gross profit margin (%)
	(RMB in thousands, except for percentage)							
					(unaudited)			
Feed business	1,141,759	13.1	1,679,084	15.2	1,235,069	15.2	1,808,828	16.7
– Aquatic feed	905,826	14.7	1,310,135	17.4	965,738	17.3	1,504,312	20.0
– Poultry feed	174,440	8.4	283,871	9.7	209,566	10.0	230,401	8.4
– Swine feed and others[1]	61,493	13.2	85,078	14.1	59,765	14.0	74,115	12.9
Breeding business	7,697	9.8	21,490	22.6	19,521	26.5	26,601	26.9
Animal health business	13,229	28.5	22,030	25.0	17,366	26.5	27,693	23.5
Others[2]	5,652	2.8	7,455	4.1	2,374	1.7	10,655	8.7
Total	**1,168,337**	**12.9**	**1,730,059**	**15.2**	**1,274,330**	**15.2**	**1,873,777**	**16.8**

Notes:

(1) Others primarily consisted of ruminant feed, which represented a small portion of our feed product portfolio during the Track Record Period.

(2) Others primarily related to the sales of our surplus raw materials and sales of scraps.

Gross Profit and Gross Profit Margin by Geographic Location

The gross profit margin of our sales of products to different markets varies. During the Track Record Period, our gross profit margin in Ecuador was relatively higher than the gross profit margin in other markets, primarily because we mainly sold aquatic feed in Ecuador, which had a relatively higher gross profit margin compared to our other products. The following table sets forth our gross profit and gross margins by geographic location for the periods indicated:

	Year ended December 31,				Nine months ended September 30,			
	2023		2024		2024		2025	
	Gross profit	Gross profit margin (%)	Gross profit	Gross profit margin (%)	Gross profit	Gross profit margin (%)	Gross profit	Gross profit margin (%)
	(RMB in thousands, except for percentage)							
					(unaudited)			
Vietnam	868,201	13.6	1,098,238	14.5	839,552	14.9	1,044,155	15.6
Indonesia	91,750	8.9	159,522	11.5	107,472	10.9	163,999	12.3
Ecuador	131,047	15.4	296,505	24.1	198,252	23.6	392,134	26.6
Egypt	14,546	11.7	58,204	11.1	37,816	10.3	95,255	12.2
Others(1)	62,793	9.6	117,590	16.4	91,238	16.9	178,234	19.4
Total	**1,168,337**	**12.9**	**1,730,059**	**15.2**	**1,274,330**	**15.2**	**1,873,777**	**16.8**

Note:

(1) Others primarily included Malaysia, India and Bangladesh.

Summary of Combined Statements of Financial Position

The following table sets forth a summary of our combined statement of financial position as of the dates indicated:

	As of December 31,		As of September 30,
	2023	2024	2025
	(RMB in thousands)		
			(unaudited)
Total non-current assets	2,360,623	2,891,860	3,130,986
Total current assets	2,880,139	3,527,936	4,592,604
Total assets	5,240,762	6,419,796	7,723,590
Total current liabilities	2,001,369	2,267,415	2,888,603
Net current assets	878,770	1,260,521	1,704,001
Total assets less current liabilities	3,239,393	4,152,381	4,834,987
Total non-current liabilities	31,546	123,554	80,906
Net assets	3,207,847	4,028,827	4,754,081

Our net current assets increased by 35.2% from RMB1,260.5 million as of December 31, 2024 to RMB1,704.0 million as of September 30, 2025, primarily due to an increase in our trade and bills receivables in line with our sales growth, with a substantial portion of the new receivables being within credit term, partially offset by an increase in interest-bearing bank borrowings resulting from an increase in short-term bank loans to enhance our liquidity, supporting our business expansion.

Our net current assets increased by 43.4% from RMB878.8 million as of December 31, 2023 to RMB1,260.5 million as of December 31, 2024, primarily due to (i) an increase in inventories primarily in relation to goods in transit and raw materials driven by increased procurement volume to support our business growth and (ii) an increase in trade and bills receivables in line with our sales growth, partially offset by (i) an increase in other payables and accruals resulting from an increase in payroll and welfare payable in line with our business expansion and (ii) an increase in trade payables resulting from our purchase of raw materials in line with our sales growth.

Biological Assets and Valuation

The following table sets forth the fair value of our biological assets as of the dates indicated:

	As of December 31,		As of September 30,
	2023	2024	2025
	(RMB in thousands)		
Shrimp fry	933	3,551	3,506
Fish fry	–	–	45
Shrimp broodstock	1,683	2,044	1,726
Fish broodstock	–	–	79
Total	**2,616**	**5,595**	**5,356**

Our biological assets increased from RMB2.6 million as of December 31, 2023 to RMB5.6 million as of December 31, 2024, primarily due to an increase in hatcheries of shrimp fry and shrimp broodstock. Our biological assets remained relatively stable at RMB5.6 million as of December 31, 2024 and RMB5.4 million as of September 30, 2025. Our biological assets accounted for less than 0.2% of our net assets as of December 31, 2023, 2024 and September 30, 2025. Our Directors are of the view that our biological assets are not of material significance to our net assets.

Summary of Combined Statements of Cash Flow

The following table sets forth a summary of our combined cash flow statement for the years indicated:

	Year ended December 31,		Nine months ended September 30,	
	2023	2024	2024	2025
	(RMB in thousands)			
			(unaudited)	
Net cash flows generated from operating activities	675,519	859,819	39,185	300,096
Net cash flows used in investing activities	(482,871)	(757,130)	(577,703)	(548,562)
Net cash flows generated from/(used in) financing activities	21,192	(58,010)	471,402	243,575
Net increase/(decrease) in cash and cash equivalents	213,840	44,679	(67,116)	(4,891)
Cash and cash equivalents at beginning of year/period	410,514	623,343	623,343	648,721
Effect of foreign exchange rate changes, net	(1,011)	(19,301)	(18,549)	(17,051)
Cash and cash equivalents at end of year/period	623,343	648,721	537,678	626,779

KEY FINANCIAL RATIOS

The following table sets forth our key financial ratios as of the dates or for the years indicated:

	Year ended December 31/ as of December 31,		Nine months ended September 30/ as of September 30,
	2023	2024	2025
			(unaudited)
Gross profit margin (%)[(1)]	12.9	15.2	16.8
Net profit margin (%)[(2)]	4.0	6.4	7.8
Current ratio[(3)]	1.4	1.6	1.6
Quick ratio[(4)]	0.9	1.0	1.1
Return on assets (%)[(5)]	6.5	11.5	15.3
Return on equity (%)[(6)]	14.7	19.6	25.9

Notes:

(1) Gross profit margin is calculated as revenue less cost of sales, divided by revenue, then multiplied by 100%.

(2) Net profit margin is calculated as profit for the period, divided by revenue, then multiplied by 100%.

(3) Current ratio is calculated as total current assets divided by total current liabilities as of the date indicated.

(4) Quick ratio is calculated by subtracting inventories from current assets and then dividing the result by current liabilities as of the dates indicated.

(5) Return on assets is calculated as profit attributable to owners of the parent for the period divided by average total asset, then multiplied by 100%. For the nine months ended September 30, 2025, the ratio is annualized by multiplying by 365 days divided by 270 days.

(6) Return on equity is calculated as profit attributable to owners of the parent for the period divided by average equity attributable to owners of the parent then multiplied by 100%. For the nine months ended September 30, 2025, the ratio is annualized by multiplying by 365 days divided by 270 days.

DIVIDEND

As advised by our Cayman Islands legal advisor, under Cayman Islands law, a position of accumulated loss and deficits in equity does not necessarily restrict our Company from declaring and paying dividends to our Shareholders out of either our profit or our share premium account, provided this would not result in our Company being unable to pay its debts as they fall due in the ordinary course of business. As our Company is a holding company incorporated under the laws of the Cayman Islands, the payment and amount of any future dividends will also depend on the availability of dividends received from our subsidiaries. Any dividends our Company pays will be determined at the absolute discretion of our Board, taking into account factors including our actual and expected results of operations, cash flow and financial position, general business conditions and business strategies, expected working capital requirements and future expansion plans, legal, regulatory and other contractual restrictions, and other factors that our Board deems to be appropriate. Our Shareholders may approve, in a general meeting, any declaration of dividends, which must not exceed the amount recommended by our Board. Certain of our subsidiaries declared dividends of RMB77.5 million, RMB229.6 million and RMB461.3 million in 2023, 2024 and the nine months ended September 30, 2025, which will be fully settled upon Listing. Throughout the Track Record Period, our Company did not pay or declare any dividend. Currently, our Company does not have a formal dividend policy or a fixed dividend distribution ratio.

RISK FACTORS

Our operations and the [**REDACTED**] involve certain risks and uncertainties, including (i) risks relating to our business and industry, (ii) risks relating to where we conduct business, and (iii) risks relating to the [**REDACTED**]. See "Risk Factors." You should read that section in its entirety carefully before you decide to invest in the [**REDACTED**]. Some of the major risks we face include, but are not limited to:

- Our results of operations are substantially affected by the selling prices of our feed products, fry products, and animal health products, which affect our revenue, and by fluctuations in the purchase prices of raw materials or interruption in the supply of raw materials, which affect our costs.

- We face various risks associated with our operations and production in countries and regions where we operate and our inability to effectively manage and contain them could adversely affect our business and performance.

- Our business is subject to extensive and evolving industrial regulations across multiple jurisdictions and our failure to comply with or adapt to these changes could increase our costs and materially and adversely affect our business and results of operations.

- Outbreaks of animal disease, environmental pollution, shifts in consumer preferences may lead to a significant decline in the sales volume and profitability of our products.

- Any perceived or actual safety or quality issues relating to our products may adversely affect our reputation, sales, or financial performance, and could subject us to liability claims or regulatory actions.

- We engage third-party distributors to sell our products, and we have limited control over our distributors.

- We are subject to various risks relating to the Third-party Payment Arrangements.

- We operate in a highly competitive industry and may face increased competition. New competitors who enter the market could have an adverse impact on our businesses and prospects.

- Our business depends on the strength of our reputation and brands. If we fail to maintain and enhance our reputation and brands, consumers' recognition of and trust in us, our brands and products may be materially and adversely affected.

- We may not be able to achieve the desired benefits from our R&D efforts, or adequately respond to evolving industry standards and technological advancements.

NO MATERIAL ADVERSE CHANGE

After performing sufficient due diligence work that our Directors consider appropriate and after due and careful consideration, our Directors confirm that, up to the date of this Document, there has been no material adverse change in our financial or trading position or prospects since September 30, 2025 (being the end date of the period reported on in the Accountant's Report in Appendix I to this Document) and there has been no event since September 30, 2025 that would materially affect the information as set out in the Accountants' Report in Appendix I to this Document.

OUR CONTROLLING SHAREHOLDERS GROUP

As at the Latest Practicable Date, Guangdong HAID, through its indirect wholly owned subsidiary, namely Rickworth BVI, was interested in 100.00% of the total issued share capital of our Company. Rickworth BVI was directly held by HAID International (SG), Lanking PTE, Kinghill Holdings and Haid International BVI (each a wholly owned subsidiary of Guangdong HAID), as to 10.50%, 34.19%, 36.86% and 18.45%. Guangdong HAID was held as to 54.73% by Guangzhou Haihao, which was held as to 39.75% by Mr. Xue.

Immediately upon completion of the [**REDACTED**] (without taking into account any Shares which may be issued pursuant to the exercise of the [**REDACTED**]), Guangdong HAID will be interested in [**REDACTED**]% of the issued share capital of our Company indirectly through Rickworth BVI. Therefore, Mr. Xue, Guangzhou Haihao, Guangdong HAID, HAID International (SG), Haid Supply Chain, Guangzhou Haid Feedstuff, Lanking PTE, Kinghill Holdings, Haid International BVI and Rickworth BVI will form the Controlling Shareholders Group of our Company.

Delineation of Business

The business of our Group is clearly delineated from HAID Group. Our Group is primarily engaged in feed, breeding and animal health businesses in regions spanning Asia (excluding East Asia), Africa and Latin America, whereas after the Corporate Reorganization and upon Listing, HAID Group principally operates feed, breeding and animal health businesses only in geographical regions other than Asia (excluding East Asia), Africa and Latin America, while it also operates husbandry and food processing businesses globally.

As HAID Group will focus its feed, breeding and animal health operations primarily outside our designated geographical regions, such clear geographical delineation ensures that our Group and HAID Group operate in distinct markets with no overlap in our core feed, breeding and animal health businesses. See "Relationship with our Controlling Shareholders Group" for further details.

CONTINUING CONNECTED TRANSACTIONS

We have entered into, and are expected to continue, certain transactions which would constitute continuing connected transactions under Chapter 14A of the Listing Rules after Listing. Accordingly, we have applied to the Stock Exchange for, and the Stock Exchange [has granted], waiver in relation to the Non-exempt Continuing Connected Transactions between us and our connected persons under Chapter 14A of the Listing Rules. For details, see "Connected Transactions".

[**REDACTED**]

The statistics in the following table are based on the assumptions that (i) the [**REDACTED**] have been completed and [**REDACTED**] Shares are newly issued in the [**REDACTED**], and (ii) the [**REDACTED**] is not exercised:

	Based on the [REDACTED] **of HK$**[REDACTED] **per Share, being the low-end of the** [REDACTED] **Range**	**Based on the** [REDACTED] **of HK$**[REDACTED] **per Share, being the high-end of the** [REDACTED] **Range**
Market capitalization of our Shares[1]	HK$[**REDACTED**] billion	HK$[**REDACTED**] billion
Unaudited [**REDACTED**] adjusted combined net tangible assets per Share[2]	HK$[**REDACTED**] (RMB[**REDACTED**])	HK$[**REDACTED**] (RMB[**REDACTED**])

Notes:

(1) The calculation of the market capitalization of our Shares is based on the assumption that [**REDACTED**] Shares will be in issue and outstanding immediately following the completion of the [**REDACTED**].

(2) The unaudited [**REDACTED**] adjusted combined net tangible assets per Share is calculated after making the adjustments referred to in "Appendix II — Unaudited [**REDACTED**] Financial Information" and on the basis that [**REDACTED**] shares were in issue, without taking account of the exercise of the [**REDACTED**].

USE OF PROCEEDS

We estimate that we will receive net proceeds from the [**REDACTED**] of approximately HK$[**REDACTED**] million, after deducting the estimated [**REDACTED**] commissions and other fees and expenses payable by us in connection with the [**REDACTED**], and assuming the [**REDACTED**] is not exercised and at an [**REDACTED**] of HK$[**REDACTED**] per [**REDACTED**].

We currently intend to apply the net proceeds from the [**REDACTED**] as follows:

- approximately [70.0]%, or HK$[**REDACTED**] million, will be used to expand and optimize our manufacturing network;
- approximately [10.0]%, or HK$[**REDACTED**] million, will be used for partially repay the principal and accrued interest of certain of our bank borrowings;
- approximately [10.0]%, or HK$[**REDACTED**] million, will be used to upgrade our global sales and service network to further expand our geographic coverage and establish localized research centers; and
- approximately [10.0]%, or HK$[**REDACTED**] million, will be used for working capital and general corporate purposes.

See "Future Plans and Use of Proceeds."

LISTING EXPENSES

Listing expenses represent professional fees, [**REDACTED**] commission and other fees incurred in connection with the [**REDACTED**]. Listing expenses to be borne by us are estimated to be approximately RMB[**REDACTED**] (HK$[**REDACTED**]), comprising: (i) [**REDACTED**] fees of RMB[**REDACTED**] (HK$[**REDACTED**]); and (ii) [**REDACTED**]-related expenses of RMB[**REDACTED**] (HK$[**REDACTED**]), which are further categorized into: (a) fees and expenses of legal advisors and accountants of RMB[**REDACTED**] (HK$[**REDACTED**]); and (b) other fees and expenses of RMB[**REDACTED**] (HK$[**REDACTED**]), assuming the [**REDACTED**] is not exercised and based on the [**REDACTED**] of HK$[**REDACTED**] per [**REDACTED**] (being the mid-point of the [**REDACTED**] range), approximately RMB[**REDACTED**] (HK$[**REDACTED**] million) of which was charged or is expected to be charged to our combined statements of profit or loss, and approximately RMB[**REDACTED**] (HK$[**REDACTED**] million) of which is expected to be deducted from equity upon the completion of the [**REDACTED**]. The listing expenses are expected to represent approximately [**REDACTED**]% of the gross proceeds of the [**REDACTED**], assuming an [**REDACTED**] of HK$[**REDACTED**] per [**REDACTED**] (being the mid-point of the indicative [**REDACTED**] range) and that the [**REDACTED**] is not exercised. The listing expenses above are the latest practicable estimate for reference only, and the actual amount may differ from this estimate.

In this Document, unless the context otherwise requires, the following terms shall have the meanings set out below. Certain other terms are explained in "Glossary of Technical Terms" of this Document.

DEFINITIONS

"Accountants' Report"	the accountants' report for the Track Record Period prepared by Ernst & Young, the text of which is set out in Appendix I to this document;
"Articles of Association" or "Articles"	the articles of association of our Company adopted on [●] which shall become effective as of the date on which the Shares are listed on the Stock Exchange, as amended from time to time, a summary of which is set out in "Appendix III" to this Document;
"associate(s)"	has the meaning ascribed to it under the Listing Rules;
"Bad Weather Signal"	has the meaning ascribed to it under the Listing Rules;
"Board" or "Board of Directors"	the board of Directors;
"business day"	a day on which banks in Hong Kong are generally open for normal banking business to the public and which is not a Saturday, Sunday or public holiday in Hong Kong;

[**REDACTED**]

"Cayman Companies Act" or "Companies Act"	the Companies Act (As Revised) of the Cayman Islands, as amended, supplemented or otherwise modified from time to time;
"China" or "PRC"	the People's Republic of China, but for the purpose of this Document and for geographical reference only and except where the context requires otherwise, references in this Document to "China" and the "PRC" do not apply to Hong Kong, the Macau Special Administrative Region and Taiwan Region;
"close associates(s)"	has the meaning ascribed to it under the Listing Rules;

"Companies Ordinance"	the Companies Ordinance (Chapter 622 of the Laws of Hong Kong), as amended, supplemented or otherwise modified from time to time;
"Companies (Winding up and Miscellaneous Provisions) Ordinance"	the Companies (Winding up and Miscellaneous Provisions) Ordinance (Chapter 32 of the Laws of Hong Kong), as amended, supplemented or otherwise modified from time to time;
"Company" or "our Company"	Haid International Holdings Limited (海大國際控股有限公司), a company incorporated in the Cayman Islands as an exempted company on September 17, 2025;
"Compliance Advisor"	has the meaning ascribed to it under the Listing Rules;
"connected person(s)"	has the meaning ascribed to it under the Listing Rules;
"connected transaction(s)"	has the meaning ascribed to it under the Listing Rules;
"Controlling Shareholders Group" or "Controlling Shareholder(s)"	Mr. Xue, Guangzhou Haihao, Guangdong HAID, Guangzhou Haid Feedstuff, Haid Supply Chain, HAID International (SG), Haid International BVI, Kinghill Holdings, Lanking PTE and Rickworth BVI;
"Corporate Reorganization"	the corporate reorganization of the Group in preparation for the Listing, details of which are set out in "*History, Reorganization and Corporate Structure — Corporate Reorganization*";
"Designated Bank"	HKSCC Participant's [**REDACTED**] Designated Bank;
"Director(s)"	the director(s) of our Company;
"East Asia"	East Asia refers to the PRC, Hong Kong, the Macau Special Administrative Region, Taiwan Region, Japan, South Korea, North Korea and Mongolia;
"Extreme Conditions"	extreme conditions as announced by the government of Hong Kong;
"Fast Interface for New Issuance" or "FINI"	an online platform operated by HKSCC that is mandatory for admission to trading and, where applicable, the collection and processing of specified information on subscription in and settlement for all New Listings;

"Frost & Sullivan"	Frost & Sullivan (Beijing) Inc., Shanghai Branch Co., a global market research and consulting company, which is an Independent Third Party;
"General Rules of HKSCC"	the General Rules of HKSCC as may be amended or modified from time to time and where the context so permits, shall include the HKSCC Operational Procedures;

[**REDACTED**]

"Group", "our Group" or "we"	our Company and all of our subsidiaries or, where the context so requires, in respect of the period before our Company became the holding company of our present subsidiaries, the business operated by such subsidiaries or their predecessors (as the case may be);
"Guangdong HAID"	Guangdong Haid Group Co., Limited (廣東海大集團股份有限公司), a limited liability company incorporated in the PRC on January 8, 2004 and listed on the Shenzhen Stock Exchange (stock code: 002311.SZ), a member of our Controlling Shareholders Group;
"Guangzhou Haid Feedstuff'	Guangzhou Haid Feedstuff Co., Ltd. (廣州市海大飼料有限公司), a limited liability company incorporated in the PRC on July 14, 1998, and a member of our Controlling Shareholders Group;
"Guangzhou Haihao"	Guangzhou Haihao Investment Co., Ltd. (廣州市海灝投資有限公司), a limited liability company incorporated in the PRC on September 27, 2006, and a member of our Controlling Shareholders Group;
"Guide for New Listing Applicants" or "Guide"	the Guide for New Listing Applicants, as published by the Stock Exchange on November 29, 2023 and effective on January 1, 2024, as amended or supplemented or otherwise modified from time to time;
"HAID Group"	Guangdong HAID and its subsidiaries, excluding members of our Group;

"Haid International BVI"	Haid International Group Limited, a company incorporated in the BVI with limited liability on July 28, 2006, and a member of our Controlling Shareholders Group;
"HAID International (SG)"	HAID INTERNATIONAL (SINGAPORE) PTE. LTD., a company incorporated in Singapore on August 22, 2023, and a member of our Controlling Shareholders Group;
"Haid Supply Chain"	Haid Supply Chain Management (Zhuhai) Co., Ltd. (海大供應鏈管理(珠海)有限公司), a limited liability company incorporated in the PRC on January 24, 2018, and a member of our Controlling Shareholders Group;
"Haidea Holdings"	HAIDEA HOLDINGS PTE. LTD., a company incorporated in Singapore on October 10, 2025, and a wholly owned subsidiary of our Company;

[**REDACTED**]

"HKSCC Nominees"	HKSCC Nominees Limited, a wholly owned subsidiary of HKSCC;
"HKSCC Operational Procedures"	the operational procedures of HKSCC, containing the practices, procedures and administrative or other requirements relating to HKSCC's services and the operations and functions of CCASS, FINI or any other platform, facility or system established, operated and/or otherwise provided by or through HKSCC, as from time to time in force;
"HKSCC Participant"	a participant admitted to participate in CCASS as a direct clearing participant, a general clearing participant or a custodian participant;

"Hong Kong" or "HK"	the Hong Kong Special Administrative Region of the PRC;
"Hong Kong dollar(s)" or "HK$"	Hong Kong dollar(s), the lawful currency of Hong Kong;

[**REDACTED**]

"Hong Kong Share Registrar"	[**REDACTED**]

[**REDACTED**]

"Independent Third Party(ies)"	individuals or company(ies), who or which, to the best of our Directors' knowledge, information and belief, having made all reasonable enquiries, is not a connected person of our Company within the meaning of the Listing Rules;

[**REDACTED**]

[**REDACTED**]

"Joint Sponsors"	the joint sponsors as named in "Directors and Parties Involved in the [**REDACTED**]";
"Kinghill Holdings"	KINGHILL HOLDINGS PTE. LTD., a company incorporated in Singapore on June 23, 2017, and a member of our Controlling Shareholders Group;
"Lanking PTE"	LANKING PTE. LTD., a company incorporated in Singapore on December 8, 2011, and a member of our Controlling Shareholders Group;
"Latest Practicable Date"	January 5, 2026, being the latest practicable date for the purpose of ascertaining certain information contained in this Document prior to its publication;

"Listing"	the listing of our Shares on the Main Board;
"Listing Committee"	the listing sub-committee of the board of directors of the Stock Exchange;
"Listing Date"	the date, expected to be on or about [**REDACTED**] on which dealings in our Shares first commence on the Main Board;
"Listing Rules"	the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited, as amended or supplemented or otherwise modified from time to time;
"Main Board"	the stock exchange (excluding the option market) operated by the Stock Exchange which is independent from and operated in parallel with the Growth Enterprise Market of the Stock Exchange;

[**REDACTED**]

[**REDACTED**]

"QIB(s)"	qualified institutional buyers within the meaning of Rule 144A;
"R&D"	research and development;
"Regulation S"	Regulation S under the U.S. Securities Act;
"Renminbi" or "RMB"	the lawful currency of the PRC;
"Rickworth BVI"	RICKWORTH INVESTMENTS LIMITED, a company incorporated in the BVI with limited liability on January 2, 2015, and a member of our Controlling Shareholders Group;
"Rule 144A"	Rule 144A under the U.S. Securities Act;
"Securities and Futures Commission" or "SFC"	the Securities and Futures Commission of Hong Kong;
"Share(s)" or "Ordinary Share(s)"	ordinary share(s) with nominal value US$1.00 each in the share capital of the Company;
"Shareholder(s)"	holder(s) of our Share(s);

[**REDACTED**]

"Stock Exchange"	The Stock Exchange of Hong Kong Limited, a wholly owned subsidiary of Hong Kong Exchange and Clearing Limited;
"subsidiary(ies)"	has the meaning ascribed to it under the Listing Rules;
"substantial shareholder(s)"	has the meaning ascribed to it under the Listing Rules;
"Track Record Period"	the period comprising the two years ended December 31, 2024 and the nine months ended September 30, 2025;
"treasury share(s)"	has the meaning ascribed to it under the Listing Rules

[**REDACTED**]

"U.S." or "United States"	the United States of America, its territories, its possessions and all areas subject to its jurisdiction;
"U.S. Securities Act"	United States Securities Act of 1933, as amended, supplemented or otherwise modified from time to time; and
"US$" or "US dollars"	United States dollar(s), the lawful currency of the United States;
"Valuer"	Asia-Pacific Consulting and Appraisal Limited, our biological asset valuer and an Independent Third Party;

[**REDACTED**]

ACRONYMS

"AFRC"	the Accounting and Financial Reporting Council of Hong Kong;

"CAGR"	compounded annual growth rate, which is calculated by dividing the amount at the end of the period by the amount of the beginning of that period, raising the result to an exponent of one divided by the number of years in the period, and subtracting one from the subsequent result;
"CCASS"	the Central Clearing and Settlement System established and operated by HKSCC;
"ESG"	environmental, social and corporate governance;
"HKSCC"	Hong Kong Securities Clearing Company Limited, a wholly owned subsidiary of Hong Kong Exchanges and Clearing Limited;
"IASB"	International Accounting Standards Board;
"IFRS"	International Financial Reporting Standards;
"PBOC"	the People's Bank of China (中國人民銀行), the central bank of the PRC;
"SAFE"	the State Administration of Foreign Exchange of the PRC (中華人民共和國國家外匯管理局);
"SFO"	the Securities and Futures Ordinance, Chapter 571 of the Laws of Hong Kong, as amended, supplemented or otherwise modified from time to time;
"VAT"	value-added tax.

For ease of reference, the names of Chinese laws and regulations, governmental authorities, institutions, natural persons or other entities (including certain of our subsidiaries) have been included in the Document in both the Chinese and English languages and in the event of any inconsistency, the Chinese versions shall prevail. English translations of company names and other terms from the Chinese language are provided for identification purposes only.

Certain amounts and percentage figures included in this Document were subjected to rounding adjustments. Accordingly, figures shown as totals in certain tables may not be arithmetic aggregation of the figures preceding them.

For the purpose of this Document, references to "provinces" of China include provinces, municipalities under direct administration of the central government and provincial-level autonomous regions.

In this document, unless the context otherwise requires, explanations and definitions of certain terms used in this document in connection with our Company and our business shall have the meanings set out below. The terms and their meanings may not always correspond to standard industry meaning or usage of these terms.

Term	**Explanation**
Algae Collapse	A sudden mass die-off of algae in aquaculture ponds, which can cause severe water quality deterioration and oxygen depletion, threatening animal health
Artemia	A genus of small aquatic crustaceans, commonly known as brine shrimp, widely used as live feed for larval fish and shrimp in aquaculture
Bacillus licheniformis	A probiotic bacterium used in animal health products to improve digestive function and boost immune response
Bacillus pumilus	A probiotic bacterium used in aquaculture to improve water quality and enhance disease resistance in farmed animals
Bacillus subtilis	A beneficial probiotic bacterium used in animal feed and water treatment to improve gut health, enhance immunity, and maintain water quality
Breeding-feed-animal health	The Company's integrated business model encompassing fry products, feed products, and animal health products
Broiler chicken	Chickens raised specifically for meat production
Broiler duck	Ducks raised specifically for meat production
Broodstock	The breeding animals selected and maintained for reproduction purposes to produce offspring for commercial production
Broodstock multiplication	The process of increasing the number of breeding animals while maintaining genetic quality and diversity for commercial production

Cage-based	An aquaculture method where fish or other aquatic animals are raised in enclosed net cages placed in natural water bodies such as lakes, rivers, or coastal waters
Climbing perch	Anabas testudineus, a freshwater fish species known for its ability to survive in low-oxygen environments and move across land, commonly farmed in Asia (excluding East Asia)
DDGS	Distiller's Dried Grains with Soluble (DDGS), is the dried residue remaining after the starch fraction of maize (Corn DDGS) is fermented with yeasts to produce ethanol
Earthen-pond	A traditional aquaculture pond constructed by excavating and shaping earth, with natural soil forming the bottom and walls, commonly used for fish and shrimp farming
Embryo	The initial stage of development for a multicellular organism
Feed conversion rate (FCR)	The efficiency with which animals convert feed into body mass, calculated as the ratio of feed consumed to weight gain; a key metric for evaluating feed quality and animal performance
Fish hepatobiliary metabolism	The metabolic processes occurring in the liver and biliary system of fish, involving detoxification, nutrient processing, bile production, and waste elimination
Fish solubles	A liquid byproduct from fish processing containing concentrated nutrients, proteins, and oils, used as a palatability enhancer and nutrient supplement in aquatic feeds
Fry	Juvenile fish or shrimp at the post-larval stage that are ready for commercial grow-out operations
Grass carp	Ctenopharyngodon idella, a herbivorous freshwater fish species widely cultivated in aquaculture
Larvae	The early developmental stage of aquatic animals during metamorphosis, prior to reaching the fry stage

Layer chicken	Chickens raised specifically for egg production
Layer duck	Ducks raised specifically for egg production
Molting	The periodic shedding of the exoskeleton in crustaceans such as shrimp and crabs, or feathers in birds, necessary for growth and development
Muscle opacity	The degree to which muscle tissue is opaque rather than translucent, often used as an indicator of muscle quality, stress, or disease in aquatic animals
Non-specific immune system	The innate immune defense mechanism that provides general protection against pathogens without requiring prior exposure, including physical barriers and immune cells
Ozonation	A water treatment process using ozone gas to disinfect water, kill pathogens, and oxidize organic matter in aquaculture systems
Pelleting	The process of compressing feed ingredients into compact pellets, improving feed handling, reducing waste, and enhancing digestibility
pH	The measure of acidity or alkalinity of water or other substances on a scale of 0 to 14, where 7 is neutral, below 7 is acidic, and above 7 is alkaline; a critical parameter in aquaculture water quality management
PVC	Polyvinyl chloride, a durable plastic material commonly used in aquaculture for piping, tanks, and pond liners due to its water resistance and longevity
Rhodopseudomonas palustris	A photosynthetic bacterium used in aquaculture to improve water quality, reduce harmful substances, and provide nutritional benefits
Rice bran	The outer layer of rice grain removed during milling, used as a carbohydrate and vitamin-rich feed ingredient in animal nutrition, particularly for aquaculture and livestock

Sand filtration	A water treatment method using sand filters to remove suspended solids and impurities from water in aquaculture systems
Sea bass	Lates calcarifer or similar species, a popular marine and brackish water fish species widely cultivated in aquaculture
Shrimp meal	A protein-rich feed ingredient produced from processed shrimp byproducts, used to enhance nutritional value and palatability in aquatic feeds
Snakehead fish	Channa maculata or Channa argus, a predatory freshwater fish species
Three-tier R&D system	The Company's R&D structure comprising three levels: industry research, R&D localization, and end-user focus
Tilapia	Oreochromis species, a freshwater fish widely cultivated in tropical and subtropical aquaculture
Translucent post-larvae disease (TPD)	A viral disease affecting post-larval shrimp, characterized by translucent appearance and high mortality rates, causing significant economic losses in shrimp farming
Dual procurement model	The Company's procurement strategy that combines centralized procurement of key raw materials with localized procurement of other materials at the regional or facility level
Ultrafiltration	A membrane filtration process that removes fine particles, bacteria, and macromolecules from water, providing high-quality water for aquaculture
Ultraviolet sterilization	A water treatment method using ultraviolet light to kill or inactivate microorganisms, viruses, and pathogens without chemical additives
Vannamei	litopenaeus vannamei, also known as Pacific white shrimp, a widely cultivated shrimp species in aquaculture

FORWARD-LOOKING STATEMENTS

We have included in this Document forward-looking statements. Statements that are not historical facts, including statements about our intentions, beliefs, expectations or predictions for the future, are forward-looking statements.

This Document contains certain forward-looking statements and information relating to our Company and our subsidiaries that are based on the beliefs of our management as well as assumptions made by and information currently available to our management. When used in this Document, the words "aim," "anticipate," "believe," "could," "expect," "going forward," "intend," "may," "ought to," "plan," "project," "seek," "should," "will," "would" and the negative of these words and other similar expressions, as they relate to our Group or our management, are intended to identify forward-looking statements. Such statements reflect the current views of our management with respect to future events, operations, liquidity and capital resources, some of which may not materialize or may change. These statements are subject to certain risks, uncertainties and assumptions, including the other risk factors as described in this Document. You are strongly cautioned that reliance on any forward-looking statements involves known and unknown risks and uncertainties. The risks and uncertainties facing our Company which could affect the accuracy of forward-looking statements include, but are not limited to, the following:

- our operation and business prospects;
- our strategies, plans, objectives and goals and our ability to successfully implement them;
- estimates of our costs, expenses, future revenues, capital expenditures and our needs for additional financing;
- our ability to attract and retain senior management and key employees;
- future developments, trends, conditions and competitive landscape in the industry and markets in which we operate;
- changes to regulatory and operating conditions in the industry and markets in which we operate;
- our financial condition and operating results and performance;
- our capital expenditure plans;
- our dividend policy;
- industry trends and competition; and
- general political and economic conditions.

Subject to the requirements of applicable laws, rules and regulations, we do not have any and undertake no obligation to update or otherwise revise the forward-looking statements in this Document, whether as a result of new information, future events or otherwise. As a result of these and other risks, uncertainties and assumptions, the forward-looking events and circumstances discussed in this Document might not occur in the way we expect or at all. Accordingly, you should not place undue reliance on any forward-looking information. All forward-looking statements in this Document are qualified by reference to the cautionary statements in this section.

In this Document, statements of or references to our intentions or those of our Directors are made as of the date of this Document. Any such information may change in light of future developments.

You should carefully consider all the information in this Document, including the risks and uncertainties described below and our financial statements and the related notes, prior to investing in the **[REDACTED]*****. The risk factors relating to our business and our industry and the jurisdiction where we conduct business may not typically be associated with investing in equity securities of similar companies from other jurisdictions. Our business, financial condition, results of operations or prospects could be materially and adversely affected by any of these risks. The trading price of the*** **[REDACTED]** ***could decrease due to any of these risks and you may lose all or part of your investment.***

We believe that there are certain risks involved in our operations, some of which are beyond our control. These risks can be broadly categorized into: (i) risks relating to our business and our industry; (ii) risks relating to where we conduct business; and (iii) risks relating to the [**REDACTED**].

RISKS RELATING TO OUR BUSINESS AND OUR INDUSTRY

Our results of operations are substantially affected by the selling prices of our feed products, fry products, and animal health products, which affect our revenue, and by fluctuations in the purchase prices of raw materials or interruption in the supply of raw materials, which affect our costs.

Our results of operations are significantly affected by the selling prices of our feed products, fry products, and animal health products. These prices are affected by the price of the relevant raw materials, which are a major component of our cost of sales. These prices are also affected by constantly changing and volatile market forces of supply and demand, as well as other factors over which we have little or no control. These factors include:

- prevailing economic conditions;
- government regulations and actions, particularly regarding environmental protection and price interventions in the agricultural sector;
- outbreaks of animal diseases;
- weather conditions and their impact on the availability and pricing of key agricultural commodities;
- import and export restrictions and trade barriers in the jurisdictions where we operate, including our primary markets in Asia (excluding East Asia), Africa and Latin America;
- competing demand for raw materials from other industries; and

- transportation and storage.

The prices of our products are influenced by fluctuations in the cost of raw materials, which result from a number of factors such as global supply and demand, crop yields in key producing countries, and relevant government policies. During the Track Record Period, our raw material costs mainly including feed ingredient costs for feed business amounted to RMB7,437.3 million, RMB9,083.9 million, RMB6,696.5 million and RMB8,728.7 million, accounting for 94.6%, 93.7%, 94.2% and 93.9% of our total cost of sales in 2023, 2024 and the nine months ended September 30, 2024 and 2025, respectively. For our feed business in particular, we primarily adopt a cost-plus pricing model, adding our expected amount of gross profit to the cost of sales per ton of feed products. See "Business — Sales, Marketing and Distribution — Pricing." However, if we are unable to adjust our product selling prices in a timely manner to sufficiently track the fluctuations in the market price of our raw materials, our gross margin and our overall results of operations could be adversely affected in short term.

During the Track Record Period, we primarily procure the feed ingredients we need for our feed production from third-party suppliers. There is no assurance that our suppliers will not significantly adjust the prices of our raw materials, particularly when market prices or demand for such materials increase. We cannot assure you that we will be able to pass on to our customers all or part of any increased costs in a timely manner. Furthermore, there is no assurance that our suppliers will continue to provide raw materials of the desired quality, in the required quantities, and on terms commercially acceptable to us. If any key supplier terminates its relationship with us, we may not be able to locate suitable alternative suppliers in a timely manner. Any of the above could have a material adverse effect on our business, results of operations and financial condition.

We face various risks associated with our operations and production in countries and regions where we operate and our inability to effectively manage and contain them could adversely affect our business and performance.

We operate across a number of countries regions and we are continuing to expand our operations into new regions as part of our growth strategy. As of September 30, 2025, our products had been sold to multiple countries and regions, primarily including Vietnam, Indonesia, Ecuador and Egypt. Our current operations and our plans to expand our operation have placed, and will continue to place, a strain on our employees, management systems and other resources. As a result of our global footprint, we are subject to legal, regulatory, operational, economic, commercial and other risks associated with operations in multiple jurisdictions, including:

- increased costs associated with maintaining the ability to understand local markets and follow their trends, as well as developing and maintaining an effective marketing and distribution presence;

- our lack of familiarity with commercial and social norms and customs in countries which may adversely affect our ability to recruit, retain and manage employees in these countries;

- difficulties and costs associated with staffing and managing foreign operations;

- difficulties in providing efficient customer service and support in markets abroad;

- the potential diversion of management's attention to oversee and direct operations that are geographically distant from our headquarters;

- compliance with multiple, conflicting and changing governmental laws and regulations, including employment, tax, privacy and data protection laws and regulations, in order to obtain overseas permits, licenses, and approvals necessary to manufacture or import, market and sell products in or to overseas jurisdictions;

- adverse changes in international laws and agreements, especially those affecting trade and investment;

- high costs relating to compliance with the commercial and legal requirements of overseas markets, including those relating to labor, environmental and industry-specific regulations;

- legal systems in which our ability to enforce and protect our rights may be different and in which the ultimate result of dispute resolution is difficult to predict;

- risks associated with local unions and employment disputes, including allegations of discrimination, harassment, violation of collective bargaining agreements, wrongful termination, among others;

- differences in workplace cultures;

- unanticipated changes in prevailing political and economic conditions and regulatory requirements;

- tariffs, export controls and other non-tariff barriers such as quotas and local content rules;

- more limited protection for intellectual property rights in some countries;

- risks associated with compliance with local tax laws and regulations including but not limited to timely filing of tax returns, tax payment, and disputes or disagreements with local tax authorities with respect to matters including but not limited to calculation of tax liabilities and preferential tax treatments;

- risks associated with disputes with local tax authorities on the judgment of transfer pricing arising out of our intra-company transactions, which may result in [**REDACTED**] or adjustment of our taxable income and a different tax amount payable;

- fluctuations in currency exchange rates;

- managing widespread operations and enforcing internal policies and procedures compliance with U.S. and foreign anti-bribery and anti-corruption regulations;

- strict foreign exchange controls and cash repatriation restrictions;

- global epidemics, pandemics, or contagious diseases;

- the instability of governments, including the threat of war, or terrorist attacks;

- sanctions against certain countries or organizations, or prohibitions on certain activities;

- the difficulty of enforcing agreements and protecting assets through legal systems in certain countries; and

- new and different sources of competition.

Our overall success depends, in part, on our ability to succeed in managing such risks. The risks and their potential impact on us or our business partners vary from country to country and are difficult to predict with any degree of accuracy. We may not be able to develop and implement policies and strategies that address these risks effectively in each location in which we conduct business, and there can be no assurance that our exposure to such risks, which may become greater as we expand our international operations, will not adversely affect our reputation, business, results of operations and financial condition.

Our business is subject to extensive and evolving industrial regulations across multiple jurisdictions and our failure to comply with or adapt to these changes could increase our costs and materially and adversely affect our business and results of operations.

As an international company with operations in jurisdictions such as Vietnam, Indonesia, Ecuador and Egypt, our business is subject to a complex and comprehensive range of national and local laws and regulations. These legal frameworks govern nearly every aspect of our operations, including the formulation and production of our feed products; the breeding and welfare standards of our breeding business; and the approval, marketing and use of our animal health products. Furthermore, our facilities are subject to stringent environmental, health, and safety regulations. These regulatory frameworks are dynamic and subject to change, often in response to public health concerns, scientific advancements or evolving standards for food safety and animal welfare. For example, governments may introduce stricter standards that could:

- require the reformulation of our feed products by banning or restricting certain ingredients or mandating the inclusion of others;
- impose new biosecurity protocols or animal welfare standards on our hatcheries, requiring significant capital expenditure to upgrade our infrastructure;
- change the approval process for our animal health products, leading to delays in bringing new solutions to market; or
- tighten environmental protection laws, increasing our costs related to waste management and emissions.

Adapting to such changes could force us to incur substantial costs, including research and development expenditure to reformulate products, investment in new manufacturing processes and administrative costs associated with obtaining new certifications and licenses. These efforts could also lead to interruptions in production or disruptions to our supply chain. Moreover, any failure to comply with applicable laws and regulations could have severe consequences. We could face significant fines, penalties, product recalls or the temporary or permanent suspension of our operations in a particular market. Any regulatory action or product recall, regardless of its merits, could also result in significant reputational damage and a loss of customer confidence. Given the complexity of navigating multiple, and sometimes conflicting, regulatory regimes, the costs associated with compliance and the risks of non-compliance could have a material adverse effect on our business, financial condition and results of operations.

Outbreaks of animal disease, environmental pollution, shifts in consumer preferences may lead to a significant decline in the sales volume and profitability of our products.

Sales of our products are substantially dependent on the performance and operational needs of our customers. Demand for our products can be significantly impacted by external factors that affect the profitability and scale of their businesses.

The agricultural industry has historically faced various animal diseases, such as avian influenza and various aquatic pathogens. Our customers' operations are susceptible to outbreaks of contagious animal diseases. A significant disease outbreak in the key regions where we operate could lead to substantial animal mortality, widespread culling programs and trade restrictions. Although our animal health business and technical expertise are able to help customers mitigate the impact of certain diseases, a severe and widespread outbreak could still lead to a significant decline in our customers' purchasing volumes.

Furthermore, our customers' farming operations, particularly in aquaculture, are inherently vulnerable to natural disasters and extreme weather events. Catastrophic events such as typhoons, floods, and severe storms can cause significant physical damage to or destruction of essential infrastructure, including rearing ponds, cages, and other farming equipment. This can lead to the direct loss or escape of aquatic stock. It can also cause a sudden deterioration in water conditions due to contamination or salinity changes, further threatening the health of the remaining aquatic stock. A major natural disaster affecting our customers could therefore disrupt their production, reduce their purchasing capacity, and consequently decrease demand for our products.

Additionally, aquaculture operation relies on a constant supply of high-quality water to maintain the specific environmental conditions required for sensitive biological processes. Our customers' production is therefore highly vulnerable to the effects of water pollution from various sources near their production bases. Pollution may arise from industrial, agricultural, or residential activities in the vicinity of our operations. The discharge of untreated wastewater, industrial waste, agricultural runoff or other harmful substances into the water sources they rely on could degrade water quality. Such pollution could introduce pathogens or toxins into our customers' production systems, potentially leading to increased mortality rates, reduced output, and lower quality of aquatic stock, which would disrupt their production. Such events could cause a rapid contraction in downstream farming operations, which would directly reduce the market demand for our products. While we did not experience any material adverse effects from such outbreaks, natural disasters or water pollution during the Track Record Period, there is no assurance that such events will not occur in the future.

Moreover, shifts in consumer preferences away from animal-based proteins, such as an increased adoption of plant-based diets, could reduce overall market demand for our customers' end products, causing them to scale back their operations. Furthermore, a macroeconomic downturn could also challenge the profitability of farming businesses, leading customers to reduce spending or the scale of their operations. A significant decline in our customers' production volumes or profitability for any of these reasons would likely lead to a corresponding decline in sales of our products, which would have a material and adverse effect on our business, financial condition, and results of operations.

Any perceived or actual safety or quality issues relating to our products may adversely affect our reputation, sales, or financial performance, and could subject us to liability claims or regulatory actions.

As our business involves the production and sale of products for the agricultural industry, we are subject to risks related to the safety and quality of our products and their core ingredients. These risks include, but are not limited to:

- spoilage or degradation of our products;
- contamination of our raw materials or finished products;
- product liability claims from our customers;
- third-party product tampering;

- inaccurate or incomplete product labelling;
- the costs and potential unavailability of sufficient product liability insurance; and
- the significant costs and operational disruption of a product recall.

There can be no assurance that contamination of our raw materials or products will not occur during procurement, production, transportation, and distribution, for reasons that may be beyond our control. Our feed products and animal health products rely on a consistent supply of quality raw materials, and our breeding business depends on safe fry products. If any of our products are found or are perceived to be spoiled, contaminated, tampered with, or incorrectly labelled, we could be subject to product liability claims, adverse publicity, and government scrutiny. Such events could lead to a decline in customer demand, which would in turn have a material and adverse impact on our revenue, gross profit margin, and overall business operations.

Although our feed, fry, and animal health products are not intended for direct human consumption, they are integral to the food supply chain for raising animals. We cannot guarantee that our products will be free from defects or unforeseen side effects.

Any such claim or product recall, regardless of its merit, could result in costly litigation, reputational damage, and a loss of customer confidence in our entire product portfolio, adversely affecting sales across our business. As we maintain limited insurance coverage, our insurance may not be sufficient to cover all potential liabilities and we may not be able to maintain such insurance on acceptable terms, or at all. See "Business — Insurance." The occurrence of any of these events could have a material and adverse impact on our business, financial condition, and results of operations.

We engage third-party distributors to sell our products, and we have limited control over our distributors.

Our customer primarily consists of distributors, aquaculture and livestock farmers. In 2023, 2024 and the nine months ended September 30, 2025, revenue from sales to our five largest customers in aggregate accounted for 6.9%, 6.8% and 7.1% of our total revenue, respectively, and revenue from sales to our largest customer accounted for 2.3%, 2.1% and 3.0% of our total revenue for the same periods. See "Business — Sales, Marketing and Distribution — Our Customers." We utilize a network of third-party distributors to sell our products across our feed, breeding and animal health businesses. In 2023, 2024 and the nine months ended September 30, 2024 and 2025, revenue generated from distributors amounted to RMB6,522.8 million, RMB8,063.6 million, RMB5,960.2 million and RMB7,590.9 million, accounting for 72.3%, 70.6%, 71.1% and 67.9% of our total revenue, respectively. We generally do not enter into long-term agreements with our distributors. We review the performance and implementation of the agreements at regular intervals, typically every three months, and may confirm, adjust or update their terms together with the relevant distributors. See "Business — Distributorship."

Any of the following events could cause fluctuations or declines in our revenue and have an adverse effect on our financial condition and results of operations:

- a reduction, delay, or cancellation of orders from one or more of our key distributors;

- our failure to maintain relationships with existing distributors on favorable terms;

- our inability to establish relationships with new, effective distributors in key markets; and

- a breach of distribution agreements, including a failure by distributors to adhere to our sales policies or brand standards.

During the Track Record Period, some of our distributors may engage sub-distributors to help them market and sell our products. In general, we do not expressly prohibit our distributors from reselling our products to their downstream sub-distributors. We do not have any direct contractual relationships with or enter into any sales arrangements with any such distributors if any, nor do we exercise any control over them. This lack of direct oversight means we may not be able to effectively monitor their sales and marketing activities, ensure adherence to our brand standards and sales policies, or manage their inventory levels. Any misconduct, misrepresentation of our products, or other improper business practices by these sub-distributors could adversely our brand image and reputation. See "Business — Sales, Marketing and Distribution — Distributorship — Management of Our Distributors."

We face competition in attracting and retaining high-performing distributors, as our competitors may offer more favorable terms. The loss of key distributors to competitors could reduce the market coverage of our products and decrease our sales volume. Furthermore, we have limited control over the business operations of our distributors. We may not be able to effectively monitor their inventory levels, which could lead to a short-term mismatch between our sales to them and actual end-customer demand.

We are subject to various risks relating to the Third-Party Payment Arrangements.

During the Track Record Period, certain customers (individually or collectively, the "**Relevant Customers**") settled payments with us through accounts belonging to parties other than the contractual counterparties under the corresponding sales and purchase agreements or relevant parties who assumed unlimited personal liabilities for the payment obligations thereunder (the "**Third-Party Payment Arrangements**"). The Relevant Customers during the Track Record Period primarily consisted of customers in the form of individuals, non-corporate (such as sole proprietorship) and corporate entities, the majority of whom were our distributors. To the best of our knowledge, the designated third-party payors primarily consisted of persons affiliated with the Relevant Customers, such as relatives (of the owners, shareholders or ultimate controlling persons), actual controllers, employees, drivers, downstream farmers, or in certain cases, financial institutions that made payments to us pursuant to financing arrangements with the Relevant Customers. To our best knowledge, the use of the Third-Party Payment Arrangements during the Track Record Period was primarily to accommodate the requests of the Relevant Customers who, for various administrative reasons as set out below and for convenience, requested payment settlements through third-party payors. In 2023, 2024 and the nine months ended September 30, 2025, the number of the Relevant Customers was 2,649, 3,130 and 3,939, respectively. The aggregate amount they settled under the Third-Party Payment Arrangements was RMB1.8 billion, RMB2.6 billion and RMB2.5 billion, respectively, which accounted for 20.2%, 22.9% and 22.0% of our total revenue, respectively, in the same periods. No single Relevant Customer had made a material contribution to our revenue during the Track Record Period. Following the commencement of our rectification in October 2025, the proportion of sales involving Third-Party Payment Arrangements decreased to approximately 15.2% in December 2025, respectively. During the Track Record Period and up to the Latest Practicable Date, substantially all of the sales amounts of which our Group adopted the Third-Party Payment Arrangement arose in Vietnam and Egypt. Our Directors confirm that all the Third-party Payment Arrangement during the Track Record Period was based on bona fide underlying transactions and valid contracts. Our legal advisors as to the laws of Vietnam and Egypt, are of the view that, third-party payment arrangements of this nature are not prohibited under applicable laws and regulations in Vietnam, and Egypt, respectively, and that the Third-Party Payment Arrangements during the Track Record Period did not constitute a breach of any applicable laws and regulations in any material respect, merely due to the fact that they were third-party payments. However, in the event of any claims from third-party payers or their liquidators, or legal proceedings (whether civil or criminal) instituted or brought against us in respect of third-party payments, we will have to spend significant financial and managerial resources to defend against such claims and legal proceedings, and our financial condition and results of operations may as a result be adversely affected.

We operate in a highly competitive industry and may face increased competition. New competitors who enter the market could have an adverse impact on our businesses and prospects.

We face competition across all of our principal business segments, including our feed, breeding and animal health businesses. We compete with a wide range of local, national and multinational companies, some of which may have greater financial resources, more established brands, or be more specialized in a particular product segment or geographic market. Furthermore, our competitors may form alliances to achieve scales of operations or sales networks that would make it more difficult for us to compete.

Key competitive factors in our industries include product efficacy and quality, price, brand recognition, innovation in feed formulas, technical support services and the strength of distribution networks. Our competitors may also develop products with superior performance, such as more competitive feed products or fry products with enhanced disease resistance, or they may adapt more quickly to evolving customer needs and market trends. Increased competition may also lead to price wars, counterfeit products or negative brand advertising, all of which may adversely affect our market share and profit margin. To expand market share or enter into new markets, some of our competitors may use aggressive pricing strategies, greater incentives and subsidies for distributors, retailers and other customers. We may not be able to compete effectively with our current or potential competitors, and our inability to compete successfully against competitors could result in loss of market share or reduced profit margins, either of which could adversely impact our results of operations.

Our business depends on the strength of our reputation and brands. If we fail to maintain and enhance our reputation and brands, consumers' recognition of and trust in us, our brands and products may be materially and adversely affected.

We rely on the strength of our reputation and brands to sell our products across our feed, breeding and animal health businesses. Our reputation is built on the perceived quality, safety and efficacy of our products from our specialized feed formulas and high-performance fry products to our animal health solutions. We reinforce our reputation by providing comprehensive integrated solutions throughout the value chain of the husbandry industry, positioning ourselves as a solution-driven partner to customers.

Our reputation and brands could be harmed by various factors, including defects in our products, such as contaminated feed, fry products with low survival rates or genetic defects, or ineffective animal health products. Any such issues could lead to significant financial losses for our customers and could result in product liability claims, customer complaints, or negative publicity. Any claim against us, even if meritless, could divert our management's attention and resources. Negative media coverage regarding the safety or quality of our products could materially and adversely affect our customers' recognition of and trust in us and our products.

Additionally, the industries in which we operate have experienced problems that have affected public and customer perception, such as outbreaks of animal diseases, concerns over the use of antibiotics or other additives in feed products, or controversies related to genetic modification. While these events may not have any direct connection to us, they can cause customers to lose confidence in the safety and quality of products within our industry generally. This could lead them to reduce their breeding operations, which would in turn lower demand for our products and could have a material adverse effect on our business, financial condition, and results of operations.

We may not be able to achieve the desired benefits from our R&D efforts, or adequately respond to evolving industry standards and technological advancements.

Our future success and ability to maintain our competitive position depend heavily on our research and development effort. We dedicate significant resources to R&D across our three core business segments. As of September 30, 2025, we had a technical and R&D team of approximately 400 members specializing in animal nutrition, veterinary science, broodstock selection and bioengineering. Our team focuses on addressing critical issues cross seven core research areas, including animal genetics and breeding, animal nutrition and feed, animal medicine and biopharmaceuticals, microbial engineering, biochemical engineering, protein engineering and healthy husbandry practices. During the Track Record Period, our R&D expenses amounted to RMB40.6 million, RMB57.2 million, RMB41.3 million and RMB51.9

million, in 2023, 2024 and the nine months ended September 30, 2024 and 2025. However, there is no assurance that our R&D activities will be successful or that we will be able to commercialize our innovations in a timely or profitable manner. Our R&D initiatives involve complex and uncertain processes. In feed and nutrition, our efforts to develop tailored feed products and feeding programs that match local species, farming systems and resource conditions may not achieve the targeted effectiveness. In breeding, supported by the HAID Group's technology, resources and industrial scale in aquatic breeding, our efforts to support local strain selection and improvement, as well as large-scale breeding and rearing programs in our key markets may not always yield the anticipated improvements in our fry products. Similarly, our development and upgrade of animal health products and functional feeds, including products targeting aquatic and livestock health that support disease prevention, resilience and performance in local farming conditions, may not prove as effective or gain the market acceptance we anticipate. Furthermore, the feed, breeding and animal health industries are characterized by rapid technological advancements and evolving customer demands. Our competitors may develop more effective or cost-efficient products and technologies, rendering our own offerings obsolete or less competitive. Our ability to innovate is also dependent on our capacity to attract and retain qualified R&D personnel. If we fail to successfully execute our R&D strategy, commercialize new products, or keep pace with industry advancements, we may lose our competitive advantage. Any of these failures could materially and adversely affect our business, financial condition and results of operations.

We are subject to risks associated with managing future growth and expansion.

Our future growth is dependent on the successful execution of our strategies, including expanding and optimizing production capacity and entering into new markets, maintaining localized R&D to build technological barriers in feed and breeding business, promoting comprehensive integrated solutions, building diverse teams with local and international talents, promoting digitalized and intelligent manufacturing, and supporting ESG initiatives. Our business plans are based on our current assumptions about future events, which are inherently subject to risks and uncertainties. Our ability to achieve our planned growth is subject to a range of factors, including:

- competing effectively with other companies in the feed, breeding and animal health industries;
- maintaining the high standards of our comprehensive quality control system across all stages of production;
- expanding our sales network and strengthening our existing relationships with customers;
- enhancing our research and development capabilities to innovate and expand our product portfolio;
- hiring, training and retaining qualified personnel;

- controlling our costs of operations;
- prioritizing and scaling our operational, financial and management controls and systems in an efficient and effective manner;
- acquiring suitable land for our production facilities; and
- managing our various suppliers and leveraging our purchasing power.

Expansion into new geographic markets and new sales channels in which we have limited operating experience and brand recognition may present operating and marketing challenges that are different from those we currently face in our existing markets and sales channels. New markets and sales channels may have different competitive dynamics, consumer preferences and discretionary spending patterns compared to our existing markets and sales channels. Customers in new markets and sales channels are likely to be unfamiliar with our brands and products and we may need to build or increase brand awareness in the relevant markets and sales channels by increasing investments in advertising and promotional activities. We may find it more difficult in new markets to hire, train and retain qualified employees. As a result, any products we introduce in new markets may be more expensive to produce and distribute and may take longer to reach expected sales and profit levels than in our existing markets, which in turn could affect the viabilities of these new operations and our overall profitability.

Additionally, our expansion plans and business growth could strain our managerial, operational and financial resources. Our ability to manage future growth will depend on our ability to continue to implement and improve operational, financial and management systems on a timely basis and to expand, train, motivate and manage our workforce. We cannot assure you that our personnel, systems, procedures and controls will be adequate to support our future growth. Failure to effectively manage our expansion may lead to increased costs and reduced profitability and may adversely affect our growth prospects. In addition, as we expand our operations, we may encounter regulatory, cultural and other difficulties that may also increase our cost of operations.

Our historical growth rate, revenue and profit margin may not be indicative of our future growth rate, revenue and profit margin.

In 2023, 2024 and the nine months ended September 30, 2024 and 2025, our revenue amounted to RMB9,024.9 million, RMB11,417.1 million, RMB8,386.8 million and RMB11,177.4 million, respectively. For the same periods, our gross profit amounted to RMB1,168.3 million, RMB1,730.1 million, RMB1,274.3 million and RMB1,873.8 million, respectively, whereas our gross profit margin for the same periods amounted to 12.9%, 15.2%, 15.2% and 16.8%, respectively. For the same periods, our profit for the period amounted to RMB359.7 million, RMB735.4 million, RMB554.9 million and RMB868.5 million, respectively. See "Financial Information — Description of Key Components of our results of operations." There is inherent risk in using such historical financial information of us to project or estimate our financial performance in the future, as they only reflect our past performance under particular conditions. We may not be able to sustain our historical growth rate, revenue and profit margin for various reasons, including but not limited to, deterioration in the market conditions of the feed, breeding and animal health industry in the key markets we operate, intensification of competition among our competitors and other unforeseen factors such as deterioration in general economic conditions, which reduce the sales volume of our products or reduce the profit margin of our products. There is no assurance that we will be able to achieve the performance as we did during the Track Record Period. Investors should not solely rely on our historical financial information as an indication of our future financial or operating performance.

We may be exposed to credit risks resulting from delays and/or defaults in payments by our customers which would adversely affect our business, financial condition and results of operations.

As of December 31, 2023, 2024 and September 30, 2025, our trade and bills receivables amounted to approximately RMB1,089.4 million, RMB1,264.5 million and RMB2,224.3 million, respectively, and our trade and bills receivables turnover days were 42.6 days, 37.6 days and 42.1 days, respectively. See "Financial Information — Discussion of Selected Balance Sheet Items — Trade and Bills Receivables." If our customers delay or default in their payments to us, we may have to make impairment provisions and write-off the relevant receivables. This in turn may materially and adversely affect our business, financial condition and results of operation.

We are exposed to foreign currency exchange fluctuations.

A substantial portion of our revenue and cost of sales is denominated in Vietnamese dong and US dollar. However, as we operate in a number of jurisdictions such as Vietnam, Indonesia, Ecuador and Egypt, we are subject to significant risks associated with foreign currency exchange fluctuations.

Changes in the value of foreign currencies could increase our costs for, or reduce our revenues from, our operations. We recorded a net foreign exchange loss of RMB6.5 million in 2023, and net foreign exchange gains of RMB12.6 million, RMB14.0 million and RMB10.3 million in 2024 and the nine months ended September 30, 2024 and 2025. The exchange differences were recognized in other expenses or other income and gains during the Track Record Period. There is no assurance that future fluctuations of exchange rates would not have a material adverse impact on our financial condition and results of operations.

The preferential tax treatment that we currently enjoy may be altered or terminated and we may be subject to the adoption of new local or overseas tax legislation or exposure to additional tax liabilities, which could have a material adverse effect on our business, financial position, results of operations and prospects.

Certain of our subsidiaries in Vietnam and Ecuador currently benefit from preferential enterprise income tax treatments, resulting in applicable enterprise income tax rates below the statutory 20.0% in Vietnam and 25% in Ecuador. As a result, our effective tax rates were approximately 14.9%, 14.9%, 16.2% and 16.3% in 2023, 2024 and the nine months ended September 30, 2024 and 2025. See "Financial Information — Description of Key Components of Our Results of Operations — Income Tax Expenses."

There can be no assurance that the preferential tax treatment and economic incentives that we enjoy will not be reassessed, altered or terminated. We may be subject to the adoption of new tax legislation or exposure to additional tax liabilities, any assessment, alteration or termination of our current preferential tax treatments or economic incentives could have a material adverse effect on our business, financial condition, results of operations and prospects.

Additionally, the OECD is currently working on a project to address the tax challenges arising from the digitalization of the economy. The project's second pillar involves the implementation of a global corporate minimum tax of 15% applicable to large multinational enterprises. The OECD has released model rules and other documents for this second pillar (the "**Pillar Two model rules**"). We operate in certain jurisdictions which have enacted or substantively enacted their versions of the Pillar Two model rules, mainly including Vietnam, Singapore and Hong Kong. The implementation of the Pillar Two model rules may have an adverse effect on our tax expenses, our financial condition, and the results of operations. We will continue to closely monitor the Pillar Two model rules requirements and assess the longterm implications accordingly.

Under the applicable laws and regulations in the jurisdictions in which we operate, arrangements and transactions among related parties may be subject to audit or challenge by the relevant tax authorities.

During the Track Record Period, our global operations covered multiple countries and regions. We could face material and adverse tax consequences if the relevant tax authorities determine that the certain intra-company transactions of us do not represent arm's length negotiations and consequently adjust any of those entities' income in the form of a transfer pricing adjustment. A transfer pricing adjustment could, among other things, increase our tax liabilities. If we fail to rectify such incident within the limited timeframe required by the relevant tax authorities, the relevant tax authorities may impose late payment interest or surcharge and other penalties on us for any unpaid taxes. In addition, a transfer pricing arrangement may give rise to tax recoverable in certain jurisdictions as a result of tax adjustments. There is no assurance that we could successfully recover the tax recoverable from the relevant tax authorities. Our business, financial condition and results of operations may therefore be materially and adversely affected.

Fluctuations in the interest rates of our borrowings may affect our financial condition.

We have borrowings to support our business expansion and provide financing for our operation. As of December 31, 2023, December 31 2024, September 30, 2025 and November 30, 2025, our interest-bearing bank borrowings amounted to RMB385.2 million, RMB398.3 million, RMB916.6 million and RMB1,067.6 million, while the interest rate on our interest-bearing bank borrowings ranges from 2.60% to 11.00%, 3.10% to 8.70%, 3.50% to 8.39% and 3.60% to 7.40% as of the same dates. This variation is primarily attributable to the different interest rate levels among the regions where we operate. Our interest expense incurred from bank borrowings may increase in the future if interest rates increase, which may have a material and adverse effect on our financial condition and results of operations. Our ability to meet our financial obligations largely depends on our operating performance and the ability of our customers to fulfil their payment obligations to us. This, to a certain extent, is subject to general economic, financial, competitive, legislative, regulatory and other factors that are beyond our control. If we encounter difficulties in generating sufficient cash to repay our outstanding financial liabilities, our liquidity, business, financial condition and results of operations may be adversely affected, and we may not be able to expand our business.

We may require additional funding to finance our operations, which may not be available on terms acceptable to us or at all. In addition, our level of indebtedness and the terms of our indebtedness could adversely affect our business and liquidity position.

While our existing operations are not materially dependent on third party funding, we may require additional funding for our future growth. Although we have identified our business strategies and future plans as viable avenues to pursue growth in our business, the net proceeds due to us from the [**REDACTED**] may not be sufficient to fully cover the estimated costs of implementing all these plans. In addition, there may also be opportunities to grow and expand from time to time which may require additional funding and which cannot be predicted at this juncture.

Our ability to obtain adequate financing on terms which are acceptable to us depends on a number of factors, such as our financial strength, our credit worthiness, our prospects and other factors that are beyond our control, including general economic, industry, liquidity and political conditions, the terms on which financial institutions are willing to extend credit to us and the availability of other sources of debt financing or equity financing. There is no assurance that we will be able to obtain additional funding in a timely manner and on terms that are acceptable to us or at all. If we require additional funds and cannot raise them on acceptable terms, we may not be able to:

- execute our business strategies and future plans; or
- take advantage of future opportunities, including synergistic acquisitions.

Further, additional equity financing may result in dilution of the shareholdings of our shareholders. Debt financing may include conditions that would restrict our freedom to operate our business, such as conditions that:

- limit our ability to pay dividends or require us to seek consents to do so;
- require us to maintain financial ratios;
- require us to dedicate a portion of our cash flow from operations for the payment of our debt, thereby reducing the availability of our cash flow to fund capital expenditures, working capital and other general corporate purposes; and
- limit our flexibility in planning for changes in our business and industry in the future, such as conditions that may restrict or require consents for corporate restructuring, or additional financing or fund-raising.

If we are unable to procure the additional funding that may be required to fund the development and expansion of our business on favourable terms or at all, our business, financial condition, results of operations and prospects may be materially and adversely affected.

Fair value changes in our biological assets and the related valuation uncertainty may affect our financial condition and results of operations.

Our biological assets represent shrimp fry, fish fry, shrimp broodstock and fish broodstock. We had biological assets of RMB2.6 million, RMB5.6 million and RMB5.4 million as of December 31, 2023, 2024 and September 30, 2025, respectively. The fair value of our biological assets as of December 31, 2023, 2024 and September 30, 2025 was determined by an independent professional valuer, using a number of assumptions that may vary from time to time. The fair value of the biological assets could be affected by, among others, the accuracy of those assumptions, as well as the changes in the relevant industry. In addition, while these assumptions as adopted in the valuation process have been in line with the actual results, we cannot assure you that there will be no significant deviation in the future. See notes 2.4 and 22 to the Accountants' Report in Appendix I to this Document.

We may not be able to effectively manage our inventory levels.

Our inventories comprise raw materials we used for feed production, goods in transit and finished goods. We maintain stringent inventory control and appropriate inventory levels, and we periodically review our inventory levels for slow-moving inventory, obsolescence or declines in market value. We have implemented detailed warehousing operating procedures such as our first-in, first-out inventory management practice, timely recordkeeping, appropriate labeling and periodic stocktaking. We manage our inventory levels based on anticipated demand, estimates of our sales volume for the next period, existing levels of inventory stock, and prevailing price levels of raw materials. The balance of our inventories increased from RMB1,067.0 million as of December 31, 2023 to RMB1,346.7 million as of December 31, 2024 and remained relatively stable at RMB1,328.9 million as of September 30, 2025. If we fail to manage our inventory levels effectively, we may be subject to a higher risk of a decline in the value of inventories. Procuring additional inventories may also require us to commit substantial working capital, which would prevent us from using this capital for other purposes. Any of the foregoing may materially and adversely affect our results of operations and financial condition.

We recorded net current liabilities as of November 30, 2025.

As of December 31, 2023, 2024 and September 30, 2025, our net current assets were RMB878.8 million, RMB1,260.5 million and RMB1,704.0 million. As of November 30, 2025, we recorded net current liabilities of RMB1,211.8 million, primarily as a result of amounts due to related parties as we issued promissory notes to related parties during our reorganization. As of the Latest Practicable Date, all such promissory notes had been set off and settled. See "History, Reorganization and Corporate Structure — Share Subdivision and Share Issuance by Our Company."

If we record net current liabilities in the future, we may face liquidity risks and may not be able to repay short-term indebtedness. In addition, having significant net current liabilities and net liabilities could constrain our operational flexibility and adversely affect our planned expansion plans and our business operations. Any of these events may have a material adverse impact on our business, financial condition and results of operations.

Our efforts to enhance production capabilities are subject to risks and uncertainties and the implementation of our expansion plan may lead to an increase in operating expenses and higher depreciation expenses, which may adversely affect our results of operations.

In order to achieve the economies of scale we desire in our operations to enable us to continue to increase the production of our products in response to the needs of our customers, we intend to continue to expand and optimize our production capacity. See "Business — Our Growth Strategies." Our expansion plans and business growth require significant capital expenditure and dedicated attention of our management. We intend to fund such expansion from part of the net proceeds of the [**REDACTED**]. Nevertheless, we may require additional financing to achieve our expansion plans and may have difficulty obtaining such financing. There is no assurance that we will be able to enhance our production capabilities in time or implement our future plan effectively. We may be subject to unexpected delays and cost overruns resulting from a number of factors, many of which may be beyond our control, including increases in the prices and availability of raw materials and production equipment, shortages of skilled employees, disputes with customers or suppliers as well as equipment malfunctions. In addition, our efforts to enhance our production capabilities may not achieve the expected benefits. If the demand for our products is weaker than anticipated, we may experience problems associated with overcapacity and underutilization of personnel and other resources, which may have an adverse effect on our business, financial condition and results of operations.

Personal injuries, damage to property or fatal accidents may occur in our production facilities.

We use machineries and equipment in our production processes such as raw material extruders, pellet mills, expansion conditioning systems and vacuum coating machines, which are potentially dangerous and may cause industrial accidents and personal injuries to our employees. In addition, our employees may violate safety measures or other related rules and regulations, which may cause industrial accidents.

Any significant accident could interrupt production and result in personal injuries, damages to properties, fatal accidents and legal and regulatory liabilities. In addition, potential industrial accidents leading to significant property loss or personal injury may subject us to claims and legal proceedings, and we may be liable for medical expenses and other payments to employees and their families as well as fines or penalties. As a result, our reputation, brand, business, results of operations and financial condition may be materially and adversely affected.

Our production processes are potentially vulnerable to disruptions that can increase our production costs. We may experience potential disruptions in operations due to production difficulties or potential accidents.

We rely on machinery and equipment to achieve mass production of our products. Any mechanical failures or breakdowns could materially disrupt our production and cause us to incur additional costs to repair or replace the affected mechanical systems. There can be no assurance that we will not experience problems with our machinery and equipment or that we will be able to address any such problems or obtain replacements in a timely manner. Problems with key machinery and equipment in one or more of our production facilities may affect our ability to produce our products or cause us to incur significant expenses to repair or replace the affected machinery or equipment. Any of these factors could have a material adverse effect on our business, financial condition, results of operations and prospects. Furthermore, our production and operations depend on a continuous and adequate supply of utilities, such as electricity, water and gas. If there are any shortages of power, water, gas or other utilities in regions where our production facilities are located, the local authorities may require our production facilities to be shut down. Any disruption in the supply of electricity, water or gas at our production facilities would disrupt our production and could cause deterioration or loss of our products. This could adversely affect our ability to fulfil our sales orders and consequently may have an adverse effect on our business and operations. In addition, explosions, fires, earthquakes, natural disasters or extreme weather, including droughts, floods, excessive cold or heat, typhoons or other storms could cause power outages, gas or water shortages, damage our production and processing facilities and warehouses or disrupt our transportation channels, any one of which could significantly disrupt our operations. Outbreaks of health epidemics such as coronavirus disease (COVID-19), the severe acute respiratory syndrome ("**SARS**"), Middle East Respiratory Syndrome ("**MERS**") as well as the Ebola virus could also materially and adversely affect our business operations. There can be no assurance that similar or more serious incidents will not occur in the future or that we will be fully insured or otherwise compensated for such incidents. Any failure to take adequate steps to mitigate the potential impact of unforeseeable incidents or to effectively respond to such incidents if they occur, could adversely affect our business, financial condition and results of operations.

Our operations are subject to extensive regulation and licensing requirements in the jurisdictions in which we operate and any failure to obtain, maintain or comply with such licenses and approvals, or any material changes in applicable regulations, could adversely affect our business and financial condition.

Our operations mainly in Vietnam, Indonesia, Ecuador and Egypt are subject to extensive regulation by governmental authorities overseeing, including but not limited to, agriculture and animal husbandry, animal feed and food safety, veterinary medicines, environmental protection constructions, firefighting and prevention, labor safety, and import and export controls. In order to carry on our business, we are required to obtain and maintain various licenses, permits, registrations and approvals, as well as to fulfill reporting obligations, which may vary by jurisdiction and product type. Our facilities and products are also subject to inspections and examinations by competent authorities, and the costs associated with obtaining, maintaining and renewing such approvals, and complying with applicable requirements, can be significant. Loss of, or failure to obtain or maintain, any material licenses, permits or approvals could delay or prevent us from operating certain facilities, meeting product demand, launching new products, expanding our production capacity or entering new markets, and could adversely affect our operating results. If we are found to be non-compliant with applicable laws, regulations or license conditions, we could be subject to administrative or civil penalties, including fines, orders to suspend or restrict operations, or product recalls or seizures, and/or revocation of license. Further, in serious cases, potential criminal liabilities. Any such actions could have a material adverse effect on our business, financial condition, results of operations and prospects.

During the Track Record Period, we lack the documentary evidence of compliance in two instances in Ecuador. Each of these instances could result in monetary penalties of no more than RMB1.0 million. As of the Latest Practicable Date, no ongoing regulatory process has been initiated, and no formal notification of non-compliance has been identified or issued against our subsidiary in Ecuador.

We are subject to environmental, agricultural, production, health and safety laws and regulations and production standards in the jurisdiction where we conduct business and it may become more stringent and costly to comply with such regulations and standards.

We conduct business in an industry that is subject to stringent environmental laws and regulations. These laws and regulations generally require enterprises that may produce environmental waste to adopt measures to effectively control and properly dispose of waste gases, wastewater, waste residue, industrial waste, dust and other environmental waste materials. Such laws and regulations usually also require fee payments from producers discharging waste substances. We produce a certain amount of solid waste and other environmental waste in our production process and are subject to restrictions relating to the discharge of such waste. We need to obtain approvals and other acceptance documents relating to the environmental impact assessment before our production bases and hatcheries are put into operation. In the event that more stringent environmental laws, regulations or government policies are imposed on us, it may incur significantly increased costs and expenses and need to allocate additional resources to comply with such requirements. In the course of our operations, we may unknowingly emit pollutants or otherwise cause environmental damage or breach applicable environmental laws and regulations. Even though we are equipped with relevant knowledge and conduct careful and regular monitoring, such environmental issues may continue until they are brought to attention. Any failures to comply with applicable environmental laws and regulations may lead to claims, liabilities or the suspension of our operations and thereby adversely affect our business and results of operations.

Our business operations are subject to risks relating to ESG.

Our business is subject to extensive and increasingly stringent environmental protection laws and regulations in the jurisdictions where we operate. These rules require us to control and properly dispose of waste materials, including waste gas, wastewater and solid waste. Compliance requires us to incur environmental costs, and future changes or stricter enforcement of these laws could require significant additional capital expenditure. Our operations across feed, breeding and animal health businesses are subject to a wide range of environmental laws and regulations in the regions where we operate. While we believe that it is our responsibility to devote substantial time and resources to develop sustainable products and promote advanced farming models, such as those related to water quality and disease management, there is no assurance that our practice will always be in line with Good International Industry Practice issued by the International Finance Corporation. The process of developing new sustainable feed formulations to mitigate environmental impact is often complex, costly and uncertain. We may pursue strategies or make investments, such as developing new products catering to local markets, that do not prove to be commercially successful in the time frames expected or at all. Moreover, not all of our competitors may seek to establish environmental or other ESG targets and goals at a comparable level to ours, which could adversely affect our competitiveness in the relevant market. Compliance with these ESG requirements and relevant environmental protection laws and regulations requires additional investments of resources. Any failure to comply could subject us to, among other things, legal liability, fines, suspension of production at our facilities, a loss of licenses to operate, and other sanctions, interruptions to our operations, securities litigation and a general loss of investor and customer confidence, any one of which could have a material adverse impact on our business and financial performance. If we are unable to satisfy such new criteria or are perceived to be inadequately responding to sustainability concerns, investors or customers may conclude that our policies with respect to corporate responsibility are inadequate and choose to invest in or purchase from our competitors. We are subject to risk damage to our brand and our reputation in the event that our corporate responsibility procedures or standards do not meet the standards set by various third parties. In addition, in the event that we communicate certain initiatives and goals regarding ESG matters, such as our commitment to promoting sustainable development in local farming communities, we could fail, or be perceived to fail, in our achievement of such initiatives or goals, or we could be criticized for the scope of such initiatives or goals. Any of these circumstances could cause negative publicity, and our business, reputation, financial conditions and results of operations could be materially and adversely impacted.

Our success depends on our ability to retain our key management team.

Our future business performance and prospects depend significantly on our key management team as they are in charge of the overall planning, development and execution of our business and operations. If any of the our key management were to terminate their services or employment with us, we may not be able to find suitable replacements in a timely manner, at acceptable cost or at all. In addition, competition for industry where we operate is intense and the availability of suitable candidates may be limited. Failure to attract and retain key personnel could materially and adversely affect our results of operations and business prospects.

Our performance depends on favorable labor relations with our employees, and any deterioration in labor relations, shortage of labor or material increase in wages may have an adverse effect on our results of operation.

We believe that we have a good working relationship with our employees. We did not experience any material work stoppages, strikes or other major labor problems during the Track Record Period. However, there is no assurance that any of such events will not arise in the future. If our employees were to engage in a strike or other work stoppage, we could experience higher ongoing labor costs or a significant disruption to our operations, which may have an adverse effect on our business, financial condition, and results of operations.

Our success depends on our ability to hire, train, retain and motivate our employees. We depend on attracting and retaining qualified personnel. As of September 30, 2025, we had 5,859 employees, including our R&D team of approximately 400 professionals with expertise in animal genetics and breeding, animal nutrition and feed, animal medicine and biopharmaceuticals, microbial engineering, biochemical engineering, protein engineering and healthy husbandry practices. We may be required to offer more attractive compensation packages to retain and attract such personnel. We consider favorable labor relations as a significant factor that can affect our performance and any deterioration of our labor relations could cause labor disputes, which could result in disruptions to production and operations. Labor costs in the regions where we operate such as Vietnam have been increasing in recent years and could potentially continue to increase. Factors contributing to rising labor costs include inflationary pressures, changes in minimum wage laws, and increased demand for skilled workers. Average labor wages in regions where we operate are expected to continue to increase. In addition, we may need to increase our total compensations to attract and retain experienced personnel required to achieve our business objectives. We may not be able to pass on these increased costs to customers by increasing the selling prices of our products in light of competitive pressure in the markets where we operate. Any shortages in the availability of labor, any material increases in our staff costs or any deterioration in employee relations may have a material adverse effect on our business, financial condition, results of operations and prospects.

We may not be able to identify and prevent fraud or other misconduct committed by our employees, customers or other third parties.

We are exposed to fraud or other misconduct committed by our employees, customers or other third parties, which could subject us to financial losses, third party claims, regulatory investigations or reputational damages. Despite our internal control measures in place, we cannot assure you that our internal control policies and procedures are sufficient to prevent, or that we could properly manage the conduct of our employees or customers, or that we can otherwise fully detect or deter, all incidents of fraud, legal, tax or other regulatory non-compliance, violations of relevant laws and regulations and other misconduct. Any such conduct committed by our employees, customers or other third parties could have an adverse effect on our reputation, business, financial condition and results of operations.

Improvements to our risk management and internal control systems may not be adequate or effective.

We have designed and implemented risk management and internal control systems consisting of relevant organizational framework policies and procedures, financial reporting procedures and processes, compliance rules and policies and risk management measures that we believe are appropriate for our business operations. We seek to continue to improve our risk management and internal control systems from time to time. However, we cannot assure you that our risk management and internal control systems will be sufficiently effective in ensuring, among other things, the accurate reporting of financial results and in preventing fraud. Since our risk management and internal control systems depend on implementation by our employees, we cannot assure you that our employees are sufficiently trained to implement the systems or that their implementation will not involve any human error or mistake. If we fail to timely update, implement and modify or fail to deploy our risk management and internal control systems, our business, financial condition and results could be materially and adversely affected.

Failures or security breaches of our information technology systems could disrupt our operations and negatively impact our business.

We use information technology systems to monitor our production process, increase efficiencies in our facilities and inventory management and manage and analyze our operations and financial information. We also use information technology to process financial information for internal reporting purposes and to comply with regulatory, legal and tax requirements. In addition, we rely on information technology for electronic communications with our facilities, personnel, customers and suppliers. Our information technology system may be vulnerable to various threats including unauthorized disclosure of information, intentional alteration of data, cyber-attacks, electrical disruptions, system configuration errors and telecommunication malfunctions. Although we have implemented protection and back-up schemes for our information technology system, these may not be sufficient. Any serious system failure or system malfunction could negatively affect our operations, financial condition and reputation. Any unauthorized disclosure of information could compromise our trade secrets, confidential information and customer information, which could adversely affect our results of operation, financial condition and reputation.

Our insurance coverage may not be adequate to cover all the risks and we may be subject to product liability.

We are exposed to various risks associated with our business operations, including potential damage to our inventory, products, properties and equipment. We may not have insurance policies for certain risks, such as business interruptions or third-party liability claims for environmental damages. Furthermore, the safety and quality of our products, including our feed, fry and animal health products, are critical to our business. The use of our products, if found to be defective or contaminated, could lead to disease, injury or death in our customers' aquatic or livestock animals, resulting in significant economic losses for them and potential product liability claims against us. We may not maintain adequate product liability insurance to cover such claims. If we were to experience any significant uninsured losses or successful liability claims against us, our business, financial condition, and results of operations could be materially and adversely affected.

We may not be able to adequately protect our intellectual property and knowhow, which could materially and adversely affect our business.

We believe that our current intellectual property rights and those for which we have pending applications provide protection to our business and are necessary for our operations. However, there can be no assurance that our intellectual property applications will be approved, our intellectual property rights will adequately protect our intellectual property, we will be able to detect breaches of our intellectual property rights, our intellectual property rights will not be challenged by third parties or found to be invalid or unenforceable, or our intellectual property rights will be effective in preventing third parties from utilizing similar business models, processes or brand names to offer similar products.

Furthermore, our brand identity relies on certain trademarks licensed from Guangdong HAID, under the trademark licensing framework agreement. Pursuant to this agreement, Guangdong HAID is entitled to terminate the license or renegotiate its terms if it ceases to be our single largest and controlling shareholder. There can be no assurance that we would be able to successfully renegotiate the terms on a commercially acceptable basis. The loss of the right to use these licensed trademarks would require us to rebrand our products and business, which could be a costly and lengthy process, result in a loss of brand recognition and customer goodwill, and divert significant management attention. See "Connected Transactions — Fully-exempt Continuing Connected Transaction — Trademark Licensing Framework Agreement."

We may also be subject to disputes, claims or litigation involving our intellectual property rights or third-party intellectual property rights and there may be claims that we infringe third-party intellectual property rights. Any of these could disrupt our business and divert our management's attention from our operations. The costs associated with these types of disputes, claims or litigation may be substantial and could have a material adverse effect on our brand image, business, financial condition, results of operations and prospects.

We may be accused of infringing the intellectual property rights of others.

We may be subject to intellectual property infringement claims, including claims relating to patents, trademarks, copyrights, or trade secrets, which could be time-consuming or costly to defend and may result in the diversion of our financial and management resources. We cannot be certain that our operations or any aspects of our business do not or will not infringe upon or otherwise violate patents, trademarks, copyrights, trade secrets or other intellectual property rights held by third parties without our being aware of such. During the Track Record Period, we did not involve in legal proceedings in relation to intellectual property infringement. We may from time to time be subject to additional proceedings and claims pending or threatened against us in the future relating to the intellectual property rights of others. We cannot assure you that holders of patents or other intellectual property rights purportedly relating to some aspect of our technology infrastructure or business, if any such holders exist, would not seek to enforce such patents or other intellectual property rights against us. Further, the application and interpretation of laws relating to patents and other intellectual property rights and the procedures and standards for granting such patents or other intellectual property rights are evolving and may be subject to change and we cannot assure you that the courts or regulatory authorities would agree with our analysis. As we face increasing competition from competitors, there may be a higher risk of us being subject to intellectual property infringement claims or other legal proceedings. We may incur additional costs in monitoring and detecting potential infringement. If we are found to have violated the intellectual property rights of others, we may be subject to liability for our infringement activities or may be prohibited from using such intellectual property and may incur licensing fees or be forced to develop alternatives of our own. Defending against any infringement or licensing allegations and claims can be costly and time-consuming and may divert management's time and other resources from our business and operations and the outcome of many of these claims and proceedings cannot be predicted. If a judgment, a fine or a settlement involving a payment of a material sum of money were to occur, or injunctive relief were issued against us, it may result in significant monetary liabilities and may materially disrupt our business and operations by restricting or prohibiting our use of the intellectual property in question and our business, financial position, results of operations and reputation could be materially and adversely affected.

We may be involved in claims, disputes, legal proceedings and penalties in our ordinary course of business.

From time to time, we may be involved in claims, disputes and legal proceedings in our ordinary course of business. These may concern issues relating to, among others, breach of contract, employment or labor disputes, antitrust, infringement of intellectual property rights and environmental matters. If we fail in defending ourselves against any such claims, we may be subject to substantial damages to compensate the claimants. Any claims, disputes or legal proceedings initiated by us, or brought against us, with or without merit, may result in substantial costs and diversion of resources and may materially harm our reputation. Furthermore, claims, disputes or legal proceedings against us may be due to defective supplies sold to us by our suppliers, who may not be able to indemnify us in a timely manner, or at all, for any costs that we incur as a result of such claims, disputes and legal proceedings.

RISKS RELATING TO WHERE WE CONDUCT BUSINESS

Slowdown in economic conditions of countries and regions where we operate may put downward pressure on prices and demand for our products, and could materially and adversely affect our business, financial condition, liquidity and results of operations.

Our major markets of Vietnam, Indonesia, Ecuador and Egypt are emerging markets that are particularly sensitive to external shocks, trade policy shifts, capital flows and commodity price cycles. While Vietnam and Indonesia have recently recorded relatively robust growth, their outlooks are constrained by global trade and policy uncertainty. In contrast, Ecuador and Egypt have faced macroeconomic and fiscal pressures in recent years, including periods of weak or negative growth, currency devaluation, high inflation and reliance on multilateral support programs. Although conditions have recently stabilized, these economies remain vulnerable to external shocks and domestic policy risks. Any systemic market volatility or slowdown in regional economic conditions may lead to a decline in revenue and profitability for the agriculture industries as a whole. In particular, if the economic or financial condition of our customers were to deteriorate, they may reduce their production volumes, scale back farming sizes, delay expansion, switch to lower-priced or alternative products, or reduce or delay purchases of our products. This may reduce demand for our products and could also put downward pressure on the prices we are able to charge. In addition, in a weaker economic environment or during periods of financial market stress, our customers and suppliers may experience reduced access to credit, higher funding costs, liquidity constraints or even insolvency, which may in turn lead to decreased orders, cancellations, delays in the payment of our trade receivables or disruptions in our supply chain. Any of the foregoing developments, or any future regional systemic crisis, could materially and adversely affect our business, financial condition, liquidity, results of operations and prospects.

Certain geographic markets where we conduct business have been subject to periods of political and social instability, and any renewed or continuous political violence or instability could materially and adversely affect our business, financial condition, results of operations and prospect.

Our operations are concentrated in emerging markets, including our key markets of Vietnam, Indonesia, Ecuador and Egypt. These countries have historically been and may in the future be, subject to periods of political and social instability, including civil unrest, protests, changes in government policy, and economic volatility. For example, in recent years, Ecuador has experienced significant nationwide protests, which have led to widespread disruptions to transportation and commerce. Similarly, Egypt has undergone significant political and economic transformations since 2011, and the stability of its economic and regulatory environment remains a key factor for businesses operating in the country. Indonesia experienced comparable disruption in late 2024, when cabinet reshuffles at the central government level set off a wave of regulatory changes in 2025 which are expected to persist into 2026. Continued political instability, social unrest, policy uncertainty or other disruptive events in the markets where we have significant operations could directly harm our business. Such events could lead to the interruption of our supply chain, including the procurement of key raw materials for our feed business, disruption of production at our manufacturing facilities or interference with the sales of our feed, fry and animal health products. Any such destabilization could also result in currency fluctuations, imposition of price controls or damage to our physical assets. Furthermore, rising geopolitical tensions and conflicts can create an unpredictable and hazardous operating environment. Such conflicts could disrupt cross-border logistics and restrict the movement of our personnel, hindering our ability to deploy key management or technical staff across our global operations. This could impede knowledge sharing, operational oversight, and the implementation of our expansion plans. Should any of these risks materialize, it could cause interruption to our business and materially and adversely affect our financial condition, results of operations and prospects.

We are subject to anti-corruption, anti-bribery, governmental economic sanctions and other laws and regulations.

We are subject to anti-corruption, anti-bribery, economic and trade sanctions laws and other relevant laws and regulations in various jurisdictions. For example, U.S. economic sanctions prohibit the provision of products and services to countries, governments, and persons targeted by U.S. sanctions. Although we perform compliance processes and maintain internal control systems, we may be subject to investigations and proceedings by governmental authorities for alleged infringements of these laws and regulations if our processes or systems are not conducted or are not operating properly. These proceedings may result in fines or other liabilities and could have a material and adverse effect on our reputation, business, financial condition, results of operations and prospects. If any of our subsidiaries, employees or other persons engage in fraudulent, corrupt or other unfair business practices or otherwise violate applicable laws, regulations or internal controls, we could become subject to one or more enforcement actions or otherwise be found to be in violation of such laws and regulations, which may result in adverse media coverage, investigations, severe administrative, civil and possibly criminal sanctions, penalties, fines and sanctions and in turn adversely affect our reputation, business, financial condition, results of operations and prospects.

It may be difficult for the Hong Kong regulators to obtain information or call for regulatory assistance from jurisdictions where we conduct business when such actions are required in accordance with Hong Kong regulations for listed companies.

Our Directors and us, which will be regulated by the SFO and other applicable laws and regulations in Hong Kong upon the Listing, shall be required to provide the SFC with all information relating to our business in Vietnam, Indonesia, Ecuador and Egypt that is necessary for its investigation of our affairs as may be required under Hong Kong laws or regulations. During the Track Record Period, our revenue was generated from multiple countries and regions, among which certain countries or regions have not signed any regulatory cooperation agreement or memorandum of understanding with the SFC or the Hong Kong Stock Exchange, nor are they members of the International Organization of Securities Commissions (the "**IOSCO**") or signatories to the IOSCO Multi-lateral Memorandum of Understanding (the "**IOSCO MMOU**"). Consequently, it may be difficult for the Hong Kong regulators to obtain information or call for regulatory assistance in these jurisdictions where circumstances necessitate in the course of overseeing us as a listed company by the regulations in Hong Kong. However, as the revenue generated from these particular jurisdictions accounted for less than 1.0% of the total revenue in 2023, 2024 and the nine months ended September 30, 2025, respectively, our Directors believe this does not pose a material risk to our operations as a whole.

We will continuously monitor our local business operations and business expansion rate in these jurisdictions on an ongoing basis. Our management will also report periodic information of the revenue generated by our operating entities in these jurisdictions to our Board of Directors. In the event the contributions of our business in these jurisdictions grow in significance in relation to our overall operations, we will take steps with respect to access to our these jurisdictions operating entities' books and records and fully cooperate with all regulatory requests in order to facilitate the Hong Kong Stock Exchange and the SFC's access to information of these operating entities based abroad. Our Directors believe these measures are adequate and effective in ensuring full compliance with Rule 8.02A of the Listing Rules.

There may be changes from time to time with respect to the legal systems of certain markets where we operate, and any failure to comply with laws and regulations could adversely affect us.

The legal systems in markets where we operate vary significantly from jurisdiction to jurisdiction. Some of markets in which we operate have not developed a fully integrated legal system. Laws and regulations that are recently enacted may not sufficiently cover all aspects of economic activities in such markets. In particular, the interpretation and enforcement of these laws and regulations are subject to changes and evolving and the application of some of these laws and regulations to our businesses is not settled. Since local administrative and court authorities may have discretion in interpreting and implementing statutory provisions and contractual terms, the outcome of administrative and court proceedings and the level of legal protection we have in many of the localities in which we operate are unpredictable. Local courts may have discretion to reject enforcement of foreign awards or arbitration awards and/or arbitration awards, or may require additional procedural steps, including registration of foreign arbitration awards, before enforcement can be granted. These uncertainties may affect our judgment on the relevance of legal requirements and our ability to enforce our contractual rights or claims. In addition, the regulatory changes may be exploited through unmerited or frivolous legal actions, claims concerning the conduct of third parties or threats in attempt to extract payments or benefits from us. Furthermore, many of the legal systems in our markets are based in part on government policies and internal rules, some of which are not published on a timely basis or at all and may have retroactive effect. There are other circumstances where key regulatory definitions are unclear, imprecise or missing, or where interpretations that are adopted by regulators are inconsistent with interpretations adopted by a court in analogous cases. As a result, we may not be aware of our violation of certain policies and rules until sometime after the violation. In addition, any administrative and court proceedings in our markets may be protracted, resulting in substantial costs and diversion of resources and management attention. It is possible that a number of laws and regulations may be adopted or construed to apply to us in our geographic markets and elsewhere that could affect our industries. Scrutiny and regulation of the industries in which we operate may further increase and we may be required to devote additional legal and other resources to addressing this regulation. Changes in current laws or regulations or the imposition of new laws and regulations regarding our industries in our geographic markets may slow the growth of our industries and adversely affect our financial condition and results of operations.

You may experience difficulties in effecting service of legal process, enforcing Shareholders' rights and foreign judgments or bringing actions against our management named in the Document based on foreign laws.

We are a company incorporated under the laws of Cayman Islands. The rights of the Shareholders and the fiduciary duties of our Directors under the Cayman laws may differ in some respects from what they would be under statutes or judicial precedents of other jurisdictions where investors may be located. Substantially all of our assets are located outside of Hong Kong and the PRC, and certain of our Directors and executive officers is nationals or residents of the PRC. Judgments rendered by Hong Kong courts may be recognized and enforced in the PRC if the requirements set forth by the Arrangement on Reciprocal Recognition and Enforcement of Judgments in Civil and Commercial Matters by Courts of Mainland and of the Hong Kong Special Administrative Region Pursuant to Consensual Jurisdiction (《關於內地與香港特別行政區法院相互認可和執行當事人協議管轄的民商事案件判決的安排》) are met. Nonetheless, it may be difficult for you to effect service of process within Hong Kong upon us or these persons, or to bring an action in Hong Kong against us or against these individuals in the event that you believe that your rights have been infringed under the applicable securities laws or otherwise. In addition, it may be difficult for you to bring an original action against us or our PRC resident officers and directors in a PRC court based on the liability provisions of non-PRC securities laws. Even if you are successful in bringing an action of this kind, the laws of the Cayman Islands and of regions where we operate may render you difficult to enforce a judgment against our assets or the assets of our Directors and officers.

We may rely to a significant extent on dividends and other distributions on equity paid by our principal operating subsidiaries to fund cash and financing requirements. Any limitation on the ability of our operating subsidiaries to make payments to us could have a material adverse effect on our ability to conduct our business.

We are a holding company and rely on dividends and other distributions on equity paid by our principal operating entities for our cash and financing requirements, including the funds necessary to pay dividends and other cash distributions to our Shareholders, fund service and debt we may incur and pay our expenses. When our principal operating entities incur additional debt, the instruments governing the debt may restrict their ability to pay dividends or make other distributions or remittances to us. Furthermore, the laws, rules and regulations applicable to our principal operating subsidiaries and certain other subsidiaries permit payments of dividends only out of their retained earnings, if any, determined in accordance with applicable accounting standards and regulations. The distribution of dividends to us from the subsidiaries in the other geographic markets in which we operate is subject to restrictions imposed by the applicable laws and regulations in these markets. Any limitation on the ability of our subsidiaries to make payments to us could have a material and adverse effect on our ability to conduct our business.

Governmental control of currency conversion may limit our ability to utilize our revenues effectively and affect the value of your investment.

We expect to receive a portion of any future revenues we earn in local currencies including Vietnamese dong, Indonesian rupiah, or Egyptian pound, among other currencies. Under our current corporate structure, our Cayman holding company may rely on dividend payments from our Group entities in Vietnam, Indonesia, Ecuador, Egypt and other countries to fund any cash and financing requirements we may have. The distribution of dividends to us from the subsidiaries in these markets as well as other markets where we operate is subject to restrictions imposed by the applicable laws and regulations in these markets. Our failure to obtain sufficient foreign currencies to satisfy our foreign currency demands may have a material adverse impact on our ability to fund our operations in other jurisdictions and our ability to pay dividends in foreign currencies to our Shareholders.

RISKS RELATING TO THE [REDACTED]

There is no prior public market for our Shares prior to the [REDACTED], and you may not be able to resell our Shares at or above the price you pay, or at all.

Prior to the [**REDACTED**], there has been no public market for our Shares. The initial issue price range to the public for our Shares was the result of negotiations between us and the [**REDACTED**] (for itself and on behalf of the [**REDACTED**]), and the [**REDACTED**] may differ significantly from the market price for our Shares following the [**REDACTED**]. A Listing on the Stock Exchange, however, does not guarantee that an active trading market for the Shares will develop, or if it does develop, will be sustained following the [**REDACTED**], or that the market price of the Shares will not decline following the [**REDACTED**]. The market price of our Shares may drop below the [**REDACTED**] at any time after completion of the [**REDACTED**]. Prior to the [**REDACTED**], there has been no public market for our Shares. The initial issue price range to the public for our Shares was the result of negotiations between us and the [**REDACTED**] (for itself and on behalf of the [**REDACTED**]), and the [**REDACTED**] may differ significantly from the market price for our Shares following the [**REDACTED**]. A Listing on the Stock Exchange, however, does not guarantee that an active trading market for the Shares will develop, or if it does develop, will be sustained following the [**REDACTED**], or that the market price of the Shares will not decline following the [**REDACTED**]. The market price of our Shares may drop below the [**REDACTED**] at any time after completion of the [**REDACTED**].

The liquidity, market price and trading volume of our Shares may be volatile, which could result in substantial losses for investors purchasing Shares in the [REDACTED].

The market price, liquidity and trading volume of our Shares may be volatile. We cannot assure you that our Shareholders will be able to sell their Shares or achieve their desired price. As a result, Shareholders may not be able to sell their Shares at prices equal to or greater than the price paid for their Shares under the [**REDACTED**]. The price at which our Shares will trade after the [**REDACTED**] will be determined by the market price of our Shares, which may be influenced by many factors some of which are beyond our control, including:

- our financial results;
- changes in securities analysts' estimates, if any, of our financial performance;
- the history of, and the prospects for, us and the industry in which we compete;
- an assessment of our management, our past and present operations, and the prospects for, and timing of, our future revenues and cost structures such as the views of independent research analysts, if any;
- the present state of our development;

- the valuation of publicly traded companies that are engaged in business activities similar to ours;
- variations of our results of operations in our revenue, sales, earnings, cash flows and costs (including variations arising from foreign exchange rate fluctuations);
- loss of significant customers or material defaults by our customers;
- announcement by us of significant acquisitions, strategic alliances or joint ventures;
- announcement of new investments, strategic alliances or acquisitions;
- any addition or departure of our key personnel of senior management;
- any unexpected business interruptions resulting from natural disasters or power shortages;
- our inability to compete with our competitors effectively;
- political, economic, financial and social developments;
- fluctuations in market prices for our products or raw materials;
- involvement in litigation; and
- general economic and stock market conditions.

In addition, shares of some companies listed on the Stock Exchange have experienced unusual price and volume fluctuations in recent years, some of which have been unrelated or disproportionate to the operating performance of such companies. These broad market and industry fluctuations may adversely affect the market price of our Shares. As a result, investors in our Shares may experience volatility in the market price of their Shares and a decrease in the value of Shares regardless of our operating performance or prospects.

Our Controlling Shareholders Group has substantial influence over our Company and may not align with the interests of our other Shareholders.

Immediately after the [**REDACTED**] (assuming the [**REDACTED**] is not exercised), our Controlling Shareholders Group will directly or indirectly control approximately [**REDACTED**]% of our entire issued share capital and will have significant influence on the outcome of any corporate transaction or other matters submitted to our Shareholders for approval, such as mergers, disposal of all or substantially all of our assets and election of Directors. In addition, the interests of our Controlling Shareholders Group may differ from the other Shareholders and may not align with or in conflict with those of our other Shareholders.

Any disposal, market perception of any disposal of a substantial number of Shares in the public market, or additional share or other security issuance could materially and adversely affect the market price of the Shares.

We cannot assure that our Controlling Shareholders Group will not dispose of any Shares after the lock-up period. Further, we cannot predict the effect, if any, of any future sales of Shares may have on the market price of the Shares. Disposals of a substantial number of Shares or the market perception that such disposals may occur could materially and adversely affect the prevailing market price of the Shares.

We may require additional funds in the future to finance our expansion of the business and operations. If additional funds are raised through the issue of new Shares or other equity-linked securities other than on a pro rata basis to existing Shareholders, or if new Shares are issued under our share schemes, the percentage ownership of our Shareholders in our Company may be diluted.

Holders of our Shares are subject to the risk that trading prices of our Share could fall during the period before trading of our Shares begins.

Our Shares will not commence trading on the Hong Kong Stock Exchange until they are delivered. As a result, holders of our Shares are subject to the risk that the price of our Shares could fall before trading begins as a result of unfavorable market conditions or other adverse developments, that could occur between the time of sale and the time trading begins.

Certain facts, forecasts and other statistics obtained from government publications contained in this Document may not be reliable in terms of accuracy, competence or reliance.

In this Document, certain facts, forecasts and other statistics concerning regions where we operate, their economic conditions and industries are derived from publications by local government agencies. Although we have taken reasonable care in extracting those facts, forecasts and statistics, they have not been independently verified by us and any of the Relevant Persons. We cannot assure you that those facts, forecasts and statistics are accurate and reliable. We cannot assure you that they are stated or compiled on the same basis or with the same degree of accuracy in other jurisdictions. You should consider carefully how much weight you place on those facts, forecasts and statistics.

You should read the entire Document carefully and should not place any reliance on any information contained in press articles or other media in making your investment decision.

Prior or subsequent to the publication of this Document, there may have been or be press and media coverage regarding us and the [**REDACTED**], which includes certain information about us that does not appear in or is different to what is contained in this Document. We have not authorized the disclosure of any such information in the press or media. Financial information, financial projections, valuation and other information about us contained in such unauthorized press or media coverage may not truly reflect what is disclosed in the Document or the actual circumstances. We do not accept any responsibility for such unauthorized press and media coverage or for the accuracy or completeness of any such information. We make no representation as to the appropriateness, accuracy, completeness or reliability of any such information. To the extent that any information appearing in the press and media is inconsistent or conflicts with the information contained in this Document, we disclaim it. Investors should rely only on the information contained in this Document in making an investment decision.

In preparation for the Listing, we have sought the following waivers from strict compliance with the relevant provisions of the Listing Rules:

MANAGEMENT PRESENCE IN HONG KONG

Rule 8.12 of the Listing Rules requires that a new applicant applying for a primary listing on the Stock Exchange must have a sufficient management presence in Hong Kong. This normally means that at least two of its executive directors must be ordinarily resident in Hong Kong. Since our core business operations are principally located, managed and conducted in Asia (excluding East Asia), Africa and Latin America and will continue to be based in those regions, our executive Directors and senior management members are and will continue to be based outside of Hong Kong.

Accordingly, we have applied to the Stock Exchange for, and the Stock Exchange [has granted a waiver] from strict compliance with the requirements set out in Rule 8.12 of the Listing Rules subject to the following conditions, with a view to maintaining effective communication with the Stock Exchange:

(a) our Company has appointed Mr. ZHANG Guijun (張桂君) ("**Mr. Zhang**") and Ms. HO Sze Wah Cecilia (何詩華) ("**Ms. Ho**"), one of the joint company secretaries of our Company, as the authorized representatives ("**Authorized Representatives**") for the purpose of Rule 3.05 of the Listing Rules. They will act as our Company's principal channel of communication with the Stock Exchange. Each of them has confirmed that he/she can be readily contactable by phone, facsimile and email to deal promptly with enquiries from the Stock Exchange. Our Company has provided contact details of the two Authorized Representatives to the Stock Exchange and will inform the Stock Exchange as soon as practicable in respect of any change in our Company's authorized representatives. Mr. Zhang has confirmed that he possesses valid travel documents to visit Hong Kong and will be able to meet with the Stock Exchange within a reasonable period of time, when required;

(b) our Authorized Representatives have means of contacting all Directors (including the independent non-executive Directors) promptly at all times as and when the Stock Exchange wishes to contact a Director with respect to any matters;

(c) each Director who does not ordinarily reside in Hong Kong possesses or can apply for valid travel documents to visit Hong Kong for business purposes and would be able to meet with the Stock Exchange within a reasonable period;

(d) our Company has appointed Maxa Capital Limited as its Compliance Advisor in compliance with Rule 3A.19 of the Listing Rules. The Compliance Advisor will, among other things and in addition to the Authorized Representatives, provide our Company with professional advice on continuing obligations under the Listing Rules and act as an additional channel of communication of our Company with the Stock Exchange during the period from the Listing Date to the date on which our Company complies with Rule 13.46 of the Listing Rules in respect of its financial results for the first full financial year immediately after the Listing; and

(e) meetings between the Stock Exchange and our Directors could be arranged through our Authorized Representatives or our Company's Compliance Advisor, or directly with our Directors within a reasonable period. Our Company will inform the Stock Exchange as soon as practicable in respect of any change in the Authorized Representatives, the Directors and/or the Compliance Advisor of our Company in accordance with the Listing Rules. Each Director has provided or will provide their respective contact details (i.e. mobile phone number, office phone number, email address and fax number, where applicable) to facilitate communication with the Stock Exchange.

WAIVER IN RESPECT OF JOINT COMPANY SECRETARIES

Pursuant to Rules 3.28 and 8.17 of the Listing Rules, a new applicant for listing on the Stock Exchange must appoint a company secretary who, by virtue of his/her academic or professional qualifications or relevant experience, is, in the opinion of the Stock Exchange, capable of discharging the functions of the company secretary.

Pursuant to Note 1 to Rule 3.28 of the Listing Rules, the Stock Exchange considers the following academic or professional qualifications to be acceptable:

(a) a member of The Hong Kong Chartered Governance Institute;

(b) a solicitor or barrister (as defined in the Legal Practitioners Ordinance (Chapter 159 of the Laws of Hong Kong)); and

(c) a certified public accountant (as defined in the Professional Accountants Ordinance (Chapter 50 of the Laws of Hong Kong)).

In addition, pursuant to Note 2 to Rule 3.28 of the Listing Rules, in assessing "**relevant experience**", the Stock Exchange will consider the individual's:

(a) length of employment with the issuer and other issuers and the roles he/she played;

(b) familiarity with the Listing Rules and other relevant laws and regulations including the SFO, Companies Ordinance, Companies (Winding up and Miscellaneous Provisions) Ordinance, and the Takeovers Code;

(c) relevant training taken and/or to be taken in addition to the minimum requirement under Rule 3.29 of the Listing Rules; and

(d) professional qualifications in other jurisdictions.

Pursuant to Chapter 3.10 of the Guide for New Listing Applicants, the waiver under Rule 3.28 of the Listing Rules, if granted, will be for a fixed period of time but in any event not exceeding three years from the date of listing (the "**Waiver Period**") and on the following conditions: (i) the relevant company secretary must be assisted by a person who possesses the qualifications or experience as required under Rule 3.28 of the Listing Rules and is appointed as joint company secretary throughout the Waiver Period; and (ii) the waiver will be revoked if there are material breaches of the Listing Rules by the applicant.

We have appointed Mr. ZHUANG Dongyong (莊東泳) ("**Mr. Zhuang**"), and Ms. Ho, as the joint company secretaries of our Company. Ms. Ho is an associate member of both The Hong Kong Chartered Governance Institute and The Chartered Governance Institute in the United Kingdom, who fully meets the requirements stipulated under Rules 3.28 and 8.17 of the Listing Rules. Since January 2023, Mr. Zhuang has been responsible for overseeing and managing the compliance, corporate governance, regulatory, shareholders communication, investor relationship, investment, mergers and acquisitions activities of our Group. Through such experience, he has extensive experience in corporate governance, investor relationship and compliance affairs. See "Directors and Senior Management – Joint Company Secretaries" in this Document for further information regarding the qualifications of Mr. Zhuang and Ms. Ho. By virtue of Mr. Zhuang's experience and familiarity with our Group, our Company and the Directors believe Mr. Zhuang is capable of discharging the duties as a joint company secretary of our Company and is a suitable person to act as a joint company secretary of our Company. Further, given that our main operation is in Asia (excluding East Asia), Africa and Latin America, we believe that it would be in the best interests of our Company and our corporate governance to have Mr. Zhuang with the relevant background and experience in the business operation of our Group in these regions to act as our joint company secretary.

Accordingly, whilst Mr. Zhuang does not possess the formal qualifications required of a company secretary under Rules 3.28 and 8.17 of the Listing Rules, based on the above reasons, we have applied to the Stock Exchange for, and the Stock Exchange [has granted], a waiver from strict compliance with the requirements under Rules 3.28 and 8.17 of the Listing Rules such that Mr. Zhuang will be appointed as our joint company secretary.

The waiver was granted for a three-year period on the following conditions:

(a) Mr. Zhuang will be assisted by Ms. Ho, as a joint company secretary of our Company who possesses the qualifications or experience as required under Rule 3.28 of the Listing Rules, throughout the waiver period of three years from the date of the Listing; and

(b) the waiver will be revoked if there are material breaches of the Listing Rules by our Company.

Further, Mr. Zhuang will comply with the annual professional training requirement under Rule 3.29 of the Listing Rules and will enhance his knowledge of the Listing Rules during the three-year waiver period from the Listing Date. Our Company will further ensure that Mr. Zhuang has access to the relevant training and support that would enhance his understanding of the Listing Rules and the duties of a company secretary of an issuer listed on the Stock Exchange. At the end of the three-year period, the qualifications and experience of Mr. Zhuang and the need for on-going assistance from Ms. Ho will be evaluated by our Company. Our Company will liaise with the Stock Exchange to enable it to revisit the situation on the expectation that our Company should then be able to demonstrate to the Stock Exchange's satisfaction that Mr. Zhuang, having had the benefit of assistance of Ms. Ho as a qualified person for three years, have then acquired the relevant experience within the meaning of Note 2 to Rule 3.28 so that a further waiver would not be necessary.

WAIVER IN RESPECT OF CONTINUING CONNECTED TRANSACTIONS

We have entered into, and are expected to continue, certain transactions that will constitute non-exempt continuing connected transactions of our Company under the Listing Rules upon Listing. Accordingly, we have applied to the Stock Exchange for, and the Stock Exchange [has granted], a waiver from strict compliance with the requirements under Chapter 14A of the Listing Rules in relation to these continuing connected transactions. For further details in this respect, see "Connected Transactions" in this Document.

[REDACTED]

[REDACTED]

[**REDACTED**]

[REDACTED]

DIRECTORS

Name	Address	Nationality
Executive Directors		
Mr. ZHANG Guijun (張桂君)	Room 203, Building 15 250 Nanda Highway Panyu District, Guangzhou Guangdong Province, PRC	Chinese
Mr. YANG Jiantao (楊建濤)	5 Eighth Street, Fuping Road Panyu District, Guangzhou Guangdong Province, PRC	Chinese
Mr. LIN Xiaoguang (林曉光)	Room 702, Building 4 33 Lyujing Third Road Chancheng District, Foshan Guangdong Province, PRC	Chinese
Non-executive Directors		
Mr. XUE Hua (薛華)	Room 105, Building 18-1 601 Huangpu Avenue West Tianhe District, Guangzhou Guangdong Province, PRC	Chinese
Mr. YANG Shaolin (楊少林)	Room 603, 213 Qingnian Road Luogang District, Guangzhou Guangdong Province, PRC	Chinese
Mr. LYU Xuezhi (呂學志)	Room 1503, Building 9 Yihu Street, Yihuju Qifu Xin Cun Zhongcun Street Panyu District, Guangzhou Guangdong Province, PRC	Chinese

Name	Address	Nationality
Independent non-executive Directors		
Dr. SHEN Hongtao (沈洪濤)	Room 301, 3 Mumian Street Yuexiu District, Guangzhou Guangdong Province, PRC	Chinese
Dr. QIN Xin (秦昕)	Room 501, No. 8 West Yinxi Street Haizhu District, Guangzhou Guangdong Province, PRC	Chinese
Dr. ZENG Qinglu (曾慶璐)	Flat 11B, 11/F, BLK3 HKUST Senior Staff QTR 1 University Road Sai Kung New Territories, Hong Kong	Chinese

PARTIES INVOLVED IN THE [REDACTED]

Joint Sponsors	**J.P. Morgan Securities (Far East) Limited** 28/F, Chater House 8 Connaught Road Central Hong Kong
	China International Capital Corporation Hong Kong Securities Limited 29/F, One International Finance Centre 1 Harbour View Street Central Hong Kong
	GF Capital (Hong Kong) Limited 27/F, GF Tower 81 Lockhart Road Wan Chai Hong Kong

[**REDACTED**]

Legal Advisors to the Company	*As to Hong Kong and U.S. law:* **Linklaters** 11/F, Alexandra House 18 Chater Road Central, Hong Kong
	As to Corporate Reorganization and PRC law: **Zhong Lun Law Firm (Shanghai Office)** 10, 11, 16, 17/F, Two IFC 8 Century Avenue, Pudong New Area Shanghai, PRC
	As to Cayman Islands and British Virgin Islands law: **Maples and Calder (Hong Kong) LLP** 26/F, Central Plaza 18 Harbour Road Wanchai, Hong Kong
	As to Singapore law **Shook Lin & Bok LLP** 1 Robinson Road #18-00 AIA Tower Singapore 048542
	As to Ecuador law: **Bustamante Fabara** COFIEC Building Av. Patria E4-69 y Amazonas Quito, Ecuador
	As to Vietnam law: **DFDL Vietnam Law Company Limited** 9/F, BIDV Tower 194 Tran Quang Khai Street Hoan Kiem Ward Hanoi, Vietnam
	As to India law: **Dentons Link Legal** 1102, 11/F, Tower 1, One International Center Senapati Bapat Marg Prabhadevi (West) Mumbai-400013, India

	As to Indonesia law: **Nusantara DFDL Partnership** 33/F, Unit B, Equity Tower Sudirman Central Business District Jl. Jend. Sudirman Kav. 52-53 Jakarta, Indonesia
	As to Egypt law: **Al Amly and Hegui Law Firm — A member Law Firm of GLA & Company Ltd.** Hyde Park, HPO/B3-1/119 & 120 New Cairo, 5th Settlement Cairo, Egypt
Legal Advisors to the Joint Sponsors and the [REDACTED]	*As to Hong Kong and U.S. law:* **Latham & Watkins LLP** 18/F, One Exchange Square 8 Connaught Place Central, Hong Kong
Reporting Accountant and Independent Auditor	**Ernst & Young** *Certified Public Accountants and Registered Public Interest Entity Auditor* 27/F, One Taikoo Place 979 King's Road Quarry Bay, Hong Kong
Industry Consultant	**Frost & Sullivan (Beijing) Inc., Shanghai Branch Co.** Room 2504, Wheelock Square 1717 Nanjing West Road Jing'an District, Shanghai, PRC
Biological Assets Valuer	**Asia-Pacific Consulting and Appraisal Limited** Flat/Rm A, 12/F Kiu Fu Commercial Building 300 Lockhart Road Wan Chai Hong Kong

[REDACTED]

CORPORATE INFORMATION

Registered Office	Offices of Maples Corporate Services Limited PO Box 309, Ugland House Grand Cayman, KY1-1104 Cayman Islands
Head Office and Principal Place of Business	Unit 303, 3/F, Building 18W Phase Three Hong Kong Science Park Pak Shek Kok New Territories, Hong Kong
Principal Place of Business in Hong Kong	46/F, Hopewell Centre 183 Queen's Road East Wan Chai, Hong Kong
Company's website	**www.haidal.com** *(The content on this website does not form part of this Document)*
Joint Company Secretaries	**Mr. ZHUANG Dongyong (莊東泳)** Unit 303, 3/F, Building 18W Phase Three Hong Kong Science Park Pak Shek Kok New Territories, Hong Kong **Ms. HO Sze Wah Cecilia (何詩華)** 46/F, Hopewell Centre 183 Queen's Road East Wan Chai, Hong Kong
Authorized Representatives	**Mr. ZHANG Guijun (張桂君)** Room 203, Building 15 250 Nanda Highway Panyu District, Guangzhou Guangdong Province, PRC **Ms. HO Sze Wah Cecilia (何詩華)** 46/F, Hopewell Centre 183 Queen's Road East Wan Chai, Hong Kong

CORPORATE INFORMATION

Audit Committee	Mr. YANG Shaolin (楊少林) Dr. SHEN Hongtao (沈洪濤) *(Chairperson)* Dr. ZENG Qinglu (曾慶璐)
Remuneration Committee	Mr. ZHANG Guijun (張桂君) Dr. QIN Xin (秦昕) *(Chairperson)* Dr. ZENG Qinglu (曾慶璐)
Nomination Committee	Mr. XUE Hua (薛華) *(Chairperson)* Dr. SHEN Hongtao (沈洪濤) Dr. QIN Xin (秦昕)
Compliance Advisor	**Maxa Capital Limited** Unit 2602, 26/F, Golden Centre 188 Des Voeux Road Central Sheung Wan, Hong Kong
Hong Kong Share Registrar	[**REDACTED**]
Principal Share Registrar and Transfer Office	**Maples Fund Services (Cayman) Limited** PO Box 1093 Boundary Hall Cricket Square Grand Cayman, KY1-1102 Cayman Islands
Principal Bank	**The Hongkong and Shanghai Banking Corporation Limited** HSBC Main Building 1 Queen's Road Central Hong Kong

Certain information and statistics set out in this section have been extracted from various official government publications, market data providers and a report commissioned by us and prepared by an independent third party, Frost & Sullivan. The information from official government sources has not been independently verified by us, the Joint Sponsors, the **[REDACTED]*, the* [REDACTED]*, the* [REDACTED]*, the* [REDACTED]*, the* [REDACTED]*, the* [REDACTED]** ***or any of their respective directors, officers, employees, advisers or agents or any other parties involved in the*** **[REDACTED]*, and no representation is given as to its accuracy, fairness and completeness.***

OVERVIEW OF THE MODERN HUSBANDRY INDUSTRY

Background and Challenges of High-Quality Development in Emerging Markets

The global husbandry industry is accelerating its transformation toward large-scale, standardized, and modernized development. Among them, emerging markets represented by regions in Asia (excluding East Asia), Africa, and Latin America are showing particularly robust growth momentum, supported by strong demand. From the demand side, the continuous population growth in these regions has directly driven the sustained expansion of local meat consumption demand, fueling the vigorous development of the local husbandry market. In terms of the current market situation, these markets are still in the early stage of industrial development, presenting primary characteristics such as low popularization rate of industrialized feeding production, insufficient supply of high-quality fry, and weak animal health prevention and control capabilities. However, these "shortcomings" also nurture enormous development potential. As the local market's demand for large-scale production, standardized management and control, and modernized technologies becomes increasingly urgent, the upgrading of industrialized feeding production, the cultivation of high-quality fry, and the construction of animal health systems will become the core breakthrough directions:

Pain Point 1: The Full-Cycle Husbandry Collaboration System Has Not Yet Been Established

In emerging markets represented by regions in Asia (excluding East Asia), Africa, and Latin America, the husbandry industrial chain remains highly fragmented, and effective collaboration has not been formed among the three-core links of "Breeding-Feed-Animal Health Solutions". Most husbandry entities are individual households and small and medium-sized farms, lacking a unified technical guidance and service system. Each link operates independently with unshared information, making it difficult to achieve systematic improvement in production efficiency.

Pain Point 2: The Product Safety and Quality Control System Has Not Yet Been Improved

In most markets in Asia (excluding East Asia), Africa, and Latin America, husbandry products are still mainly to meet basic supply. The quality management and safety traceability systems have not been established, and product quality is constrained by technical gaps and insufficient supervision, showing obvious low-to-medium-end market characteristics. To achieve dual improvement in product safety and quality, it is necessary to improve the standardized breeding system from the source, promote the popularization of industrialized feeding and safe formulas, strengthen the construction of animal health prevention and control systems, and reshape the industry's quality bottom line through institutionalized supervision and technical empowerment.

Pain Point 3: Husbandry Costs and Resource Utilization Efficiency Need Optimization

Husbandry households lack standardized operating procedures and digital management tools, resulting in low and volatile production efficiency. Although the upstream of the industry has resource potential, it lacks a standardized and replicable operation system, making it difficult to promote high-quality experience and leading to obvious development gaps between regions.

Analysis of the Foundational Role of Feed, Breeding, and Animal Health in Modern Husbandry Industry

Feed: The Growth Engine — Activating Husbandry Value through the Dual Paths of "Cost Reduction + Efficiency Improvement"

Feeding usually accounts for more than half of the total husbandry costs, making it the most critical cost item. Scientific formulas can accurately match the nutritional needs of different growth stages, reduce the waste of raw materials such as corn and soybean meal, and lower the feed consumption per unit weight gain; customized solutions can further release the potential of fry and improve growth rate and product quality. Stable supply and precise nutritional standards can also reduce the impact of fluctuations in feed production on the husbandry industry, connect "fry potential" and "actual output", and support large-scale efficiency.

Breeding: Starting Point Genes — Locking in the Efficiency Improvement Potential of the Entire Husbandry Cycle

Breeding is the starting point of modern husbandry, and its quality directly determines the benefits of the entire cycle. High-quality breeding has characteristics such as fast growth, strong disease resistance, and high feed conversion rate, which can shorten the growth cycle, improve unit output capacity, and reduce disease losses. In large-scale husbandry, high-quality breeding can ensure feeding standardization and slaughter consistency, which is a prerequisite for efficient husbandry and the foundation for the effectiveness of feeding and animal health.

Animal Health: Safety Guarantee — Reducing Core Husbandry Losses Through Risk Prevention and Control

Deaths and production reductions caused by diseases are the most direct sources of losses in husbandry. Animal health reduces risks through a system of "prevention first, combined with monitoring and disposal": the improvement of feeding and husbandry environment is an indispensable prerequisite in the animal health system; preventive immunization and environmental biosafety can reduce the probability of disease occurrence; targeted diagnosis and treatment and rapid response can inhibit transmission and control losses. Under high-density and intensive conditions, animal health is particularly crucial for maintaining stable returns; without effective prevention and control, even with high-quality seedlings and scientific feeding, previous investments and efficiency improvement results may be offset by a single epidemic.

Business Model Analysis of Feeding, Breeding, and Animal Health

Integrated Model: A "Synergistic Co-Development" Full-Value-Chain Integration Approach

The integrated model centers on deep coordination across broodstock, feed, and animal health, building comprehensive competitive advantages across technology, services, and costs through multi-stage resource integration. Technological synergies are reflected in the ability of enterprises to design precise feed formulations based on the growth cycles, disease-resistance genetics, and nutritional requirements of their proprietary broodstock, while simultaneously coordinating with animal health teams to develop full-cycle disease prevention programs. This enables positive compounding effects across broodstock, feed, and animal health performance. Service synergies are realized through the provision of one-stop husbandry solutions that combine broodstock, matched feed products, customized animal health solutions, and end-to-end technical support. This integrated service offering enhances husbandry efficiency while strengthening customer relationships. Cost synergies are achieved through centralized procurement to reduce raw material prices, shared production and logistics infrastructure to reduce marginal costs, and coordinated operations across stages to minimize losses. Together, these mechanisms form a closed-loop cost optimization system characterized by "economies of scale plus cross-stage alignment."

Single Model: A Specialized, Segment-Focused Operating Approach

The single model refers to enterprises that focus on a single segment within feed, broodstock, or animal health, building competitiveness through specialization. Each type of participant exhibits clear business boundaries and distinct operating logic. Independent feed companies concentrate on raw material processing and formulation research and development. Independent broodstock companies focus on genetic improvement and standardized breeding systems. Independent animal health companies emphasize breakthroughs in disease prevention and control technologies, with core activities centered on vaccine development, precision medication, and related solutions.

Key Success Factors in the Feed, Broodstock, and Animal Health Markets

Integration: Building Competitive Barriers Through Full-Value-Chain Synergy

Integration capability is central to the formation of differentiated competitive advantages, manifested through deep coordination across technology, services, and costs. Technologically, integrated research and development across breeding, feeding, and animal health enables performance optimization from the source to the endpoint. For example, feed formulations and disease prevention programs can be designed based on proprietary breeding genetics, creating positive compounding effects. From a service perspective, the integrated model upgrades single-product supply into a "one-stop solution," providing comprehensive technical support through enterprise-farmer collaboration models and enhancing customer stickiness. From a cost perspective, full-value-chain resource integration enables centralized procurement and shared logistics, reducing marginal costs and improving resilience to market volatility. This system of "technological synergy, service closure, and cost optimization" has become a key mechanism through which leading enterprises establish durable competitive barriers.

Technology: The Core Engine Driving Product Value Upgrading

Technological innovation is the decisive factor shaping product competitiveness and market influence. In broodstock, advances in molecular breeding and industrialized propagation enhance genetic quality. In feed, precision formulation technologies address multi-species nutritional needs while enabling flexible responses to raw material price fluctuations. In animal health, green prevention approaches and innovation in biological products serve as key breakthrough directions, reducing losses while enabling differentiation. Sustained technological accumulation and effective commercialization capabilities form the fundamental support for product upgrading and industry leadership.

Operational Capability: The Efficiency Foundation Supporting Scalable Growth

Efficient operations rely on standardized systems and replicable models across the supply chain, distribution services, and digital management. On the supply chain side, unified standards and centralized procurement help control costs, while standardized capacity templates enable rapid deployment. On the distribution side, unified standard operating procedures ensure consistent service quality. On the digital side, data standardization enhances management efficiency and reduces human error. Together, this operational system achieves "controllable costs and efficient replication," providing stable support for large-scale expansion.

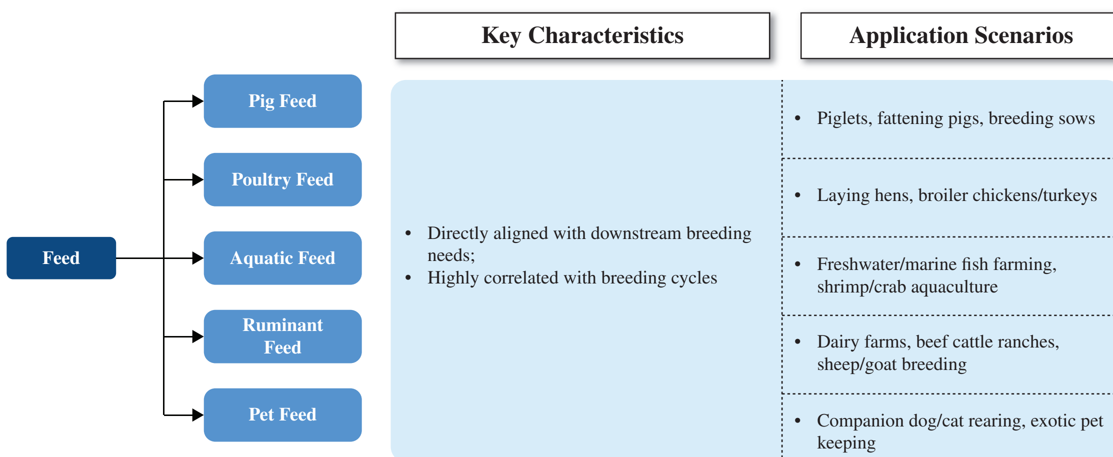
Global Feed Industry Overview

Definition and Classification of Feed

The feed industry is a core supporting sector of modern agriculture, serving as a critical link between crop production, animal husbandry, and the food processing industry. Feed, as the industry's core product, refers to feedable substances that, under scientifically managed feeding conditions, provide animals with essential nutrients, promote growth and development, maintain health, regulate physiological functions, and improve the quality of animal products, while ensuring safety and efficacy when used in compliance with relevant standards. In the feed industry, classification by target livestock species is the most fundamental dimension, as it directly corresponds to downstream husbandry demand. Based on this criterion, the feed industry mainly includes swine feed, poultry feed (including both layer and broiler feed), aquatic feed, ruminant feed, and pet feed, among other subcategories.

In addition, compared with other consumer goods industries, the feed industry features a distribution model with relatively controllable risk. The core reason lies in (i) feed products have a relatively short shelf life, typically no more than three months, and low unit prices, while storage and logistics costs are high relative to their unit prices and (ii) stockpiling exposes distributors to the risk of spoilage and losses, and cross-regional sales are unlikely to generate meaningful profit margins. Distributors generally procure based on actual customer demand and therefore do not need to stockpile or engage in cross-regional sales to capture market share, which further reduces the risk of channel volatility. As a result, distributors typically arrange for feed products to be delivered directly to farmers, thereby reducing secondary transportation and handling costs, and they usually maintain no inventory or only a relatively small level of inventory themselves.

Definition and Classification of Feed

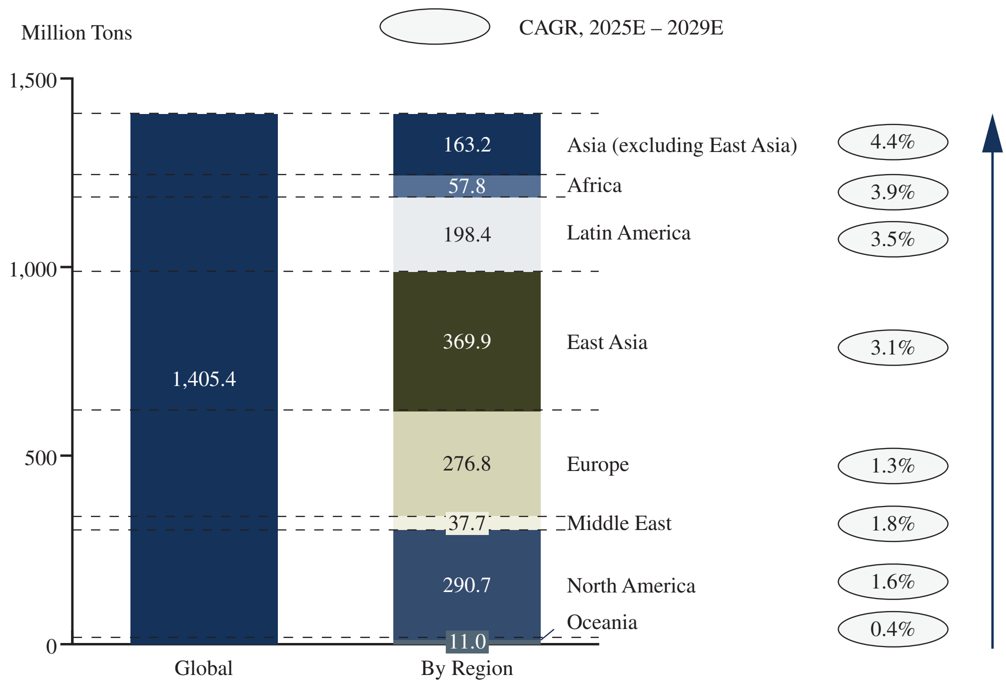


Source: Frost & Sullivan

Feed Industry Market Size (by Production Volume), Global, 2024

In 2024, the global feed market size has reached 1,405.4 million tons. Among all regional segments, Asia (excluding East Asia) emerged as the fastest-growing one, with a production volume of 163.2 million tons in 2024 and a CAGR of 4.4% from 2025 to 2029. Africa also maintained a strong growth momentum, posting a production volume of 57.8 million tons and a CAGR of 3.9%. Latin America achieved a steady growth as well, with a production volume of 198.4 million tons and a CAGR of 3.5%. East Asia recorded a production volume of 369.9 million tons and a CAGR of 3.1%. By contrast, regions including Europe, the Middle East, North America and Oceania saw relatively moderate growth rates.

Feed market Size (by Production Volume), by Region, Global, 2024

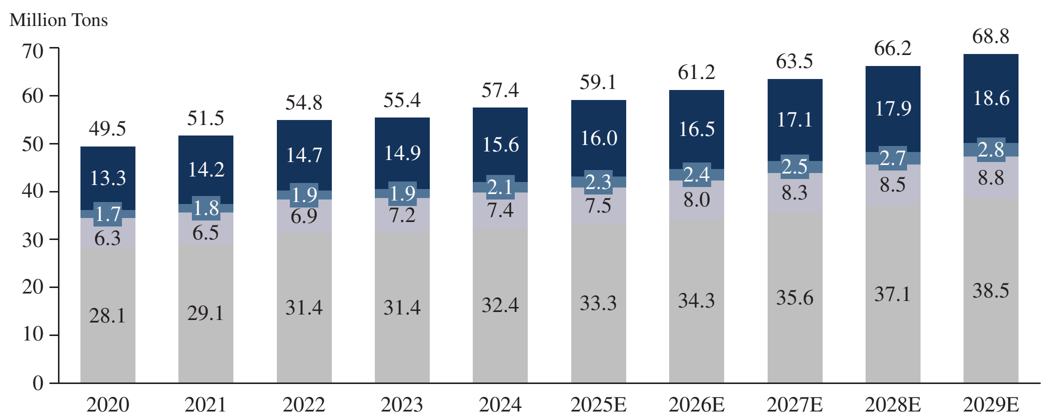


Source: Frost & Sullivan

The global aquatic feed market size has grown steadily from 49.5 million tons in 2020 to 57.4 million tons in 2024, with a CAGR of 3.8%. It is projected that the global aquantic feed market size will reach 68.8 million tons in 2029, representing an expected CAGR of 3.9% from 2025 to 2029. The aquatic feed market in Asia (excluding East Asia) increased from 13.3 million tons in 2020 to 15.6 million tons in 2024, and is projected to reach 18.6 million tons by 2029, representing a CAGR of 4.0% from 2025 to 2029. The aquatic feed market in Africa increased from 1.7 million tons in 2020 to 2.1 million tons in 2024, and is projected to reach 2.8 million tons by 2029, representing a CAGR of 5.0% from 2025 to 2029. The aquatic feed market in Latin America increased from 6.3 million tons in 2020 to 7.4 million tons in 2024, and is projected to reach 8.8 million tons by 2029, representing a CAGR of 4.2% from 2025 to 2029.

Aquatic Feed market Size (by Production Volume), Global, 2020-2029E

CAGR	2020-2024	2025E-2029E
Asia (excluding East Asia)	3.9%	4.0%
Africa	4.2%	5.0%
Latin America	4.1%	4.2%
Other Regions	3.6%	3.7%
Total	**3.8%**	**3.9%**



Source: Frost & Sullivan

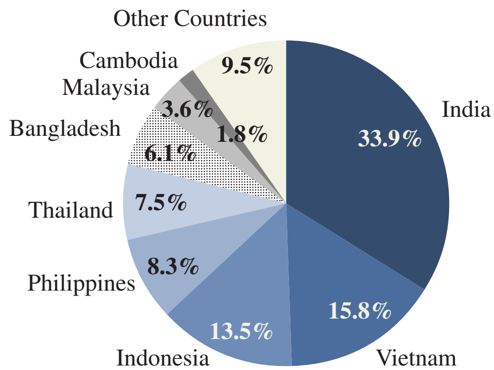
Feed Market Analysis of Asia (Excluding East Asia)

Asia (excluding East Asia) has abundant water resources, creating ideal conditions for aquaculture. Countries including Thailand, Vietnam and Indonesia are key global aquaculture hubs. The regions' warm and humid climate supports over 300 days of viable farming days per year, with more than 300 farmable species available.

Religious beliefs and consumption habits have profoundly shaped the demand structure of the regional feed market, with distinct consumption preferences across countries. The region has a large Muslim population. Indonesia, the world's most populous Muslim-majority country, imposes strict restrictions on pork consumption, leading to persistently low per capita pork consumption. As urbanization accelerates, residents are shifting to higher-protein diets, driving growing demand for poultry and aquatic products. This trend has directly boosted the consumption volume of compound feed.

In terms of production volume, India was the largest feed market in Asia (excluding East Asia) in 2024, accounting for 33.9% of the regional share. Its leading position is supported by a large animal husbandry base and strong feed demand. Benefiting from the expansion of the farming industry and rapid development of the feed sector, Vietnam accounted for 15.8%, securing a prominent position in the Asian (excluding East Asia) feed market. As an archipelagic country, Indonesia leverages its strengths in aquaculture and poultry farming to hold a 13.5% share, maintaining a significant portion of regional feed production. In addition, the Philippines accounted for 8.3%, Thailand 7.5%, Bangladesh 6.1%, Malaysia 3.6%, Cambodia 1.8%, and other countries collectively made up 9.5%.

Feed market Share (by Production Volume), by Country, Asia (Excluding East Asia), 2024



Source: Frost & Sullivan

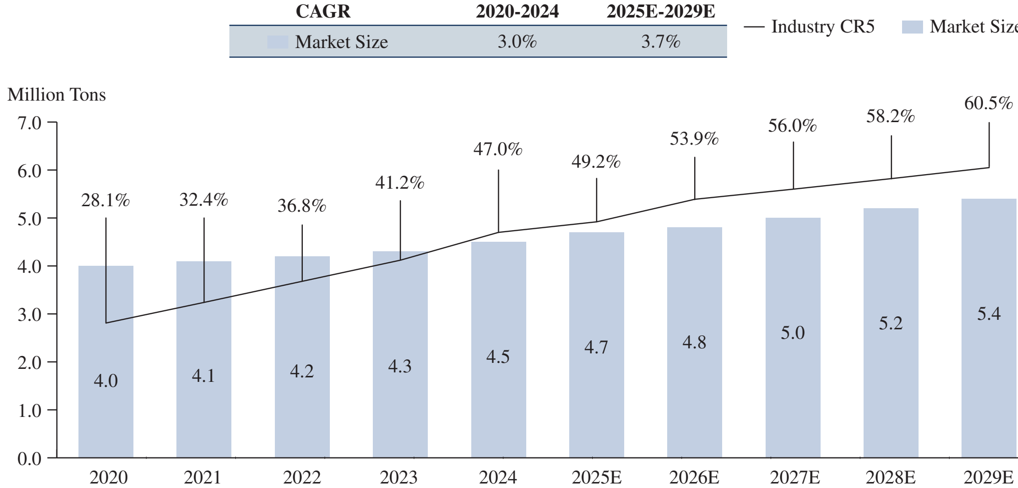
Vietnamese Feed Industry Overview

Feed Industry Overview, Vietnam, 2020-2029E

Backed by the large-scale expansion of the breeding industry and continuous release of market demand, Vietnam ranks as the second-largest feed market in Asia (excluding East Asia). As a major global aquaculture and export country, Vietnam boasts an extensive coastline and abundant river networks. Strong domestic and international consumer demand for species such as shrimp and tilapia has continuously driven the expansion of breeding scales, endowing aquatic feed with a unique market position in Vietnam's overall feed industry. As the fastest-growing segment in Vietnam's feed market, the sustained growth of aquatic feed serves as the core driver for the expansion of the entire industry. From 2020 to 2024, the market size grew from 4.0 million tons to 4.5 million tons, representing a CAGR of 3.0%. It is projected that from 2025 to 2029, the market size will increase from 4.7 million tons to 5.4 million tons, with an expected CAGR of 3.7%. Meanwhile, the aquatic feed industry is undergoing a significant concentration process. The CR5 of Vietnam's aquatic feed industry rose from 28.1% to 47.0% between 2020 and 2024. Leading enterprises have continued to capture market share from small and medium-sized manufacturers by virtue of their advantages in raw material procurement costs, precision nutrition formulation technology, and stable supply chain systems, driving a steady increase in industry concentration. The CR5 is expected to climb further to 60.5% in 2029.

Vietnam Feed Industry, 2020-2029E: Combined Chart of Aquatic Feed Market Size (by Production Volume) and Industry CR5 Concentration

CAGR	2020-2024	2025E-2029E
Market Size	3.0%	3.7%



Source: Frost & Sullivan

Driving Factors of the Vietnam Market

Consumption Upgrade and Export Drivers Jointly Boost Demand Growth

The growth of Vietnam's feed industry is primarily driven by the dual incentive of consumption upgrade and breeding structure transformation. With economic development and accelerated urbanization, the per capita income of Vietnam's over 100 million population has increased, driving a shift in dietary structure toward higher protein content. This has subsequently expanded the scales of pork, poultry, and aquaculture, providing sustained momentum for feed demand. Consumers' growing emphasis on food safety and protein quality has prompted continuous upgrades in feed products in terms of energy density, nutritional ratio, and functional formulas. Meanwhile, the stable expansion of export-oriented aquaculture, represented by basa fish and whiteleg shrimp, has driven the growth of industrial feed consumption through overseas market demand. Export standards have further promoted the standardization of raw materials and formulation systems among feed enterprises.

Large-Scale Breeding Consolidates the Industry Foundation

Large-scale breeding is a crucial force supporting the expansion of the feed industry. Vietnam's breeding industry has shifted toward concentration, scale, and specialization. Large-scale farms stably purchase high-quality feed, improving the order concentration and cost structure of feed enterprises. At the same time, the industry has a high degree of foreign capital participation. Multinational enterprises have established standardized production systems by virtue of their advantages in capital, supply chains, and formulation technology, and have improved industry efficiency through the integrated "feed-breeding-export" model. This pattern has driven local enterprises to accelerate upgrades in management and technology, jointly building a stable and sustainable industry ecosystem.

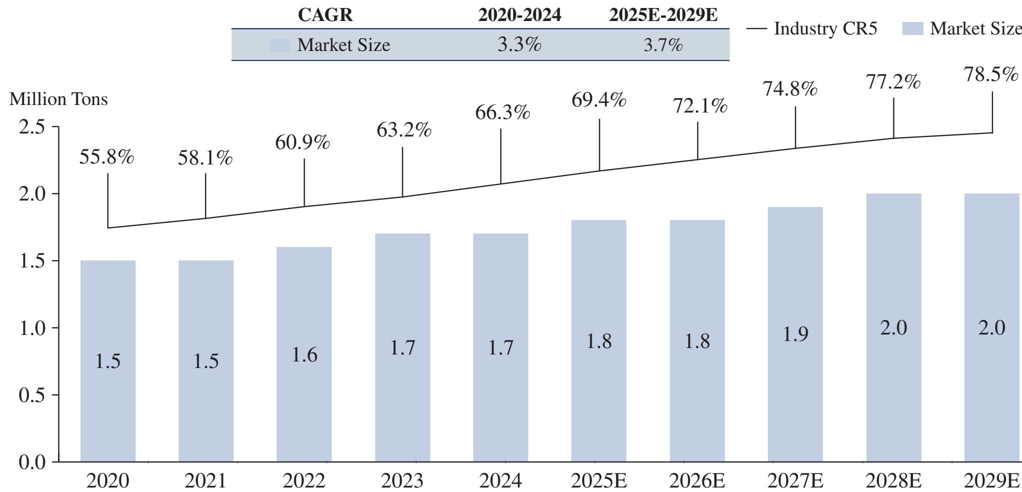
Indonesian Market Analysis

Feed Industry Overview, Indonesia, 2020-2029E

As the third-largest feed market in Asia (excluding East Asia), Indonesia accounts for 13.5% of the regional market share, with a notable and steady trend toward industry concentration. As the world's largest archipelagic nation, Indonesia boasts extensive offshore resources and tropical aquatic conditions. The long-term expansion of breeding scales for dominant species such as shrimp and tilapia, coupled with robust demand in export markets, has continuously elevated the importance and growth drivers of aquatic feed within Indonesia's overall feed industry. As the fastest-growing segment in Indonesia's feed market, aquatic feed serves as the core pillar supporting the expansion of the entire industry. From 2020 to 2024, this segment achieved a CAGR of 3.3%, with its market size growing from 1.5 million tons to 1.7 million tons. It is projected that from 2025 to 2029, the segment will maintain a steady CAGR of 3.7%, with its market size rising from 1.8 million tons to 2.0 million tons. The CR5 of Indonesia's aquatic feed industry climbed from 55.8% to 66.3% between 2020 and 2024, and is expected to further increase to 78.5% in 2029.

Indonesian Feed Industry, 2020-2029E: Combined Chart of Aquatic Feed Market Size (by Production Volume) and Industry CR5 Concentration

CAGR	2020-2024	2025E-2029E
Market Size	3.3%	3.7%



Source: Frost & Sullivan

Competitive Landscape Analysis of the Feed Market in Asia (Excluding East Asia)

In 2024, the aquatic feed market in Asia (excluding East Asia) was relatively fragmented. In that year, the company achieved a total aquatic feed production volume of 1,011 thousand tons. Based on production volume, the company ranked second in the aquatic feed market in Asia (excluding East Asia).

Aquatic feed Market Ranking (by Production Volume), Asia (Excluding East Asia), 2024

Rank	Company Name	Feed Production	Market Share
		(thousand tons)	
1. . .	Company A	1,550	10.0%
2. . .	**The Company**	**1,011**	**6.5%**
3. . .	Company B	900	5.8%
4. . .	Company C	820	5.3%
5. . .	Company D	680	4.4%
	Top 5	**4,961**	**31.9%**

Source: Frost & Sullivan

In 2024, the Vietnam feeding market showed a high degree of concentration in terms of market share. Among them, the company achieved a total feeding production volume of 1,725 thousand tons in 2024, ranking third in the overall Vietnam feeding market by production volume. In 2024, the aquatic feeding market in Vietnam still maintained a high degree of concentration. Specifically, the company's total aquatic feeding production volume reached 863 thousand tons in 2024, ranking first in the Vietnam feeding market by production volume.

Aquatic feed Market Ranking (by Production Volume), Vietnam, 2024

Rank	Company Name	Feed Production	Market Share
		(thousand tons)	
1. . .	**The Company**	**863**	**19.2%**
2. . .	Company C	400	8.9%
3. . .	Company E	350	7.8%
4. . .	Company A	296	6.6%
5. . .	Company F	195	4.3%
	Top 5	**2,103**	**47%**

Source: Frost & Sullivan

In 2024, the aquatic feeding market in Indonesia was relatively concentrated. Among them, the company achieved a total aquatic feeding output of 114 thousand tons in 2024, ranking seventh in Indonesia's aquatic feeding market by production volume.

Aquatic feed Market Ranking (by Production Volume), Indonesia, 2024

Rank	Company Name	Feed Production	Market Share
		(thousand tons)	
1. . .	Company A	**385**	**22.6%**
2. . .	Company B	224	13.2%
3. . .	Company G	177	10.4%
4. . .	Company H	174	10.2%
5. . .	Company I	166	9.8%
6. . .	Company J	130	7.6%
7. . .	**The Company**	**114**	**6.7%**
	Top 7	**1,370**	**80.6%**

Source: Frost & Sullivan

Notes:

(1) Company A founded in 1921 and headquartered in Bangkok, Thailand, is a privately held conglomerate (with multiple listed subsidiaries), is Thailand's largest conglomerate focused on agriculture and food as core businesses, covering 8 sectors and operating in 13 countries globally.

(2) Company B founded in 1971 and headquartered in Jakarta, Indonesia, is a listed company, is an Indonesian agro-food enterprise producing animal feed, poultry, aquatic products, and processed foods.

(3) Company C founded in 1917 and headquartered in Ede, Netherlands, is an unlisted company, is an animal nutrition enterprise contributing to sustainable, safe, and healthy food supply, specializing in compound feed and premixes.

(4) Company D founded in 1988 and headquartered in Surabaya, Indonesia, is an unlisted company, is an Indonesian enterprise aims at providing the best quality and competitive shrimp feed, fish feed and pet feed for both domestic and international market.

(5) Company E founded in 2002 and headquartered in Sa Dec, Vietnam, is a listed company, is a leading company offering fodder, aquatic feed, and poultry feed for fish, livestock, and poultry in Vietnam.

(6) Company F founded in 2003 and headquartered in Tay Ninh, Vietnam, is an unlisted company, is one of Vietnam's leading agrifood corporations, operating an integrated 3F Plus food chain (Feed-Farm-Food) — "Wholesome and delicious from farm to table".

(7) Company G founded in 1995 (predecessor in 1986) and headquartered in Chengdu, China, is a listed company, is one of the world's leading producer of aquatic feed, poultry and livestock feed.

(8) Company H founded in 1964 and headquartered in Stavanger, Norway, is an unlisted company, is the global leading fish feed producer for aquaculture.

(9) Company I founded in 1865 and headquartered in Minneapolis, USA, is an unlisted company, is a global commodity trading and processing enterprise covering agriculture, food, and industry, focusing on sustainable supply chains.

(10) Company J founded in 1953 and headquartered in Seoul, South Korea, is a listed company, is a global livestock company as well as an agritech company driven by continuous technological innovation.

Latin America Feed Market Analysis

Stretching along the Pacific and Atlantic coasts with an extensive coastline, Latin America has formed well-established infrastructure for both marine and freshwater aquaculture. Countries including Chile, Ecuador and Brazil have developed into major global aquaculture and export hubs, where species such as salmon, shrimp and tilapia hold substantial shares in the international market. Residents in the region have a relatively high proportion of animal protein in their diets, and the tradition of aquatic product consumption is deeply rooted in coastal and river network areas. Combined with the export-oriented industrial structure, these factors have jointly driven the continuous expansion of aquaculture scale in Latin America, providing stable incremental space for the aquatic feed market and laying a solid foundation for the development of aquaculture and feed industries in key producing regions such as Ecuador.

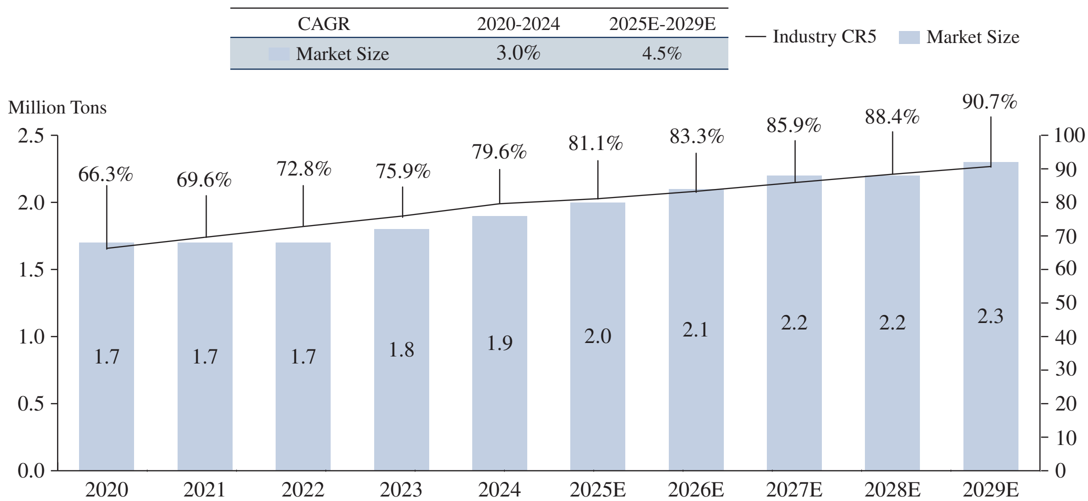
Ecuadorian Market Analysis

Feed market Size (by Production Volume), Ecuador, 2020-2029E

Ecuador occupies a crucial strategic position in Latin America's aquaculture sector and its supporting feed industry. Leveraging a well-rounded industrial chain system and highly specialized production capacity, Ecuador serves as a core driver propelling the high-speed development of regional aquaculture. Relying on world-leading shrimp farming technologies and standardized breeding models, Ecuador has built a mature system for feed R&D and large-scale supply, exerting a significant driving effect on the farming efficiency and industrial upgrading of neighboring countries. Against the backdrop of the increasingly diversified aquaculture structure in Latin America, Ecuador has evolved into a key hub connecting upstream feed technologies, downstream export markets and regional industrial collaboration. Its industrial development exerts a far-reaching impact on the steady growth and international competitiveness enhancement of the entire Latin American aquaculture industry.

The market size of Ecuador's feed industry has maintained a sustained growth trend from 2020 to 2029. Among all segments, aquatic feed ranks as the fastest-growing one. From 2020 to 2024, it achieved a CAGR of 3.0%, with its market size expanding from 1.7 million tons to 1.9 million tons. It is projected that from 2025 to 2029, the segment will register a CAGR of 4.5%, with its market size gradually increasing from 2.0 million tons to 2.3 million tons, demonstrating a clear growth trend and strong long-term development potential. Its sustained growth serves as the core support for the expansion of the overall feed market, also reflecting the profound industrial foundation and stable demand pattern of this segment in Ecuador's feed market. From 2020 to 2024, CR5 of Ecuador's aqua feed industry increased from 66.3% to 79.6%, and it is expected to further rise to 90.7% by 2029.

Feed Industry in Ecuador, 2020-2029E: Aquaculture Feed Market Size (by Production Volume) Combined with Industry CR5 Concentration



Source: Frost & Sullivan

Competitive Landscape Analysis of the Feed Market in Ecuador

In 2024, the aquatic feed market in Ecuador was highly concentrated. The company achieved a total aquatic feed production volume of 164 thousand tons. Based on production volume, the company ranked sixth in the aquatic feed market in Ecuador.

Aquatic feed Market Ranking (by Production Volume), Ecuador, 2024

Rank	Company Name	Feed Production	Market Share
		(thousand tons)	
1. . .	Company H	585	31.3%
2. . .	Company K	308	16.5%
3. . .	Company I	211	11.3%
4. . .	Company L	198	10.6%
5. . .	Company M	185	9.9%
6 . . .	The Company	164	8.7%
	Top 6	**1,651**	**88.3%**

Notes:

(1) Company K founded in 2014 and headquartered in Lima, Peru, is an unlisted company, is a leading brand in sustainable nutrition solutions for shrimp and fish in Latin America.

(2) Company L founded in 1962 and headquartered in Brøndby, Denmark, is an unlisted company, is a globally leading supplier of high-performance fish and shrimp feed.

(3) Company M founded in 1902 and headquarted in Decatur,USA, is a listed company, is a global leader in human and animal nutrition and the world's premier agricultural origination and processing company.

Driving Factors of Ecuadorian Market

The Advantage of Being the Place of Origin Fortifies the Industrial Development Foundation

Ecuador possesses favorable natural geographical and climatic conditions for the growth of shrimp and various aquatic species. Its pristine coastal waters and stable water temperatures create an excellent ecological environment for aquaculture. As the native production area of vannamei, its aquaculture industry exhibits significant agglomeration effects, forming large-scale and stable aquaculture clusters. This creates sustained and concentrated market demand for shrimp and other aquatic feed, serving as an inherent advantage that underpins the development of the feed industry.

Low-cost Raw Material Supply Supports Industry Demand

Ecuador and its surrounding Latin American regions are rich in agricultural and fishery resources, ensuring a sufficient supply of core raw materials for aquatic feed, such as plant proteins and animal proteins. The accessibility of locally sourced and regionally procured raw materials reduces the fundamental costs of feed production at the source. This provides feed enterprises with greater flexibility for development and offers strong support for the large-scale production and quality optimization of shrimp feed.

Building an Efficient Development Ecosystem through Full Industry Chain Collaboration

Ecuador has established a complete and tightly interlinked industry chain system of "feed — aquaculture — export." Upstream raw material supply is deeply integrated with feed manufacturing, ensuring production stability. Midstream feed enterprises work closely with aquaculture operators, creating strong partnerships by providing products and technical services tailored to farming needs. Downstream, stringent export market standards drive continuous improvement in the quality and compliance of feed products. Such chain-wide collaboration has built a highly efficient industrial ecosystem.

African Feed Market Analysis

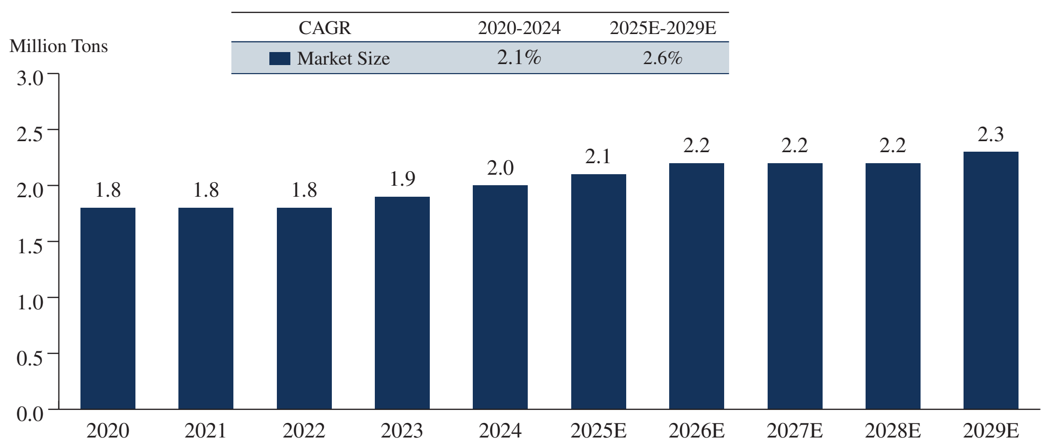
Egyptian Market Analysis

Feed Market Size (by Production Volume), Egypt, 2020-2029E

The market size of Egypt's feed industry maintained a steady growth trend from 2020 to 2029. Among this sector, the aquatic feed segment registered a compound annual growth rate of 2.1% from 2020 to 2024, with its market volume increasing from 1.8 million tons to 2.0 million tons. It is projected that the compound annual growth rate will reach 2.6% from 2025 to 2029, and the market volume is expected to expand gradually from 2.1 million tons to 2.3 million tons, demonstrating a clear growth trend and long-term development potential. The market is characterized by a relatively low industry concentration, with a large number of participants contributing to a fragmented competitive landscape.

Egypt's aquatic feed holds a core position in the Africa market. Leveraging its mature industrial foundation and large-scale supply capacity, it has become a key driving force supporting the development of Africa's aquaculture industry. It not only boosts regional aquaculture efficiency through technology export and product radiation but also sets a benchmark in feed R&D for dominant species such as Nile tilapia. As a vital link connecting the aquaculture industry chain in Africa, the development trend of Egypt's aquatic feed exerts a profound impact on the stability and expansion pace of the entire African aquaculture sector.

Aquatic Feed market Size (by Production Volume), Egypt, 2020-2029E



Source: Frost & Sullivan

Driving Factors of African and Egyptian Market

The growth of the aquatic feed market in Africa and Egypt is driven by multiple core factors, with the demand side and supply side forming a synergetic momentum. On the demand side, the continuous growth of Africa's population has driven a surge in demand for animal protein. As a cost-effective source of protein, fish is expected to see a substantial increase in consumer demand and serve as a core pillar to meet such demand, directly driving the demand for aquatic feed. Meanwhile, the depletion of wild fishery resources in Africa due to overfishing has accelerated the intensive transformation of aquaculture, further expanding the space of the aquatic feed market.

At the supply and policy levels, the governments of Egypt and multiple African countries have promoted the development of aquaculture through financial support and infrastructure construction, leading to a significant increase in the number of hatcheries and feed mills. Technological upgrading is the key driving force, with the R&D of localized feed formulations adapted to dominant cultured species such as tilapia, and the application of alternative protein ingredients reducing dependence on imported raw materials. In addition, Egypt has formed a regional spillover effect based on its accumulated aquaculture technologies, and, combined with production technologies introduced through international cooperation, has enhanced feed production capacity and quality.

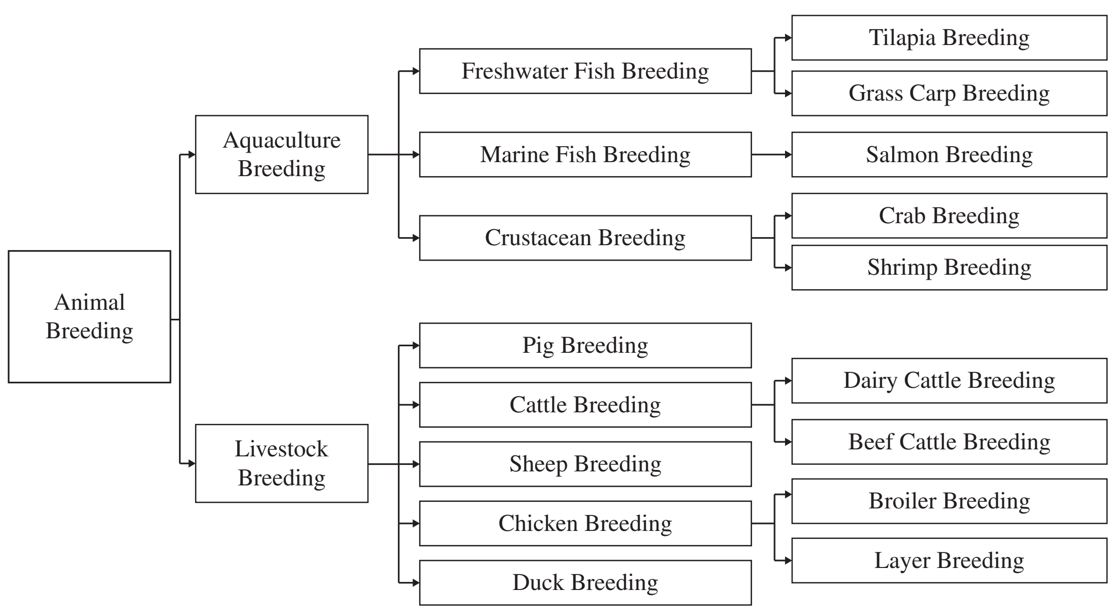
Overview of the Global Animal Breeding Market

Definition and Classification of the Global Animal Breeding Market

The global animal breeding market refers to the industrial sector that improves the genetic characteristics of animals through scientific intervention methods and directionally breeds varieties with both excellent traits and economic value. Its essence lies in exploring the genetic potential of animals via advanced technologies, enabling subsequent generations to achieve intergenerational improvements in production performance, disease resistance and other aspects, and ultimately realizing the all-round enhancement of the quality, scale and efficiency of animal product output.

The animal breeding market, when classified by animal categories, can be divided into livestock and aquaculture. Aquaculture breeding can be subdivided into freshwater fish breeding, marine fish breeding, and crustacean breeding. Among these, freshwater fish breeding includes species such as tilapia; marine fish breeding focuses on high-value species, with categories including salmonids and seabream-flounder species; crustacean breeding mainly includes shrimp breeding and crab breeding.

Definition and Classification of the Global Animal Breeding Market



Source: Frost & Sullivan

Aquaculture Breeding Empowers the Aquaculture Industry

Aquatic seed determines disease resistance outcomes

High-quality aquatic seed (covering fish and shrimp species) retains disease-resistant genes from parent stocks through scientific breeding, granting them inherently stronger immunity: premium fish varieties demonstrate notable tolerance to common freshwater aquaculture diseases such as red skin disease, gill rot, and enteritis, while premium shrimp larvae exhibit enhanced resistance to core shrimp farming pathogens including white spot syndrome, vibriosis, and Taura syndrome. Both significantly reduce the probability of infection during farming. Furthermore, disease-resistant seed decreases the need for therapeutic agents like enrofloxacin, thereby avoiding drug residues that could compromise fish/shrimp meat quality and aquaculture water environment, while also reducing early-stage losses due to seed mortality and feed waste caused by disease-induced mortality.

High-quality aquatic seed improves aquaculture carcass quality

Through long-term selective breeding and optimization, high-quality aquatic seed shows significant advantages in carcass quality. In particular, premium fish varieties excel in metrics such as muscle firmness and uniform fat distribution, yielding a higher lean meat percentage and fat content that aligns with market preferences upon harvest. Shrimp bred from premium larvae produce adults with tender, elastic flesh, stable meat yield, and a plump, firm body that meets market standards for high-quality shrimp products. Additionally, high-quality seed grows more uniformly, resulting in more consistent size and morphology in mature fish and shrimp, which reduces the proportion of substandard products (e.g., deformities or irregular sizes) and improves the output of premium products after grading and sorting.

Aquatic seed improves survival rates under different environments

High-quality aquatic seed is selectively bred with close alignment to specific farming conditions, demonstrating outstanding stress tolerance. Premium freshwater fish strains are selected for genes that adapt to water temperature fluctuations, changes in dissolved oxygen levels, pH variability, and adjustments in stocking density, enabling stable growth under different models such as ponds and cages. Premium shrimp larvae are enhanced for tolerance to salinity changes, ammonia nitrogen, and nitrite variations, making them suitable for mainstream shrimp farming modes such as high-density ponds, earthen ponds, and industrialized aquaculture. Compared to ordinary seed, premium fish and shrimp show weaker stress responses under conditions such as high summer temperatures, low winter temperatures, or abnormal water pH during the rainy season, while feeding and growth are not significantly disrupted, daily weight gain shows smaller fluctuations, and survival rates are higher.

Development Trends in Animal Breeding Technology

Shrimp Breeding: Pathogen-Free Germplasm Cultivation Technology for Shrimp

Through rigorous pathogen testing, parent shrimp purification and isolated cultivation processes, this technology cultivates shrimp, parent shrimp and seeding free from specific pathogenic microorganisms. Its core function is to block disease transmission pathways at the source, reduce the risk of disease outbreaks during cultivation, and enhance seedling survival rates and farming stability. It also aligns with international market standards for food safety in aquatic breeding, providing essential germplasm assurance for shrimp export trade and large-scale healthy aquaculture practices.

Gynogenesis Technology in Fish

Gynogenesis is a highly promising breeding direction in the field of aquaculture, whose core lies in leveraging the advantages of sexual dimorphism in aquatic species to directionally cultivate monosexual breeding populations through diversified technologies. This technology can not only give full play to the traits of fast growth and high quality of the superior sex in a concentrated manner, but also avoid the problems of energy consumption and gender mixing during the breeding period, reducing the risks of germplasm degradation and genetic pollution.

Overview of the Global Animal Health Market

Definition and Classification of the Global Animal Health Market

Animal health refers to the comprehensive application of medical products and health services to prevent and control animal diseases, actively regulate their physiological functions, and ultimately achieve the goal of ensuring and promoting the healthy growth of animals. The industry focuses on environmental management and pharmaceuticals for the prevention and treatment of animal diseases, while maintaining the balance of animals' bodily functions through scientific nutritional management.

The animal health industry can be divided into three major segments by product and service type. Among them, veterinary biologics mainly include preventive products such as vaccines; veterinary chemical drugs cover therapeutic products like antibiotics and anthelmintics; animal health services take functional feeds and prescription diets as core nutritional measures, combined with environmental improvement solutions, to dually regulate animals' bodily functions. These three categories of products and services each have their own focuses and cooperate with one another, jointly building a complete animal health protection system and driving the industry towards a more professional and refined direction of development.

Aquatic Health Provides In-depth Solutions for the Aquaculture Industry

Precise Regulation of Aquatic Environment Maintains the Ecological Balance of Water Bodies

The precise regulation of aquatic environment carries out systematic environmental optimization by real-time monitoring of key water indicators such as dissolved oxygen, pH value and ammonia nitrogen, combined with physical, chemical and microecological measures, as well as regular sediment improvement and scientific disinfection. This regulation mode can not only adsorb and degrade harmful substances in water and regulate the balance of microbial communities, but also cut off the transmission paths of pathogens, reduce the risk of environmental stress-induced deaths and inhibit the growth of pathogenic bacteria, thus providing basic guarantee for the health of aquatic animals.

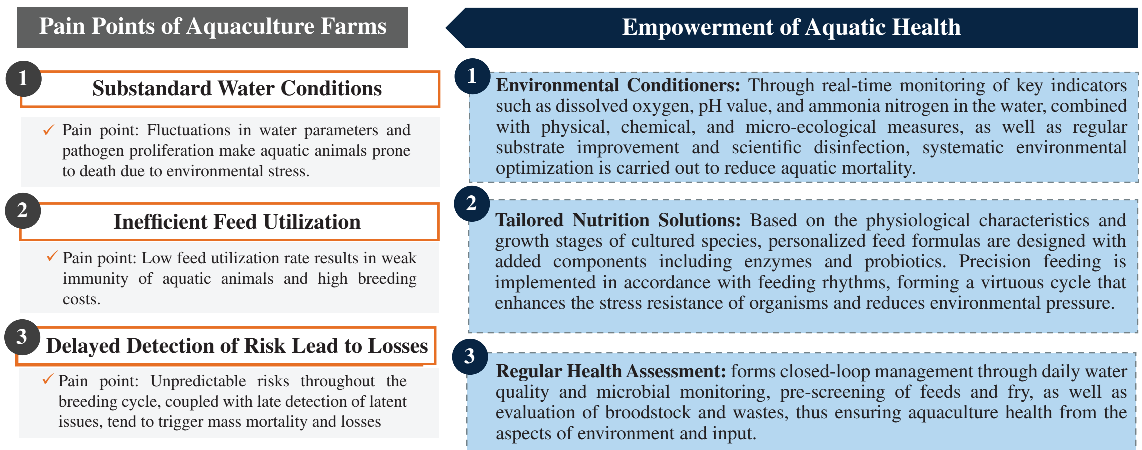
Tailored Nutrition Solutions Optimize Aquaculture Benefits

Tailored nutrition solutions design personalized feed formulas and add components such as enzymes and probiotics based on the physiological characteristics of cultured species and the needs of different growth stages, while adopting precision feeding technology in accordance with feeding rhythms. These solutions can not only improve efficiency and reduce emissions through enzymes and enhance immunity through probiotics, but also reduce waste via precision feeding, ultimately forming a healthy nutritional cycle that enhances the stress resistance of organisms and alleviates environmental pressure.

Regular Health Assessment Establish Health Defense

Comprehensive regular health assessment covers key links throughout the entire aquaculture chain. It forms closed-loop management through daily water quality and microbial monitoring, pre-screening of feeds and fry, as well as evaluation of broodstock and wastes, thus ensuring aquaculture health from the aspects of environment and input. On this basis, professionals combine continuous on-site inspections with microscopic analysis technology to proactively identify potential problems such as imbalance of aquatic microbial communities and early abnormalities of seedlings, realizing early risk detection and intervention, and consolidating a solid health defense line for the stable development of aquaculture.

Analysis of Aquatic Health Empowering the Aquaculture Industry



Source: Frost & Sullivan

SOURCE AND RELIABILITY OF INFORMATION

We have commissioned Frost & Sullivan, a market research and consulting company and an independent third party, to conduct an analysis of, and to report on modern husbandry, global feed, global animal breeding, and global animal health industry. The report prepared by Frost & Sullivan for us is referred to in the document as the F&S Report. The F&S Report has been prepared by Frost & Sullivan independent of our influence. The fee payable to Frost & Sullivan for preparing the F&S Report is RMB651,000 which we believe reflects market rates for similar services. Founded in 1961, Frost & Sullivan has over 45 global offices with more than 3,000 industry consultants, market research analysts, technology analysts and economists. Our Directors confirm, to the best of their knowledge, and after making reasonable enquiries, that there have been no adverse changes in the industry since the date of the F&S Report and up to the Latest Practicable Date which may qualify, contradict or have an impact on the information set out in this section.

RESEARCH METHODOLOGY

During the preparation of the F&S Report, Frost & Sullivan collected, analyzed, assessed and validated the information and statistics using its in-house analysis models and techniques. Primary research was conducted via discussions and interviews with industry participants and industry experts. Secondary research involved analysis of market statistics obtained from several publicly available data sources, such as releases from the governments of the research countries, company reports, independent research reports and Frost & Sullivan's own internal database. The methodology applied by Frost & Sullivan is based on information and statistics gathered from multiple levels and allows such information and statistics to be cross-referenced for accuracy. In light of the above, we consider the information and statistics reliable.

BASIS AND ASSUMPTION

The F&S Report contains a series of market projections which were produced based on the following assumptions, without limitations: (i) Global economy is likely to maintain steady growth in the next decade; (ii) China's and global social, economic, and political environment is likely to remain stable from 2025 to 2029.

LAWS AND REGULATIONS IN RELATION TO OUR BUSINESS IN VIETNAM

Our business operations in Vietnam are subject to various laws and regulations. Please find below an overview of the key laws and regulations relating to our business.

Laws and Regulations on Foreign Investment

The Law on Investment No. 61/2020/QH14, adopted by the National Assembly of Vietnam on June 17, 2020, as amended (the "**Law on Investment 2020**"), establishes the legal framework for investment activities in Vietnam, including foreign investment.

Foreign Investment

Under the Law on Investment 2020 and Decree No. 31/2021/ND-CP dated March 26, 2021 of the Government guiding a number of articles of the Law on Investment 2020 ("**Decree 31/2021**"), foreign investors generally have the same market access conditions as domestic investors. However, this does not apply if the foreign investor's intended business activities listed in Annex 1 of Decree 31/2021 as conditional or not permitted for foreign investors. Foreign investors may face various market access conditions, including limits on foreign ownership, restrictions on investment forms, limits on permitted business activities, investor qualification requirements, and requirements relating to local partners.

An economic organization will be treated as a foreign investor equivalent entity ("**FIEE**") and subject to the same investment procedures and conditions as foreign investors if any of the following apply: (A) foreign investor(s) hold more than 50% of the charter capital of the economic organization, or the majority of partners in a partnership are foreign individuals; (B) an economic organization described in point (A) holds more than 50% of the charter capital of another economic organization; or (C) foreign investor(s) and the economic organization(s) described in point (A) together hold more than 50% of the charter capital of another economic organization.

The Law on Investment 2020 allows a foreign investor to invest in Vietnam by: (i) establishing an economic organization (i.e., a company); (ii) contributing capital to, or buying shares or capital contributions in, an existing company; or (iii) entering into a BCC contract with domestic investors.

Investment Registration Certificate

A foreign investor or an FIEE must obtain an Investment Registration Certificate ("**IRC**") from the competent authority for their investment projects in Vietnam (including establishing an economic organization in Vietnam), except for: (i) establishing small and medium sized innovative startup enterprises and innovative startup investment funds under the regulations on support for small-and medium-sized enterprises; and (ii) contributing capital to, or acquiring or purchasing shares and capital contributions in, another economic organization. Domestic investors may optionally obtain an IRC for their investment projects in Vietnam. Any change to the contents of the IRC requires an application to the competent authority for amendment.

The competent authority must issue the IRC within fifteen days of receiving a complete and valid application. However, in practice, this often takes longer. The licensing authority is either the relevant provincial Department of Finance ("**DOF**") or the management authority of the relevant industrial zone, export processing zone, economic zone, or high-tech zone, depending on the project location.

Regulations on Enterprises

The Law on Enterprises No. 59/2020/QH14 was adopted by the National Assembly of Vietnam on June 17, 2020. This law, as amended (the "**Law on Enterprises 2020**"), regulates the establishment and operation of enterprises in Vietnam, including economic organizations established by foreign investors.

Enterprise Registration Certificate

After foreign investors or FIEEs obtain the IRC for their investment project in Vietnam, they must apply to the business registration office of the provincial DOF to establish a foreign-invested company ("**FIC**") to carry out the investment project. Under the Law on Enterprises 2020, any FIC incorporated in Vietnam must obtain an Enterprise Registration Certificate (the "**ERC**") from the business registration office of the provincial DOF where the head office is located. This requirement does not apply to FICs operating in certain specialized business sectors (such as banking and insurance), which must obtain an establishment and/or operation permit or license certificate from the competent authority (such as the State Bank of Vietnam or the Ministry of Finance) under applicable laws. The regulatory timeframe is three working days from receipt of a valid and complete application by the licensing authority, though in practice it may take longer. The enterprise code recorded on the ERC is also the FIC's tax registration number.

Changes to the main contents of the ERC or enterprise registration information require an application to the business registration office of the provincial DOF for amendment to the ERC or notification of the change.

After obtaining an IRC and ERC, an FIC must complete several statutory procedures, which generally include:

(i) Registration to use electronic invoices;

(ii) Signing up for an account for tax declaration and implementing tax declaration;

(iii) Periodical reporting on the progress and implementation of the investment project; and

(iv) For an FIC established by a foreign investor, setting up a "direct investment capital account" in a foreign currency or VND ("**DICA**") with a commercial bank or a branch of a foreign bank duly licensed to operate in Vietnam to receive charter capital contributions.

Regulations on Product Quality

In Vietnam, there are two types of technical characteristics and management requirements for goods manufactured in Vietnam for export: technical regulations (in Vietnamese, "quy chuẩn kỹ thuật") and technical standards (in Vietnamese, "tiêu chuẩn kỹ thuật"). These are governed by the Law on Technical Standards and Regulations No. 68/2006/QH11 adopted by the National Assembly of Vietnam on June 29, 2006, as amended (the "**Law on Technical Standards and Regulations 2006**"), and Decree No. 127/2007/ND-CP dated August 1, 2007, as amended ("**Decree 127/2007**"). Technical regulations must be strictly followed during the production and trading of goods when applicable. Technical standards are generally voluntary unless they are specifically required by law or incorporated into technical regulations, in which case they become mandatory. The Law on Technical Standards and Regulations 2006 does not restrict the use of international technical standards for manufacturing goods in Vietnam.

Export processing enterprises ("**EPEs**") that manufacture goods for export (not for circulation in the Vietnamese market) are generally not subject to specific Vietnamese technical regulations or standards. Under the Law on Quality of Goods and Products No. 05/2007/QH12 adopted by the National Assembly of Vietnam on November 21, 2007, as amended, manufacturers operating as EPEs and producing goods for export must ensure that their exported products comply with the regulations of the importing country, the contractual terms, and any applicable international treaties or mutual recognition agreements on conformity assessment between the relevant countries or territories. Manufacturers may voluntarily adopt relevant Vietnamese technical standards.

Regulations on Industrial Zone and Export Processing Zone

In Vietnam, an enterprise located in an export processing zone and engaged in producing export goods is considered an EPE and must comply with Decree No. 35/2022/ND-CP dated May 28, 2022 on the management of industrial parks and economic zones, as amended ("Decree 35/2022"), and any applicable master plan(s) on land use purposes and relevant industries. Under Decree 35/2022, EPEs are generally entitled to investment incentives and non-tariff zone tax benefits from the date the IRC is issued (where applicable) that records the investment objective of establishing an EPE. Specifically, goods imported into the export processing zone for manufacturing export products, as well as goods produced within the zone and exported, are not subject to import and export tax duties. To qualify for these non-tariff zone tax benefits, an EPE must be certified by the Vietnamese customs authority as satisfying the conditions for customs inspection and supervision after completing the construction phase and before commencing operations. The EPE is not permitted to use any assets, machinery, or equipment that benefit from EPE tax incentives for other business activities; otherwise, any tax incentives received must be returned to the State.

If an EPE lacks sufficient on-site storage space for its export processing activities within the export processing zone, industrial park, or economic zone, it can lease warehouses outside these zones, provided that: (i) the warehouses are certified by the customs authority as satisfying the requirements for customs management applicable to industrial sub-zones designated for EPEs as required by law; and (ii) the investment authorities where the EPE is headquartered are notified and the investment project is amended (if applicable).

Regulations on Firefighting and Prevention

Law on Firefighting, Prevention and Rescue No. 55/2024/QH15, adopted by the National Assembly of Vietnam on November 29, 2024 (the "**Law on Firefighting and Prevention 2024**"), effective from July 1, 2025, sets out various rules and obligations on firefighting and prevention that enterprises must follow.

Appraisal On Fire Prevention and Extinguishment Design and Approval of Acceptance Result on Firefighting and Fire Prevention

Before starting construction of works listed in Annex III of Decree No. 105/2025/ND-CP dated 15 May 2025 (which elaborates on certain articles and measures for implementing the Law on Firefighting and Prevention 2024) ("**Decree 105/2025**"), the owners of construction works must have the fire-fighting and prevention design appraised and approved by the competent authorities. After completing construction and before commencing operations, the owners must organize the acceptance of the firefighting and prevention design and obtain approval from the competent authorities for the acceptance result.

Compulsory Fire and Explosive Insurance

Under Decree 105/2025, any facility listed in Annex VII must obtain compulsory fire and explosion insurance for its properties, except for facilities managed by the Ministry of National Defense or the Ministry of Public Security for military, defense, security, and public order purposes.

Regulations on Environmental Protection

The Law on Environmental Protection No. 72/2020/QH14 was adopted by the National Assembly of Vietnam on November 17, 2020. This law, as amended (the "**Law on Environmental Protection 2020**"), establishes the legal framework for environmental protection in Vietnam and sets out the rights and obligations of related individuals and organizations.

Environmental License

The environmental license is issued by the competent authority to an organization or individual engaged in production, business, or service activities that discharge waste into the environment, manage waste, or import scraps for use as production materials, subject to environmental protection requirements and conditions specified by law. The investors of Group-I Projects, Group-II Projects, and Group-III Projects must obtain an environmental license when officially commencing operations if the projects: (i) discharge wastewater, dust, or emissions that must be treated; or (ii) discharge hazardous wastes that must be managed in accordance with the law.

Environmental Registration

This requirement applies to projects or businesses that generate waste but are not subject to an Environmental License, except in certain limited cases, such as when only small amounts of waste are generated and managed through on-site treatment facilities or monitored under local government regulations.

Waste Management

Enterprises must collect, classify, manage, and treat waste from their operations

Hazardous Waste Management. Every owner of a hazardous waste source must specify the quantity and type of hazardous waste in the application for issuance of the environmental license or environmental registration contents.

Normal solid waste. Enterprises must collect and classify normal solid waste for treatment and recycling.

Wastewater. Wastewater must be collected and treated according to technical regulations on the environment before being discharged into the receiving bodies. Wastewater whose environmental parameters exceed the permissible levels must be managed in accordance with hazardous waste management.

Dust, gases, noise, vibration, light. Enterprises that produce dust and exhaust gases must control and treat dust and/or exhaust gases during their production, business operation, and service provision in accordance with technical regulations on the environment. Similarly, enterprises that generate noise, vibration, light, and/or radiation must take measures to control and treat them in accordance with technical regulations on the environment and radiation.

Environmental Impact Assessment

Under Vietnamese law, projects that may cause adverse environmental impacts are subject to environmental impact assessment ("**EIA**") requirements. The legal framework governing EIAs is primarily set out in the Law on Environmental Protection No. 72/2020/QH14 (effective from January 1, 2022) and its implementing regulations issued by the Ministry of Agriculture and Environment (formerly the Ministry of Natural Resources and Environment).

Project owners of investment projects classified as likely to have significant environmental impacts must prepare and submit an EIA report for appraisal and approval by the competent environmental authority. The project owner must carry out the EIA, either directly or through a qualified consulting entity. The EIA must be conducted at the same time as the preparation of the project's feasibility study report or an equivalent document. The results of the environmental impact assessment must be presented in an environmental impact assessment report. Each investment project must have its own environmental impact assessment report.

The EIA report must assess: the compliance of the investment project with the national environmental protection master plan; the technologies, project facilities, and operational activities of the investment project that may potentially cause adverse environmental impacts; the existing environmental status; identification of affected receptors and environmentally sensitive elements within the project area; justification of the appropriateness of the selected site for the investment project; identification, evaluation, and forecasting of the primary environmental impacts and types of waste generated throughout the stages of the investment project, including the scale and nature of such waste, as well as the potential effects on biodiversity, natural heritage, historical and cultural sites, and other environmentally sensitive factors; identification and assessment of potential environmental incidents that may occur in connection with the investment project; works and measures for the collection, storage, and treatment of waste; and measures to mitigate other adverse environmental impacts of the investment project.

Material changes to project scale, capacity, or location may require re-appraisal or amendment of the approved EIA. Non-compliance with EIA requirements — such as failure to obtain approval, implementing the project inconsistently with the approved EIA, or providing inaccurate information — may result in administrative sanctions, suspension of operations, or revocation of permits.

Regulations on Land

The right to use land and the ownership of assets attached to the land are evidenced by the certificate of Land Use Right, Ownership over Residential Houses and Other Assets Attached to Land, or equivalent certificates ("**LURC**"). These are issued by: (i) the Land Registration Office of the Department of Agriculture and Environment (formerly known as the Department of Natural Resources and Environment ("**DAE**")) if authorized by the competent authority; or (ii) the DAE or relevant People's Committee in provinces and districts that have not yet established a Land Registration Office.

Private ownership of land is not permitted in Vietnam. The people hold all ownership rights with the State as the administrator. However, Vietnamese law allows ownership of the right to use land, which is determined by the category of land use purposes and the type of land user. This right is called the land use right. Land users are issued with a Certificate of land use rights and ownership of assets attached to land.

A FIEE is recognized under the Law on Land as an entity entitled to have land use rights in Vietnam (in other words, a land user). A FIEE may obtain land use rights by: (i) leasing from certain permitted lessors such as the State or an industrial zone developer; (ii) receiving capital contributions in the form of land use rights; or (iii) receiving transfers of land use rights and assets attached to land in industrial parks, industrial clusters, and high-tech parks.

Regulations on Intellectual Property

Intellectual property ("**IP**") rights in Vietnam are primarily governed by the Law on Intellectual Property No. 50/2005/QH11, adopted by the National Assembly of Vietnam on November 29, 2005, as amended, together with its implementing regulations. The law provides protection for copyrights, trademarks, patents, industrial designs, geographical indications, trade secrets, and plant varieties, among others. Vietnam follows a "first-to-file" principle for registering industrial property rights such as trademarks and patents. Applications are administered by the Intellectual Property Office of Vietnam under the Ministry of Science and Technology. Vietnam is also a member of major international treaties on IP protection, including the Paris Convention 1883, the Berne Convention 1886, the Madrid System, and the Patent Cooperation Treaty. Enforcement of IP rights may be pursued through administrative actions, civil proceedings, or criminal sanctions, depending on the nature and seriousness of the infringement.

Regulations on Labor and Social Welfare

The Labor Code No. 45/2019/QH14 was adopted by the National Assembly of Vietnam on November 20, 2019 (the "**Labor Code 2019**"). It establishes the legal framework for labor-related matters. The Government and the Ministry of Labor, War Invalids and Social Affairs (which has since been merged into the Ministry of Home Affairs) have also issued decrees and circulars to implement the Labor Code 2019. The Labor Code 2019 provides key principles for the rights and obligations of employers and employees, labor contracts, requirements on salary, working and rest hours, compulsory insurances, internal labor rules, trade unions, and the use of foreign employees.

Labor Contract

An employment relationship is governed by the contract between the employer and employee. Labor contracts may take one of the following forms: (i) indefinite-term labor contract (a contract in which the two parties do not fix the term or the time of termination); or (ii) definite-term labor contract (a contract in which the two parties fix the term and the time of termination, which must not exceed 36 months from the effective date of the contract). A labor contract must include mandatory contents such as: the particulars of the employer; particulars of employees; job description and workplace; employment term; wage/salary; regimes for promotion and salary increase; working and resting time; personal protective equipment; social insurance, health insurance and unemployment insurance; and training, fostering and raising trade/vocational qualifications and skills.

The signed labor contract may be terminated under circumstances specified under the law. In the event of unilateral termination, the terminating party shall comply with the procedures and conditions required by law.

Salary

Salary includes the wage rate for the work or position, plus allowances and other additional benefits. The wage rate of an employee shall not be lower than the minimum wage rate stipulated by the Government from time to time.

Working Hours

Normal working hours must not exceed eight hours per day and 48 hours per week. Employers may request employees to work overtime if the employer has obtained the employees' consent. Overtime working hours must not exceed 50% of the normal working hours per day or 200 hours per year. In some special cases, the Government allows overtime working hours up to 300 hours per year. Employees who work overtime are entitled to additional wages.

Employees are entitled to at least one rest day per week. Employees who have been employed for 12 months are entitled to a minimum of 12 days of paid annual leave per year. Furthermore, employees are entitled to an extra annual leave day for each five years of service with the company.

Labor Discipline

Internal Labor Rules. An employer employing 10 or more employees must have written internal labor rules. The internal labor regulations must be registered with the local labor authority at the provincial level. The internal labor rules govern matters such as: working time; resting time; order in the workplace; labor safety and hygiene; prevention of sexual harassment in the workplace and procedures for dealing with a breach involving an act of sexual harassment in the workplace; protection of the employer's properties, trade secrets, technology secrets and intellectual properties; cases in which an employee may be temporarily transferred to undertake work different from that specified in their labor contract; disciplinary procedures and penalties; material liability; and the person having authority to impose disciplinary penalties.

Labor discipline. Employees who violate the internal labor rules may be subject to disciplinary sanctions, depending on the nature and seriousness of the breach. These sanctions include reprimand, deferment of salary increase for up to six months, demotion and dismissal.

Compensation. Employees may be required to compensate their employer for losses caused by them.

Labor Safety (Production Safety) and Hygiene

Production/Labor safety and hygiene in Vietnam is primarily governed by the Law on Occupational Safety and Hygiene No. 84/2015/QH13, adopted by the National Assembly of Vietnam on June 25, 2015, as amended, and its implementing regulations. Employers and employees are subject to various requirements on labor safety and hygiene at the workplace, such as periodically testing machinery, equipment, and materials with strict requirements on labor safety; securing personal protective facilities for employees; training classes on labor safety and hygiene; and periodic health checks. Certain industries and manufacturing sectors are also subject to additional, sector-specific technical standards and inspection requirements. Violations of production safety regulations may result in administrative penalties, suspension of operations, or, in serious cases, criminal liability.

Foreign Employees

Foreigners who work in Vietnam must obtain a work permit or a confirmation from the local labor department that he/she is exempt from work permits. A work permit will be issued for the same duration as the term of the labor contract but not exceeding two years.

Statutory Insurance

Employers and employees must contribute compulsory social insurance, health insurance, employment accident insurance, and unemployment insurance on a monthly basis to the social insurance fund. The contribution is calculated based on salary at the following mandatory rates.

	Social Insurance	Health Insurance	Employment accident insurance	Unemployment Insurance	Total
Employer . . .	17.0%	3%	0.5%	1%	21.5%
Employee . . .	8%	1.5%	0	1%	10.5%

Employee Representative Organization at the grassroots level

Employers are prohibited from obstructing or creating difficulties for employees in carrying out lawful activities to establish, join, or participate in an employee representative organization at the grassroots level (including a trade union) at the workplace. An employee representative organization at the grassroots level (including a trade union) is an organization established voluntarily by employees at an employing unit to protect the lawful and legitimate rights and interests of employees in labour relations through collective bargaining or other forms in accordance with labour law.

Regulations on Taxation

The principal statutes currently governing taxation in Vietnam are:

(1) Law No. 14/2008/QH12 on corporate income tax, which has come into effect since 1 January 2009 (as amended by Law No. 32/2013/QH13, which has come into effect since 1 January 2014, and Law No. 71/2014/QH13, which has come into effect since 1 January 2015);

(2) Law No. 67/2025/QH15 on corporate income tax, which will come into effect on 1 October 2025 and apply to the 2025 tax year onwards, thereby replacing the existing Law No. 14/2008/QH12 and its amendments;

(3) Law No. 13/2008/QH12 on value added tax which has come into effect since 1 January 2009 (as amended by Law No. 31/2013/QH13 which has come into effect since 1 January 2014, Law No. 71/2014/QH13 which has come into effect since 1 January 2015, and Law No. 106/2016/QH13 which has come into effect since 1 July 2016);

(4) Law No. 48/2024/QH15 on value-added tax and Decree No. 181/2025/ND-CP on elaboration of some articles of the Law on value-added tax, both came into effect on 1 July 2025, thereby replacing Law No. 13/2008/QH12 and its amendments;

(5) Law No. 107/2016/QH13 on export and import duties, which has come into effect since 1 September 2016;

(6) Circular No. 111/2013/TT-BTC regarding personal income tax, which has come into effect since 1 October 2013;

(7) Circular No. 103/2014/TT-BTC regarding withholding taxes, which has come into effect since 1 October 2014;

(8) Decree No. 139/2016/ND-CP regarding business registration tax, which has come into effect since 1 January 2017; and

(9) Decree No. 132/2020/ND-CP regarding tax administration for enterprises engaged in related-party transactions, which has come into effect on 20 December 2020 and applied to the 2020 tax year onwards.

Corporate Income Tax

Enterprises established under the laws of Vietnam are subject to corporate income tax.

The standard corporate income tax rate is 20% up to the 2024 tax year. Starting from the 2025 tax year, corporate income tax rates will vary based on annual revenue. Corporate income tax rates of 15% and 17% will apply to businesses with annual revenue of VND 50 billion or less in the preceding tax year, while a 20% tax rate will apply to businesses with annual revenue above VND 50 billion. However, preferential tax rates, tax exemptions or tax reductions may be available to eligible projects in certain industries (e.g. manufacturing of high quality steel, energy saving products; manufacturing of machinery and equipment to be used in agriculture, forestry, fishery, and salt production; manufacturing of animal, poultry and aquatic feeds; and development of traditional crafts) or locations (i.e. poor and remote areas) that are encouraged by the government.

Value-added tax

Organizations and individuals who produce and trade in taxable goods and services in Vietnam or who import taxable goods and services from overseas are liable to pay value-added tax.

A zero rate applies to goods and services such as exported goods and services and international transportation services. A reduced rate of 5% applies to the supply of essential goods and services such as clean water, fertilizer production, medicine and medical equipment, various agricultural products and services, teaching tools and products, and social housing. A standard rate of 10% applies to goods and services (a reduced rate of 8% currently applies for certain items until 31 December 2026), except for those specifically named items which are subject to 0% or 5% tax rates.

Personal income tax

Corporate employers in Vietnam are required to withhold, declare and pay the personal income tax on the remuneration paid to their employees.

Progressive tax rates from 5% to 35% apply for employees who are Vietnam tax residents. A flat tax rate of 20% applies for Vietnam non-tax residents.

Withholding tax

Withholding tax applies to certain payments to foreign parties, such as interest, service fees, and leases. This comprises a combination of corporate income tax and value-added tax at varying rates. For example:

	Value-added tax rate	Corporate income tax rate
General services	5%	5%
Construction, installation without the supply of materials, machinery or equipment	5%	2%
Construction, installation, with the supply of materials, machinery or equipment	3%	2%
Leasing of machinery and equipment	5%	5%
Interest on foreign borrowings	Exempted	5%

Customs duties

Import duty applies to most goods imported into Vietnam, unless exempt under special conditions. Import duty is assessed on an ad valorem (on value) basis, which is calculated by multiplying the dutiable value of imported goods by the import duty rate. Import duties fall into three categories: ordinary, preferential, and special preferential rates. Preferential rates apply to goods imported from countries that have "Most Favored Nation" ("**MFN**") status with Vietnam. Special preferential tariffs apply to goods imported from countries with a preferential agreement or free trade agreement with Vietnam.

Vietnam encourages export-based activities, and most exported goods are exempt from export duties. However, export duties are imposed on certain items, including minerals, forestry products, and scrap metal. Export duty rates can range from 0% to 40%.

Business license tax

Business license tax is payable by enterprises established under the laws of Vietnam on an annual basis. The rate depends on the registered charter capital, with a maximum amount currently set at VND3 million.

Transfer pricing

Enterprises engaged in related-party transactions must submit a declaration of such transactions with the annual corporate income tax return and prepare transfer pricing documentation. However, transfer pricing documentation can be waived in certain cases, such as for companies with total revenue in the tax period of less than VND 50 billion and a total value of related party transactions in the tax period of less than VND 30 billion. In these cases, the declaration is still required.

Dividends and distributions

All dividends payable to the foreign investor of a foreign-owned enterprise will not be subject to withholding or other taxes under the laws and regulations of Vietnam.

Generally, the foreign corporate shareholder of the foreign-owned enterprise may distribute and repatriate profits if it has fulfilled its financial obligations to the government of Vietnam

Foreign investors are permitted to buy foreign currency via bank transfer in order to remit profits and other lawful proceeds in Vietnamese Dong overseas.

Regulations on Foreign Exchange Control

The legislation regulating the foreign exchange market in Vietnam is Ordinance No. 28/2005/PL-UBTVQH11 on Foreign Exchange as amended by Ordinance No. 06/2013/UBTVQH13 and its guidance instruments ("**Foreign Exchange Regulations**"). A company incorporated under the laws of Vietnam is designated as a resident for exchange control purposes in Vietnam. This includes foreign-owned enterprises.

Foreign currency payment

Foreign currency payments within the territory of Vietnam are strictly prohibited under the Foreign Exchange Regulations and are subject to strict control by the State Bank of Vietnam. The laws provide certain exceptions to the general restriction on the use of foreign currency within the territory of Vietnam. Some notable and relevant exceptions include:

(i) Residents that are legal entities may transfer capital internally in foreign currency via bank transfer between their own accounts and the accounts of their dependent units without legal status, and vice versa;

(ii) Residents may contribute capital in foreign currency via bank transfer to implement foreign-invested projects in Vietnam;

(iii) Residents that are export processing enterprises (EPEs): (a) may quote, price, and make payments in foreign currency via bank transfer when purchasing goods from the domestic market for manufacturing, processing, recycling, or assembling export goods, or for export purposes, except for goods prohibited from export. Domestic enterprises are allowed to quote, price, and receive payment in foreign currency via bank transfer when selling goods to EPEs; (b) may quote, price, record contract values, and make or receive payments in foreign currency via bank transfer when transacting with other EPEs;

(iv) Residents and non-residents that are organizations may agree to pay salaries, bonuses, and allowances in foreign currency via bank transfer or in cash to non-residents and to resident foreigners working for such organizations;

(v) Non-residents may transfer foreign currency via bank transfer to other non-residents and may quote and settle export contracts for goods and services in foreign currency via bank transfer with residents. Residents may quote, price, and receive payments in foreign currency via bank transfer when providing goods and services to non-residents.

Foreign currency remittance

A resident company incorporated under the laws of Vietnam must remit funds overseas through a direct investment capital account, except as otherwise provided by law, for the following purposes: (i) direct investment capital in the event of a reduction of investment capital, transfer of investment projects, and upon the completion, liquidation, or termination of an investment project, BCC contract, or PPP contract in accordance with the investment law; and (ii) principal, interest, and costs of foreign loans, as well as profits and other lawful proceeds related to direct investment activities in Vietnam.

Foreign currency bank account

A resident foreign owned enterprise must open a direct investment capital account in foreign currency with an authorized bank in Vietnam to conduct lawful foreign currency receipts and payments related to foreign direct investment activities in Vietnam, including: (i) receipt of foreign currency capital contributions from foreign investors via bank transfer and receipts related to foreign loans of the foreign owned enterprise; (ii) payments in foreign currency via bank transfer related to foreign loans of the foreign owned enterprise; and (iii) remittance of profits and other lawful proceeds from foreign direct investment activities in Vietnam to foreign investors overseas.

Offshore loan (without any guarantee from the Government)

An FIC may borrow foreign loans, subject to satisfying certain conditions provided by law on: (i) loan purpose; (ii) loan term; (iii) loan registration; (iv) borrowing restriction; (v) loan currency; and (vi) loan drawdown and repayment. Apart from offshore debt refinancing purposes, an FIC may borrow: (i) offshore short-term loans to discharge the FIC's short-term payables according to corporate accounting rules (other than the outstanding principal of onshore loans) arising in its implementation of investment projects, production or business plans or other projects; or (ii) medium/long-term offshore loans to implement the FIC's investment projects and/or carry out its production or business plans or other projects. Foreign loans must be registered with the State Bank of Vietnam ("**SBV**") if they are medium-term or long-term (more than one year term) foreign loans and must be drawn down and repaid via the designated DICA or a specialized foreign loan bank account of the FIC.

Regulations on Compulsory Insurance

Under the Law on Social Insurance No. 41/2024/QH15 adopted by the National Assembly of Vietnam on June 29, 2024, the Law on Health Insurance No. 25/2008/QH12 adopted by the National Assembly of Vietnam on November 14, 2008 (as amended), the Law on Employment No. 38/2013/QH13 adopted by the National Assembly of Vietnam on November 16, 2013 (as amended) and the Law on Labor Safety and Hygiene No. 84/2015/QH13 adopted by the National Assembly of Vietnam on June 25, 2015 (as amended), employees and employers must make contributions to the compulsory insurance schemes, which include social, health, occupational accidents and diseases and unemployment insurances in Vietnam for Vietnamese employees (and certain categories of foreign employees). The contributions are calculated based on the employee's wage or salary specified in the labor contract and are made by both employee and employer at a specific percentage set forth by law.

Regulations on Manufacture of Aquaculture Feed and Livestock Feed

Aquaculture Feed Production

The manufacture of aquaculture feed is a conditional business line under Vietnamese law. Aquaculture feed and aquaculture environmental treatment products must satisfy the following requirements before being circulated on the market: (a) publication of applicable standards and declaration of conformity in accordance with regulations; (b) compliance with the published applicable standards; and (c) submission of product information to the Ministry of Agriculture and Rural Development (formerly the Ministry of Agriculture and Environment) as prescribed.

An enterprise may be issued a Certificate of Eligibility for Aquaculture Feed Production or for the production of aquaculture environmental treatment products if it satisfies the following conditions:

(a) The production site is located in an area not contaminated by hazardous waste or toxic chemicals;

(b) The production area is enclosed by walls or fences, segregating it from the outside environment;

(c) Workshops and equipment are appropriate for the type of product manufactured. Specifically: (i) The facility must have workshops with solid structural integrity, floors that do not retain water, and a production flow arranged in a connected, one-way direction from raw materials to finished products. The walls, ceilings, partitions and doors must meet quality control and biosafety requirements. The storage areas for equipment, raw materials, auxiliary materials and finished products must prevent cross-contamination and comply with the storage requirements specified by the manufacturer or supplier; and (ii) Equipment that comes into contact with raw materials and finished products must satisfy quality control and biosafety requirements. Waste collection and treatment equipment must not cause environmental pollution in the production area. If the facility produces microbial biomass for the manufacture of biological products, it must be equipped with systems for creating growth environments, preserving and culturing microorganisms.

(d) Availability of facilities for analyzing product quality during the production process;

(e) Implementation of a quality control system and biosafety measures; and

(f) Employment of technical personnel trained in aquaculture, aquatic animal pathology, biology, chemistry, or food technology. Specifically, the facility must establish and implement a quality control and biosafety system applicable to each type of product, covering the following aspects: water used in production; raw materials, packaging and finished products; the production process; recycling; sample retention; inspection, calibration and adjustment of equipment; pest control; sanitation of workshops; and the collection and treatment of waste.

Prior to circulating products on the market, manufacturers or importers must submit information regarding aquaculture feed and aquaculture environmental treatment products to the National Fisheries Database. Required product information includes: (a) Information on the production site and production conditions; (b) Published applicable standards; (c) Declaration of conformity; (d) Product labels (colour copies); and (e) Product quality test results.

Livestock Feed Production

Similarly, the manufacture of livestock feed is a conditional business line. Commercial livestock feed must meet the following requirements before being circulated on the market:

(a) Publication of applicable standards and declaration of conformity in accordance with laws on standards, technical regulations, and product and goods quality;

(b) Compliance with the published applicable standards and relevant technical regulations;

(c) Production at a facility holding a Certificate of Eligibility for Livestock Feed Production issued by the competent regulatory authority;

(d) Publication of product information on the electronic portal of the Ministry of Agriculture and Rural Development; and

(e) Product labelling or accompanying documentation in accordance with applicable regulations.

Organizations and individuals producing commercial livestock feed or producing livestock feed under orders must satisfy the following conditions:

(a) The production site must not be located in an area contaminated by hazardous waste or toxic chemicals;

(b) The production area and equipment layout must follow a one-way principle from input materials to final products, ensuring separation between production zones to prevent cross-contamination;

(c) Appropriate production lines and equipment for manufacturing livestock feed must be available;

(d) Measures for storing feed materials in accordance with supplier recommendations;

(e) Measures for controlling pests, impurities, and contaminating waste to ensure product safety and quality;

(f) Availability of measuring devices and equipment that have been inspected and calibrated as required;

(g) Availability of, or access to, laboratory facilities for analyzing feed quality during production;

(h) A technical manager holding a university degree or higher in animal husbandry, veterinary medicine, biology, food technology, or post-harvest technology;

(i) For facilities producing livestock feed containing antibiotics, implementation of measures to prevent cross-contamination between different antibiotics and between antibiotic-containing and non-antibiotic feed; and

(j) Environmental protection measures in compliance with applicable environmental protection laws.

LAWS AND REGULATIONS IN RELATION TO OUR BUSINESS IN INDONESIA

Laws and Regulations on Foreign Investment

Pursuant to Article 5 of Law No. 25 of 2007 on Investment, as lastly amended by Law No. 6 of 2023 on Promulgation of Government Regulation in Lieu of Law No. 2 of 2022 on Job Creation as Law ("**Omnibus Law**"), foreign investment must be made in the form of a limited liability company (*perseoran terbatas* or PT) under Indonesian law and domiciled within the territory of the Republic of Indonesia, unless stipulated otherwise by the law. When an Indonesian limited liability company has 1 (one) or more foreign shareholders, it shall be constituted as a Foreign Investment Company or *Perusahaan Penanaman Modal Asing* ("**PMA Company**").

A PMA company can only engage in business activities that are open to foreign investment. The list of business activities that are: (i) fully open (100%) for foreign investment; (ii) open for foreign investment with certain terms and conditions (e.g., allocated to/partnership with Micro, Small, and Medium Enterprises (MSMEs) or business fields with specific conditions where the foreign ownership may be capped); and/or (iii) closed for foreign capital investment are stipulated under Presidential Regulation No. 10 of 2021 on the Investment Business Sector, as amended by Presidential Regulation No. 49 of 2021 ("**Positive Investment List**"). The Positive Investment List also provides the type of business that is categorized as priority business fields.

Pursuant to Minister of Investment and Downstream Industry/Head of Investment Coordinating Board Regulation No. 5 of 2025 on Guidelines and Procedures for Supervision of Risk Based Business Licensing, a PMA Company is categorized as a large-scale business. The investment value and capital requirements for a PMA Company are as follows:

(a) an authorized capital of at least IDR 2,500,000,000 (approximately USD155,000) or higher;

(b) a paid-up and subscribed capital of at least 25% of the authorized capital or a minimum IDR 2,500,000,000 (approximately USD155,000) (whichever is higher); and

(c) an investment value plan of more than IDR10,000,000,000 (excluding the value of land and building) per 5 (five) digits of Indonesian Standard Industrial Business Classification or *Klasifikasi Baku Lapangan Usaha Indonesia* ("**KBLI**") code business line per project location.

Laws on Dividend Distribution

An Indonesian company, including a PMA Company, can remit its profits to shareholders in the form of dividends, which are distributed on a proportional or pro-rata basis.

According to Law No. 40 of 2007 on Limited Liability Company, as lastly amended by Omnibus Law, when the company has positive retained earnings[1]:

(a) A company must allocate a portion of its profits after deducting taxes in each accounting year as reserves if it has a positive balance of profit; and the allocationof net profit shall be made until the reserves have aggregated at least 20% of the issued capital and paid-up capital. Accordingly, allocation of net profit for the reserve fund is mandatory and to be conducted by the company in every financial year as long as: (i) the company has positive retained earnings; and (ii) the company's reserve fund has not covered 20% of the total issued and paid-up capital of the company. The 20% (twenty percent) quota of the reserve fund does not have to be reached in one financial year.

[1] Meaning the company's net profit in the current financial year has covered the company's accumulated losses from the previous financial year

(b) The net profit, after the mandatory reserve fund as required by applicable law has been allocated, may be distributed to the shareholders. The dividend is determined after the net profit is deducted by the allocation of such profit for the company's reserve fund, unless otherwise determined by the general meeting of shareholders.

Regulations on Agriculture

Under Minister of Agriculture Regulation No. 35 of 2025 on Standards for Business Activities and/or Product and Service Standards in the Implementation of Risk-Based Business Licensing in the Agricultural Sector, the Indonesian agriculture industry operates under a Risk-Based Business Licensing framework, classifies business activities based on business scale and risk assessment. The business scale consists of: (i) micro; (ii) small; (iii) medium; and (iv) large. The risk levels are categorized as: (i) low; (ii) medium-low; (iii) medium-high; (iv) and high. This framework requires business operators to obtain a Business License prior to commencing and conducting business operations. In addition to the Business License, companies may also be required to obtain a Business Licensing to Support Business Activities (*Perizinan Berusaha untuk Menunjang Kegiatan Usaha* or "**PB-UMKU**") to support business activities.

Further, Minister of Agriculture Regulation No. 16 of 2021 on Field Assessment and Supervision of Veterinary Medicines Companies stipulates that, in connection with the provision and distribution of veterinary medicines, companies are required to obtain business licenses based on the risk level described above, as well as PB-UMKU, including (i) a Veterinary Medicine Import License (*Izin Pemasukan Obat Hewan*) and/or a Veterinary Medicine Export License (*Izin Pengeluaran Obat Hewan*); (ii) a Certificate of Good Manufacturing Practices for Veterinary Medicines (*Sertifikat Cara Pembuatan Obat Hewan yang Baik*); and (iii) a Veterinary Medicine Registration License (*Izin Pendaftaran Obat Hewan*). Both the Business License and PB-UMKU are processed electronically through the Online Single Submission system.

Laws and Regulations on Industry

Government Regulation No. 28 of 2025 on Risk-Based Business Licensing classifies all business activities into four risk tiers: (i) low; (ii) medium-low; (iii) medium-high; (iv) and high, based on an assessment of potential hazards and the likelihood of those hazards materializing, taking into account public health, safety, environmental impact, and resource utilization, among other factors.

In the industrial sector, these risk-based principles are implemented through Minister of Industry Regulation No. 37 of 2025 on Standards for Business Activities and/or Products/Services in Risk-Based Licensing for the Industrial Sector ("**MOI Reg 37/2025**"). MOI Reg 37/2025 links each KBLI code applicable to industrial activities, together with the relevant scale of operation (small, medium, or large industry), to a defined risk tier and prescribes the relevant standards of business conduct and/or product and service standards that must be satisfied as part of the licensing process. For low-risk industrial activities, the Business

Identification Number (*Nomor Induk Berusaha* or "**NIB**") alone operates as the effective business license; medium-low risk activities additionally require a "Standard Certificate" issued on the basis of a self-declaration of compliance with applicable business or product/service standards. For medium-high risk industrial activities, required a Verified Standard Certificate by submitting all required documents and is later subject to documentary review and, where necessary, on-site verification by the Ministry of Industry or the relevant regional industry office. For high-risk industrial activities, an industry license is issued only after verification that all technical, environmental, zoning, and other substantive requirements have been satisfied.

MOI Reg 37/2025 also refines location requirements. It confirms the baseline obligation to operate within an industrial estate and sets out limited exceptions where an industrial company may lawfully operate outside an industrial estate, including: (i) locations in regencies or cities that do not yet have an industrial estate or where all available industrial plots are demonstrably fully allocated; (ii) industrial activities located in an industrial zone within a Special Economic Zone; (iii) small-scale industries; (iv) certain medium-scale industries that are unlikely to cause widespread environmental pollution and are therefore exempt from the Environmental Impact Assessment ("**AMDAL**") requirement; and (v) industries that require proximity to specific natural resources or otherwise need a special location due to the nature of their raw materials or processes (the list of business fields that fall under this category as set forth in Appendix III of MOI Reg 37/2025).

Even where an industrial enterprise qualifies for an exception to the obligation to locate within an industrial estate, namely that:

(a) are located in the regency/city areas as referred to exception item (i) above; and/or

(b) are classified as medium-scale industries as referred to exception item (iv) above,

(c) must still be located within zones designated for industrial use under the applicable spatial plan and remain subject to the general risk-based licensing framework and technical standards applicable to their KBLI classification.

Laws and Regulations on Trade

Based on Article 107 of Law No. 7 of 2014, as amended by Omnibus Law, in principle, goods traded in the country must fullfill: (i) Mandatory Indonesian National Standard or *Standar Nasional Indonesia* ("**SNI**"); or (ii) Mandatory technical requirements. Business Actors are prohibited from trading goods that do not comply with mandatory SNI or mandatory technical requirements in the country. As of to-date, the technical provisions governing the detailed explanation of KBLI codes for trading business activities are set forth in Minister of Trade Regulation No. 33 of 2025 on Business Activity Standards and/or Product/Service Standards for the Implementation of Risk-Based Business Licensing in the Trade and Legal Metrology Sector.

A PMA Company has certain limitations in conducting trading business activities. Under Article 4 paragraph (1) of Minister of Trade Regulation No. 24 of 2021 on Agreements for the Distribution of Goods by a Distributor or Agent, PMA Company that acts as a "distributor" must appoint a local investment company (that is 100% owned by local individuals or companies which its shares are 100% owned by local individuals) to act as their distributor, exclusive distributor, agent or exclusive agent. Distributor is defined as distribution business actors who act on their own behalf and/or appointment from producers or suppliers or importers based on agreements to conduct marketing activities of goods.

Regarding import activities, Minister of Trade Regulation No. 16 of 2025 on Import Policies and Provisions, as amended by Minister of Trade Regulation No. 37 of 2025 ("**MOT Reg 16/2025**") defines the Importer Identification Numbers or *Angka Pengenal Impor* ("**API**") as an importer's identification number, whereby importers are required to hold an NIB that functions as an API, consisting of:

(a) General API (*API Umum* or "**API-U**"), which serves as an identification number for importers that import certain goods for the purpose of trading or transfer; and

(b) Producer API (*API Produsen* or "**API-P**"), which serves as an identification number for importers that import certain goods for their own use as capital goods, raw materials, auxiliary materials, and/or materials to support the production process.

Article 3 of MOT Reg 16/2025 stipulates that an importer may only choose either an NIB functioning as API-U or an NIB functioning as API-P. Based on the foregoing and given that only one type of API (either API-U or API-P) may be selected in the NIB, wholesale trading activities (which require API-U) and manufacturing activities (which require API-P) cannot be conducted within a single entity.

As for export activities are governed under Minister of Trade Regulation No. 23 of 2025 on export Policies and Provisions, as lastly amended by Minister of Trade Regulation No. 9 of 2025 ("**MOT Reg 23/2025**"). According to MOT Reg 23/2023, exporters are required to fulfill certain licensing obligations before engaging in export activities. Specifically, they must possess:

(a) NIB; and

(b) the relevant business licenses in the export sector, which consists of:

- a registered exporter certificate, serving as evidence of exporter registration; and/or

- an export approval issued by the Ministry of Trade, granting authorization to carry out export activities. Furthermore, based on Article 2 paragraph 8 of MOT Reg 23/2023, exporters may obtain one or more export approvals, which can be valid either for a single submission of an export customs declaration or for multiple submissions, depending on the terms of the approval granted.

These export-related business licenses, once issued, must be submitted as supporting customs documentation, and are therefore mandatory when filing export customs declarations with the customs office.

Laws on Product Quality

Under Article 7 of Law No. 8 of 1999 on Consumer Protection ("**Law 8/1999**"), business operators are obligated to guarantee the quality of goods and/or services produced and/or traded based on applicable quality standards for goods and/or services. Further, Article 8 of Law 8/1999 stipulates that business actors are prohibited from producing and/or trading goods and/or services that do not meet or are not in compliance with the required standards and provisions of laws and regulations; are not in compliance with the conditions, guarantees, special features or efficacy as stated on the label, tag or description of the goods and/or services; and/or are not in compliance with the quality, grade, composition, processing, style, fashion, or specific use as stated on the label or description of the goods and/or services.

Manufacturers who produce non-compliant products may be subject to administrative sanctions, including, without limitation, orders to cease production, confiscation of products, monetary fines, and, in severe cases, revocation of business licenses. In addition, manufacturers may be subject to criminal sanctions, including imprisonment and/or monetary fines.

Regulations on Environment

Article 3 of Government Regulation No. 22 of 2021 on the Organization of Environmental Protection and Management ("**GR 22/2021**") requires businesses to obtain Environmental Approval before commencing any activity that has significant or insignificant impact on the environment, and shall become a prerequisite for a business license through the OSS system. GR 22/2021 defined "Environmental Approvals" as environmental feasibility decree or statement of capability in environmental management that has obtained approval from the Central Government or Regional Government.

Environmental Approvals are classified into 3 (three) categories:

(a) AMDAL for projects with significant impact or those near protected areas. AMDAL includes a Terms of Reference, Impact Assessment Report, and RKL–RPL (Environmental Management Plan and Environmental Monitoring Plan), reviewed by an Environmental Feasibility Assessment Team. The approval is issued by the Ministry of Environment of the Republic of Indonesia or delegated local authorities;

(b) UKL–UPL (Environmental Management and Monitoring Efforts) for activities with moderate impact; and

(c) SPPL (Statement of Capability in Environmental Management and Monitoring) for low-risk activities.

As of to-date, the list of business activities required to prepare an AMDAL, UKL-UPL, and SPPL is regulated under Minister of Environment Regulation No. 4 of 2021. Once granted, environmental approval remains valid as long as operations stay within approved parameters. Holders must submit biannual environmental reports and, where applicable, obtain technical approvals and an Operational Feasibility Certificate or *Surat Kelayakan Operasional* ("**SLO**") related to the environment, such as SLO for producing emissions, hazardous waste (B3), and/or wastewater.

Furthermore, In Indonesia, any activities related to Hazardous and Toxic Waste (*Limbah Bahan Berbahaya dan Beracun*) ("**B3 Waste**") including the processing, storage, and utilization of B3 Waste, are required to obtain the appropriate approvals. Based on GR 22/2021:

(a) B3 Waste Processing is a process for reducing and/or eliminating hazardous characteristics and/or toxic characteristics;

(b) B3 Waste Storage is an activity of storing B3 Wastes performed by a B3 Waste Producer for the purpose of storing the B3 Wastes temporarily that they produce;

(c) B3 Waste Utilization is an activity of reusing, recycling, and/or recovery that are intended to transform B3 Waste into products that may be used as substitutes for raw materials, auxiliary materials, and/or fuels that are safe for human health and the environment;

(d) B3 Waste Stockpiling is an activity of placing B3 Wastes at stockpiling facilities with the intention of not harming human health and the Environment.

Laws and Regulations on Intellectual Property

Indonesia recognizes several types of intellectual property, namely copyrights, trademarks and geographical indications, patents, trade secrets, industrial designs, and integrated circuit layout designs. Indonesia applies a "first-to-file" principle for the registration of trademarks.

Trademarks in Indonesia are regulated under Law No. 20 of 2016 on Trademarks and Geographical Indications, as amended by Omnibus Law ("**Law 20/2016**"). Based on Article 2 paragraph 2 of Law 20/2016, marks are classified into 2 (two) categories: trademark (for goods) and service mark (for service). As stipulated in Article 2 paragraph 3 of Law 20/2016, protected marks consists of a sign in the form of an image, logo, name, word, letter, number, color arrangement, in 2 (two) dimensions and/or 3 (three) dimensions, sounds, hologram, or a combination of 2 (two) or more on those elements to distinguish goods and/or services that are produced by individuals or legal entities in goods and/or service trading activities. Trademark protection is granted through registration with the Ministry of Law. Exclusive rights arise upon registration and allow the mark owner to prevent others from using identical or confusingly similar marks for similar goods or services, as stipulated under Article 83 of Law 20/2016. Article 35 of Law 20/2016 further stipulates that trademark protection lasts for 10 years from the filing date and may be renewed indefinitely for subsequent 10-year periods.

Laws and Regulations on Land Ownership

In Indonesia, land rights are primarily regulated under Law No. 5 of 1960 on Basic Agrarian Principles ("**Law 5/1960**") and Government Regulations No. 18 of 2021 on Right-To-Manage, Land Titles, Multi-storey Housing Units and Land Registration ("**GR 18/2021**"). The main categories of land rights under Indonesian law are ownership right (*hak milik*); land management right (*hak pengelolaan*); business utlilization right (*hak guna usaha*); building utilization right (*hak guna bangunan*); utilization right (*hak pakai*); and lease right (*hak sewa*).

(a) Building Utilization Right (*Hak Guna Bangunan* or "**HGB**")

Law 5/1960 defines HGB as a land right that entitles the holder to construct and own buildings on land that is not owned by them. HGB is granted for a maximum period of 30 years, extendable for up to 20 years and renewable for a further 30 years, subject to the use and condition of the buildings. Where HGB is granted over land with Ownership Right, it is valid for up to 30 years and may be renewed through a deed granting HGB over such land. An application for extension may be submitted once the land has been utilized in accordance with the purpose of the right and must be filed no later than the expiry of the HGB term.

Under Law 5/1960 and GR 18/2021, HGB may be granted to individuals and legal entities, including PMA Company, and is the most commonly used land title by PMA Company for commercial, office, and industrial purposes. HGB may be granted over state land, land under Land Management Right (with the approval of the Land Management Right holder), or land under Ownership Right through a transfer of rights executed before a Land Deed Official. HGB may also be transferred, assigned, released, converted into another type of land right, and used as security for debt through a mortgage (*hak tanggungan*).

(b) Lease Right (*Hak Sewa*)

Article 44 of Law 5/1960 allows individuals and legal entities to obtain lease rights over land owned by another party for building purposes in return for rent. PMA Company is permitted to enter into land or property lease agreements in Indonesia, as lease rights may be held by Indonesian and certain foreign individuals and entities, including PMA Company. Such lease agreements are governed by the Indonesian Civil Code and are legally binding upon the parties once the requirements for a valid contract are fulfilled, which recognizes freedom of contract and requires mutual consent, legal capacity, a clearly defined object, and a lawful purpose for validity; accordingly, once these requirements are satisfied, a lease agreement is legally binding on the parties, including when executed as a private deed rather than a notarized deed.

Subsequently, Government Regulation No. 16 of 2021 on the Implementing Regulations of Law No. 28 of 2002 on Buildings ("**GR 16/2021**") regulates property-related permits in Indonesia, as follows:

(a) Building Approval (*Persetujuan Bangunan Gedung* or "**PBG**")

PBG is the licensing granted to building owners to newly construct, alter, expand, reduce, and/or maintain a building in accordance with Building technical standards.

(b) Certificate of Good Function (*Sertifikat Laik Fungsi* or "**SLF**")

Pursuant to GR 16/2021, SLF is a certificate which is given by the Regional Government to declare the function worthiness of a building before it can be utilized. All buildings must obtain an SLF before being utilized to demonstrate their suitability for intended use. Without an SLF, a building is considered non-compliant with regulatory requirements for occupancy.

(c) Building Ownership Certificate (*Surat Bukti Kepemilikan Bangunan Gedung* or "**SBKBG**")

SBKBG is the letter of proof of the right to the ownership status of a Building.

Laws and Regulations on Employment

Under Indonesian law, there are two types of employment agreements: (i) Fixed-Term Employment Agreement or Perjanjian Kerja Waktu Tertentu ("**PKWT**") and (ii) Indefinite-Term Employment Agreement or *Perjanjian Kerja Waktu Tidak Tertentu*.

PKWT cannot be made for work that is permanent in nature. PKWT which is based on a period are made for certain work, namely:

(a) work that is expected to be completed in a short period of time, which consists of: (i) work that is completed once; or (ii) work that is temporary in nature; (b) seasonal work, whose implementation depends on: (i) season or weather; (ii) certain conditions; or (iii) work related to new products, new activities, or additional products that are still being tested or explored.

Law No. 13 of 2003 on Labor, as lastly amended by Omnibus Law ("**Law 13/2003**") requires a PKWT to be executed in writing and drafted in the Indonesian language using Latin characters. If the agreement is prepared in both Indonesian and a foreign language, any discrepancies in interpretation between the two versions shall be resolved in favor of the Indonesian version. Furthermore, a PKWT may not include a probationary period.

Under Article 42 of Law 13/2003, foreign workers may only be employed in Indonesia for specific positions, a definite period and must possess the necessary qualifications for such roles. Accordingly, employment agreements for foreign workers must be made under an PKWT and registered with the local manpower office, as stipulated in Government Regulation No. 35 of 2021 on Employment Agreement for Specific Time, Outsourcing, Working Time and Rest Time, and Termination of Employment.

Under Indonesian laws: (i) members of the Board of Directors ("**BOD**") and members of the Board of Commissioners ("**BOC**") are not categorized as employees; and (ii) companies in Indonesia must prioritize the use of Indonesian workers in all available positions.

The engagement of local personnel is mandatory for certain positions (in which foreign workers prohibited from working in positions that manage personnel), as specified under Minister of Manpower ("**MOM**") Decree No. 349 of 2019 on Specific Positions Prohibited for Occupancy by Foreign Workers ("**MOM Decree 349/2019**"), which prohibits expatriates from holding those roles (mainly relates to positions that manage personnel). Furthermore, under MOM Decree 349/2019, the following are the positions that are closed for expatriate workers:

(a) Personnel Director; (b) Industrial Relations Manager; (c) Human Resource Manager; (d) Personnel Development Supervisor; (e) Personnel Recruitment Supervisor; (f) Personnel Placement Supervisor; (g) Employee Career Development Supervisor; (h) Personal Declare Administrator; (i) Personnel and Careers Specialist; (j) Personnel Specialist; (k) Career Advisor; (l) Job Advisor; (m) Job Advisor and Counselling; (n) Employee Mediator; (o) Job Training Administration; (p) Job Interviewer; (q) Job Analyst; and (r) Occupational Safety Specialist.

Accordingly, if all directors of a company are foreign nationals, the company must appoint a local personnel representative to handle human resources matters, including signing employment agreements with employees.

Foreign labor permits in Indonesia are referred to as the Plan for the Utilization of Foreign Workers or *Rencana Penggunaan Tenaga Kerja Asing* ("**RPTKA**"), which must be approved by the MOM or its designated official. The RPTKA approval serves as a prerequisite and recommendation for obtaining visas and residence permits for foreign workers. Government Regulation No. 34 of 2021 on Utilization of Foreign Worker governs that the employment of any foreign national triggers the obligation to appoint an Indonesian citizen as an understudy worker.

Pursuant to the Law 13/2003, employers with at least 10 (ten) employees are required to establish company regulations, which become effective only after being authorized by the MOM or a designated official. In addition, Indonesia administers 2 (two) primary social security programs: Social Security on Employment or *Badan Penyelenggara Jaminan Sosial Ketenagakerjaan* and Social Security on Health or *Badan Penyelenggara Jaminan Sosial Kesehatan.*

Indonesian companies also subject to annual manpower reporting obligation to MOM i.e., Mandatory Labor Report or *Wajib Lapor Ketenagakerjaan Perusahaan* ("**WLKP**"). Such WLKP includes data such as the number and positions of both local and foreign workers. This WLKP report is not applicable to BOD and BOC as they are not considered as employee in Indonesia.

With respect to the minimum wage, under Law 13/2003, governors are required to set a provincial minimum wage (*Upah Minimum Provinsi* or "**UMP**") and may set a regency/municipal minimum wage (*Upah Minimum Kabupaten/Kota* or "**UMK**"). A UMK may be set by the governor if the calculated UMK is higher than the applicable UMP. Minimum wages are determined based on economic and employment conditions using data from the Central Statistics Agency.

Regulations on the Use of IDR

Indonesian law mandates the use of Rupiah for transactions within the country's territory. Based on Article 2 of Bank Indonesia Regulation No. 17/3/PBI/2015 of 2015 on Obligation to Use Rupiah within the Territory of the Republic of Indonesia ("**BI Reg 17/2015**"), every party is required to use Rupiah in transactions conducted within the territory of the Republic of Indonesia, including: (i) any transaction intended for payment; (ii) settlement of other obligations that must be fulfilled with money; and/or (iii) other financial transactions.

Article 4 of BI Reg 17/2015 sets out the exemptions to the requirement to use Rupiah, as follows:

(a) Certain transactions in connection with the implementation of the state revenue and expenditure budget; (b) Receipt or provision of grants from or to foreign parties; (c) International trade transactions; (d) Deposits in banks in the form of foreign currency; or (e) International financing transactions.

BI Reg 17/2015 also provides that every party is prohibited from refusing to accept Rupiah when its delivery is intended as payment or to settle obligations that must be fulfilled with Rupiah and/or for other financial transactions within the territory of the Republic of Indonesia. Subsequently, in order to support the implementation of the obligation to use Rupiah, business actors are required to display the prices of goods and/or services only in Rupiah.

Laws and Regulations on Foreign Exchange

Article 8 of Law 25/2007 provides that investors shall be granted the right to perform transfer and repatriate in foreign currencies, among others, for the matters below:

(a) capital; (b) profits, bank interest, dividends, and other income; (c) funds required to: i. purchasing raw and auxiliary materials, half-finished goods or finished goods; or ii. replacing capital goods in order to protect the viability of the investment; (d) additional funds required for investment financing; (e) funds for repayment of loans; (f) royalties or fees payable; (g) income of individual foreign citizens working in the investment company; (h) proceeds from the sales or liquidation of an investment; (i) compensation for losses; (j) compensation for acquisitions; (k) payments made in connection with technical assistance, fees payable for technical and management services, payments made under the project contract, and payment of intellectual property rights; and (l) proceeds of sales of assets (i.e., it does not constitute assets if by law such assets categorized controlled by the state).

The right to conduct transfers and repatriation in foreign currencies must be exercised in accordance with the provisions of the applicable laws and regulations. In the case of capital repatriation, foreign shareholders are required to have a legal and valid underlying transaction in order to carry out the capital repatriation, such as compensation for acquisitions, due to capital reduction, and dividends.

The rights mentioned above do not reduce:

(a) the government's authority to enforce the provisions of the laws and regulations, which requires the reporting of implementation of fund transfers; (b) the government's rights to impose tax and/or royalties and/or other government revenues from investments in accordance with the provisions of the laws and regulations; (c) enforcement of law protecting the rights of creditors; and (d) enforcement of the law in order to avoid losses to the state.

On foreign exchange control, foreign investors can freely transfer foreign currency funds to or from Indonesia; however, shall be subject to a reporting obligation to Bank Indonesia (i.e., the Indonesian central bank) and Bank Indonesia Regulation No. 6 of 2024 on Money Market and Foreign Exchange Market ("**BI Reg 6/2024**").

Under Law No. 24 of 1999 on Foreign Exchange Flow and Exchange Rate System, Bank Indonesia has the authority to request information and data regarding foreign exchange transactions conducted by an Indonesian Resident[1]. The Resident is also required to provide information and data on their foreign exchange transactions, either directly or through other parties designated by Bank Indonesia.

1 "Resident" means any individual, legal entity, or other entity domiciled or planning to be domiciled in Indonesia for at least 1 (one) year, including representative and diplomatic staff of Republic of Indonesia abroad.

Article 115 of BI Reg 6/2024 imposes a general prohibition on banks and/or other parties designated by Bank Indonesia from transferring rupiah abroad. This article also provides exceptions to this prohibition for specific activities, including the settlement of transactions using local currency (local currency transactions) and other transactions as determined by Bank Indonesia. However, BI Reg 6/2024 does not elaborate further on the scope or implementation of these exceptions.

OVERVIEW OF LAWS AND REGULATIONS IN RELATION TO OUR BUSINESS IN EGYPT

Regulatory Framework Governing Company Operations and Corporate Affairs

Companies Law and Corporate Governance

We conduct our operations in Egypt through three limited liability companies ("LLCs"): (a) Haid Egypt Co., Ltd., (b) Haid 3 Egypt Technology Co., Ltd., and (c) Haid Egypt Aquatic Co., Ltd. (the "**Egyptian Subsidiaries**")

Companies Law No. 159/1981, as amended and its Executive Regulations, constitute the general comprehensive corporate legislation governing (i) establishment requirements, (ii) corporate governance, (iii) management structures, and (iv) statutory compliance obligations.

Key aspects of the Companies Law applicable to the Egyptian Subsidiaries include:

Corporate Governance and Management Structure: The General Meeting of Partners ("GMP") is the highest corporate authority of an LLC, responsible for approving financial statements, profit distributions, amendments to the Articles of Association, changes in capital or ownership, and appointment and removal of managers.

Ownership structure: An LLC must have at least two partners, with liability limited to their respective quota contributions.

Day-to-day management of an LLC is vested in one or more managers who may be natural persons or representatives of corporate partners (as is the case for the Group). Managers are authorized to represent the company before governmental authorities, execute contracts, manage operations, and implement GMP resolutions with broad powers that may be delegated to managers pursuant to the Articles of Association, including authority to manage bank accounts, hire and dismiss employees, contract with suppliers, and represent the company before courts and administrative bodies.

Corporate records and reporting: LLCs must maintain statutory records, file corporate amendments, including the compulsory Partners' Ledger, which constitutes the official and legally binding record of quota ownership, transfer history.

Quota transfers are typically effected through:

(a) Execution of a private quota sale agreement;

(b) Annotation of the transfer in the Partners' Ledger; and

(c) Approval of the transfer and amendment of the Articles of Association by an Extraordinary General Meeting ("EGM"), followed by registration with General Authority for Investment and Free Zones (the "GAFI").

In addition, companies must maintain updated corporate records, convene ordinary general meetings within statutory timelines, and convene EGM whenever deemed necessary to increase the capital, amend the Articles of Association (including changes in management, registered address or company activities) and take such actions within the power of the EGM, and file all corporate amendments with GAFI accordingly.

Under Egyptian law, each Egyptian Subsidiary may conduct the activities set out in Article 3 of its Articles of Association, as reflected in its Commercial Register. The Egyptian Subsidiary may also participate in or acquire interests in other companies, subject to applicable laws and where required, GAFI approval.

Consistent with good corporate governance under Egyptian law, companies typically maintain updated corporate records, hold ordinary and extraordinary general meetings in accordance with statutory timelines, file amendments to its Articles of Association relating to management or capital or other amendments with GAFI, and ensure that resolutions relating to financial statements and profit distributions comply with the legislative framework.

In accordance with Companies Law, each LLC must allocate 5% of its annual net profits to a statutory reserve, until the reserve reaches 50% of the issued capital.

Where the issued capital of the relevant LLC is EGP 250,000 or more, 10% of distributable dividends must be allocated to employees as profit-sharing, The remaining distributable profits may then be allocated among partners in proportion to their quotas or as otherwise prescribed in the Articles.

Non-compliance with these requirements may expose the company to regulatory challenges or partner disputes.

Investment Law Framework and Repatriation of Funds

Investment Law No. 72/2017, as amended, and its Executive Regulations govern investment activities in Egypt and expressly regulate agricultural, livestock, poultry, and fishery production sectors relevant to the Egyptian Subsidiaries' principal activities (manufacturing and distributing feed for poultry, fish, and aquaculture), which are explicitly enumerated as "investment activities" under the Investment Law and as such, qualify for the incentives and privileges provided therein.

Other activities listed in the commercial register and not covered by the Investment Law do not benefit from these incentives and remain subject to the general regulatory regime.

Key incentives include exemptions from stamp duty and registration fees for qualifying documents for five years, a unified customs duty rate of 2% for machinery and equipment imported for establishing and operating projects, and streamlined administrative procedures via GAFI; while non-compliance with licensed investment activities may lead to withdrawal of incentives or administrative sanctions.

As a general rule, there are no statutory restrictions on the repatriation of foreign currency held by non-Egyptians in Egypt. Also, from a legal standpoint, there are no statutory restrictions on the repatriation of dividends outside of Egypt in foreign currency to non-Egyptian shareholders via the authorized channels (i.e. banks) though, banks require supporting documents for transferring the dividends in foreign currency abroad (e.g. OGM resolution *re*. distribution of dividends and the underlying respective audited and ratified financial statements). This remains subject to availability of foreign currency in Egypt.

GAFI Oversight

The GAFI is the competent governmental authority responsible for regulating and overseeing investment and corporate activities in Egypt; including approval of incorporation documents, registration of corporate amendments, oversight of licensed investment activities, assessing eligibility for investment incentives, and receipt of statutory filings.

To maintain good standing, companies typically ensure timely submission of all filings, adhere to corporate governance principles, and maintain alignment between actual business activities and those reflected in their licensed scope.

Regulatory Framework Governing the Company's Activities

Industrial and Product Regulation

Industrial Development Authority Law No. 95/2018 vests the Industrial Development Authority ("IDA") with regulation of industrial activities, industrial land allocation and pricing administration, technical/safety/environmental compliance enforcement, issuance and renewal of operating licenses, and inspections.

The Egyptian Subsidiaries' industrial plants located in Sadat City, Menoufia, Dakahlia, and other regions for producing poultry, fish, and aquaculture feed fall under IDA oversight and require ongoing compliance with licensing and operational standards. The Egyptian Subsidiaries operate several industrial plants for producing and distributing poultry, fish, and aquaculture feed.

Consumer Protection

Companies distributing products in the Egyptian market must comply with Consumer Protection Law No. 181/2018, which regulates product quality and safety obligations, mandatory disclosures, fair marketing practices, and complaint-handling standards.

Agricultural Operations

Given the Egyptian Subsidiaries' involvement in animal, poultry, and fish feed production, their activities are also regulated under Agricultural Law No. 53/1966, as amended along with its executive decrees, which mainly govern, regulation of livestock and poultry production; oversight of feed manufacturing operations; approval and monitoring of feed additives and nutritional components; inspection and monitoring of animal feed plants; and public health, biosecurity, and food safety standards.

Licensing and supervision are carried out by the Ministry of Agriculture — Livestock Development Sector, responsible for issuing feed production licenses; granting quality conformity approvals; conducting periodic inspections; and monitoring compliance with feed standards and safety obligations.

Animal Feed Production

Animal feed production is further regulated by ministerial decrees governing technical standards, licensing conditions, inspections, and renewal procedures, including: (a) Ministerial Decree No. 1498/1996 governing feed composition, quality control, labeling, and storage; (b) Ministerial Decree No. 368/2017 governing establishment of projects on industrial or desert land; and (c) Ministerial Decree No. 773/2017 governing issuance and renewal of operating licenses (renewable every three years). Failure to renew or comply with inspection requirements can lead to suspension of operations.

In addition to the above core operating licenses, the Egyptian Subsidiaries may also be required to hold supplementary licenses for certain operational activities, such as, licenses for steam boilers and generators, environmental permits for emissions or waste-management (where applicable), and occupational safety certifications for specific equipment, all issued by competent authorities, which must be kept valid as part of the compliance framework.

Employment and Social Insurance Regulatory Framework

Labor Law Governance

Employment relations in Egypt are governed by the newly issued Labor Law (No. 14/2025), which governs matters including employment contracts, working hours, overtime, workplace safety, termination procedures, and employee rights. Employers must comply with statutory employment standards and maintain labor files and internal regulations consistent with the law.

Employers must adhere to a series of statutory requirements, including:

- Maintaining ratified Internal Work Regulations ("IWR") and sanctions regulations, which must be approved by the Ministry of Manpower;
- Employing persons with disabilities in accordance with statutory quotas under Egyptian law;
- Preparing and maintaining emergency response and occupational safety plans;
- Contributing to specific funds where mandatorily applicable (e.g. professional training; emergency aid and social welfare; and social health and cultural services funds);
- Ensuring compliance with the Universal Health Insurance Authority ("UHIA") registration and contribution framework.

Termination of employees must be carried out strictly in accordance with the Labor Law's procedures and substantive requirements. Any termination not aligned with the statutory rules exposes the employer to claims for damages, reinstatement, or compensation before the competent labor courts. Non-compliance with termination rules may expose employers to reinstatement claims or compensation awards.

Social Insurance and Pensions Law No. 148/2019

The Social Insurance Law establishes mandatory social insurance contributions for employers and employees. The Egyptian Subsidiaries are required to:

- Register all employees with the Social Insurance Authority from the start of employment;

- Pay monthly contributions covering pension insurance, work injury insurance, unemployment insurance, and other statutory benefits; and

- Maintain accurate payroll records and ensure timely filing and remittance.

In parallel, the Universal Health Insurance Law ("**UHIL**") imposes mandatory registration and contributions to the national health insurance system. Employers must register their establishments and workforce with the UHIA; pay employer and employees' contributions as determined by the implementing regulations, further to annual contribution to the UHIA as mandated by the UHIL; and ensure that all employees are covered under the national health insurance framework as it is rolled out by sector and governorate.

Taxation and VAT Regulatory Framework

Income Tax Law No. 91/2005 (as amended by Law No. 7/2024)

Corporate income tax in Egypt is governed by the Income Tax Law and its subsequent amendments, which sets out rules for determining taxable profits, deductibility of expenses, depreciation schedules, withholding tax, transfer pricing, compliance obligations such as annual tax returns and tax audits, and the treatment of related-party transactions.

Under Egyptian tax law, companies are required to maintain a valid Tax Card as evidence of their tax registration and capacity to conduct taxable activities. Companies must also comply with the annual filing of tax returns, maintain statutory books and records, and cooperate with tax audits conducted by the Egyptian Tax Authority.

The current corporate income tax rate applicable to most companies operating in Egypt is 22.5% on net taxable profits, subject to specific sectoral exceptions provided under the law.

Key components of corporate taxation include:

- *Deductibility of Expenses:* Only expenses that are necessary for generating taxable income, duly supported by documentation and compliant with statutory invoicing rules, are deductible.

- *Depreciation Rules:* Assets are depreciated in accordance with statutory depreciation schedules and methods set out under the Tax Law.

- *Withholding Taxes:* Payments to resident and non-resident parties may be subject to withholding tax, depending on the type of payment (services, interest, royalties, etc.) and applicable treaty relief.

- *Payroll Tax Obligations:* Employers must calculate, withhold, and remit monthly payroll taxes on employees' salaries in accordance with the unified tax framework.

VAT Law No. 67/2016 (as amended by Law No. 157/2025)

The Value Added Tax Law imposes VAT on the sale of goods and the provision of services in Egypt, including industrial and agricultural-related products. Companies must comply with VAT registration thresholds, invoicing rules, filing requirements, and applicable VAT rates.

Other Cross-Cutting Regulatory Requirements

In addition to the primary regulatory frameworks governing company establishment, industrial activity, and sector-specific operations, the Egyptian Subsidiaries are also subject to several horizontal laws of general application in Egypt, including:

Data Protection

The Personal Data Protection Law No. 151/2020 and its Executive Regulations govern the collection, processing, storage, and transfer of personal data. Companies must obtain required consent, maintain adequate security measures, and comply with future registration obligations once the Data Protection Center becomes fully operational.

Competition Law

Under Competition Law No. 3/2005 and its Executive Regulations, companies must avoid practices restricting competition, including cartel conduct, abuse of dominance, and anti-competitive coordination. The law also regulates both horizontal agreements[1] and vertical agreements[2], prohibiting arrangements that may restrict market competition. Certain mergers and acquisitions may require pre-merger notification and/or approval from the Egyptian Competition Authority.

Environmental Regulation

Industrial operations must comply with Environmental Law No. 4/1994, including requirements relating to emissions, waste disposal, hazardous materials, and environmental impact assessments. Companies must maintain valid environmental approvals and adopt appropriate monitoring and compliance systems for their production facilities.

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1 i.e. between competitors

2 i.e. between suppliers, distributors, or other entities across the supply chain

LAWS AND REGULATIONS IN RELATION TO OUR BUSINESS IN ECUADOR

Regulatory Overview

Our business operations in Ecuador are subject to various laws and regulations. Please find below an overview of the key laws and regulations relating to our business.

Foreign Investment Regime

Foreign Investment Laws and Regulatory Overview

Ecuador's investment framework is primarily established in the Constitution, Decision No. 291 of the Andean Community, and the Organic Code of Production, Commerce and Investments ("**COPCI**") together with its implementing regulations. Foreign investors are generally treated as domestic investors and may invest without prior approval, subject to sectoral restrictions and licensing in regulated activities. The COPCI guarantees freedom to produce market lawful goods and services, free pricing, freedom to import and export, access to the financial system, and freedom to transfer profits abroad in foreign currency, subject to applicable taxes.

The Constitution recognizes freedom of enterprise as a fundamental right and identifies free competition and competitive markets as core elements of the national economic system. While it directs the government to give priority to domestic investment, it also requires the promotion of foreign investment when aligned with the objectives of the National Development Plan. Foreign investors are guaranteed the same rights and obligations as Ecuadorian nationals, and discrimination on the basis of nationality is expressly prohibited.

COPCI also guarantees equal treatment for domestic and foreign investors with respect to the management, operation, expansion, and transfer of their investments, and prohibits arbitrary or discriminatory measures. International investment is protected under the principles of legality and fair and equitable treatment. COPCI and its implementing regulations further define the framework applicable to Investment Protection Agreements.

Legal Protection of Investments

Under COPCI, local and foreign investors planning to invest at least US$1 million — of which a minimum of US$250,000 must be deployed within the first year — may enter into an Investment Protection Agreement ("**Investment Agreement**") with the Government for a term of up to fifteen years. These agreements provide enhanced legal and tax protections and ensure stability with respect to key incentives, including applicable tax rules, tariffs, and certain sector-specific regulations. Investment Agreements are administrative contracts entered into with the Ministry of Production; investors must submit an application to the Ministry of Production, which is also responsible for monitoring compliance throughout the term of the agreement.

A typical Investment Agreement includes several incentives, such as: (i) an exemption from the *Impuesto a la Salida de Divisas* (ISD, currency outflow tax) (currently 5%) on payments for imports required for the investment; (ii) exemptions from foreign trade taxes on capital goods and raw materials; and (iii) a five-percentage-point reduction in the corporate income tax rate for new investments, applicable from the first year in which income attributable to the investment is generated.

Investment Agreements also reaffirm core protections for investors, including equal treatment, protection against unlawful expropriation, freedom to produce and commercialize goods and services (including the right to import and export), freedom to transfer currency and profits abroad, and freedom to acquire or transfer shares or equity interests.

For investments exceeding US$100 million, Investment Agreements may grant tax stability under the COPCI. In general, such stability applies to corporate income tax and, subject to conditions, may be extended to the *Impuesto a la Salida de Divisas* (ISD, currency outflow tax) and other direct national taxes — and, in the case of medium- and large-scale metallic mining projects whose production is destined for export, to value-added tax — with respect to the tax rules, rates and exemptions in force on the date of the agreement, for the term of the Investment Agreement.

For investments greater than US$10 million, the Government must agree to national or international arbitration. Investment Agreements are generally regarded as highly enforceable, even in adverse political or judicial environments, as their purpose is precisely to protect investors from unilateral regulatory or political changes. These agreements may be executed regardless of whether a bilateral investment treaty exists between Ecuador and the investor's home country.

Land Overview

Acquisition, Transfer, and Registration of Real Estate

In Ecuador, ownership of real estate is documented through a notarized public deed and is legally perfected upon registration with the local Property Registry. The process requires compliance with applicable notarial, registry, tax and municipal requirements.

Land Use and Municipal Authorizations

In Ecuador, commercial and industrial activities are subject to municipal zoning and permitting requirements. Prior to commencing operations, companies must confirm that the intended activity is permitted under applicable land-use regulations and obtain the relevant municipal operating authorizations and business licenses.

Building and Construction Permits

Construction, expansion or material renovation of facilities in Ecuador generally requires a building permit issued by the relevant municipality, subject to compliance with applicable land-use, planning, construction, safety and fire protection requirements.

Corporate Framework

Companies in Ecuador are subject to a corporate and commercial legal framework. The Companies Law regulates the organization, governance and activities of companies and is supervised by the Superintendence of Companies, Securities and Insurance ("**SCVS**"). Separately, the Commercial Code governs the conduct of commercial activities in Ecuador, including the rules applicable to commercial acts and contracts that form the basis of commercial relationships. The SCVS may issue binding resolutions that supplement the Companies Law, and non-compliance may result in administrative sanctions or, in certain cases, regulatory intervention.

Antitrust and Anti-Corruption

Competition in Ecuador is supervised by the Superintendence of Economic Competition ("**SCE**"). The legal framework prohibits agreements between competitors that restrict competition, such as price fixing or market allocation, as well as conduct that abuses market power or excludes competitors. Breaches of competition rules may result in administrative sanctions.

Corporate Integrity, Anti-Corruption, and AML/CTF Compliance

Ecuador's legal framework prohibits corruption-related offences, including bribery and similar conduct, and promotes a risk-based approach to preventing fraud and money laundering and terrorist financing. Companies are generally expected to maintain appropriate internal controls and compliance measures. Breaches of applicable laws may result in criminal sanctions.

Employment Overview

Employment relationships in Ecuador are governed by the Labor Code, which establishes a generally employee-protective framework and sets minimum employment standards applicable to employers. As of 2025, the statutory minimum monthly wage in Ecuador is US$470.

Employers are subject to mandatory obligations, including the payment of salaries and statutory benefits such as thirteenth and fourteenth salary payments, paid annual leave, reserve fund contributions and mandatory social security contributions. Employers must also comply with general requirements relating to working hours (with a maximum of eight (8) hours per day and forty (40) hours per week), occupational health and safety and employee profit-sharing (currently at 15% of the company's net profit).

In addition, Ecuadorian labor regulations impose certain employment-related requirements on employers that meet applicable employee thresholds, including obligations to employ a minimum percentage of persons with disabilities and hire a minimum number of interns or trainees.

Ecuadorian law recognizes different forms of employment arrangements, including indefinite-term and fixed-term contracts. Employment relationships may be terminated only in accordance with statutory grounds and procedures, and certain terminations may give rise to mandatory severance payments or other statutory compensation.

Failure to comply with applicable labor laws may result in administrative sanctions, payment of outstanding benefits or other employment-related liabilities.

Taxes in Ecuador

General Overview

Ecuador applies a progressive tax system, under which taxpayers with higher income levels are generally subject to higher tax burdens. The Ecuadorian tax framework is primarily governed by the Tax Code (*Código Tributario*), the Internal Tax Regime Law (*Ley de Régimen Tributario Interno*) and its implementing regulations, together with binding resolutions issued by the Internal Revenue Service ("**SRI**").

National taxes are administered and enforced by the SRI, while municipal taxes are administered by local governments (GADs). The SRI may conduct reviews or audits, cross-check information with other authorities and issue tax assessments.

Failure to comply with applicable tax laws may result in (i) fines for failing to file tax returns or submit required information or tax reports, and (ii) the determination and collection of unpaid taxes, together with late-payment interest and monetary penalties. In certain cases, the tax authorities may initiate administrative enforcement or coercive collection proceedings to recover outstanding amounts.

Tax Incentives

Under Ecuadorian tax regulations, qualifying new productive investments may benefit from a three-percentage-point reduction in the corporate income tax rate (currently reducing the rate from 25% to 22%) for up to 15 years.

Tax Compliance

Companies operating in Ecuador are required to register with the tax authorities by obtaining and maintaining an up-to-date taxpayer registration number (*Registro Único de Contribuyentes* — RUC), file required tax returns and comply with applicable tax reporting obligations. This includes maintaining proper accounting and financial records and preserving supporting documentation in accordance with applicable regulations. Companies are also required to report their corporate ownership structure and ultimate beneficial owners on an annual basis.

Central Government Direct Taxes

Corporate Income Tax

Companies domiciled in Ecuador are subject to corporate income tax on their global income at a standard rate of 25%. This rate may increase by three percentage points (currently, from 25% to 28%) in certain circumstances, including where the company fails to properly disclose its ownership structure or where the ownership chain includes entities located in tax-haven or low-tax jurisdictions whose ultimate beneficial owners are Ecuadorian tax residents.

Dividends or Profits Distributed to Shareholders

Under Ecuador's current tax rules, dividends distributed by companies are subject to withholding tax at the moment of distribution. Resident individuals face a 12% withholding rate, with an exemption equal to three minimum monthly wages per company, while non-residents are taxed at 10%, unless the final beneficial owner is an Ecuadorian resident or the structure involves tax-haven jurisdictions, in which case the rate increases to 14%. The company that distributes the dividend must act as withholding agent.

Separately, Ecuador has introduced a mandatory advance payment on undistributed retained earnings: if accumulated profits from prior years remain undistributed as of 31 July of the relevant fiscal year, the company must pay an amount calculated at a single rate ranging from 0% to 2.5%, depending on the level of retained earnings.

Capital Gains Tax

Capital gains tax is assessed on profits obtained from the direct or indirect transfer of equity rights (*i.e.* shares) of entities domiciled or resident in Ecuador, at a rate of 10%. This tax is not levied on the transfer of capital rights that occur as a result of corporate restructuring processes, provided that the beneficial owners are the same and in the same proportion, before and after such processes. The Ecuadorian company or permanent establishment in Ecuador of a foreign entity, whose equity or other capital rights are transferred, directly or indirectly, is treated as the substitute taxpayer and is responsible for paying the tax in lieu of the seller.

Indirect Taxes

Value-Added Tax (VAT)

VAT is a consumption tax that applies to the sale and import of goods and to the provision of services in Ecuador. Currently, the standard VAT rate is 15%. A 0% rate applies to certain essential goods and services, including basic food products, medicines, agricultural inputs, exports and electricity for domestic consumption. A 5% rate applies to specific construction materials, as determined by regulation. A temporary 8% rate may apply to certain tourism-related services during national or local holiday periods. In general, VAT charged on sales may be offset against VAT paid on purchases, so that the tax is effectively borne by the final consumer.

Special Consumption Tax (ICE)

ICE applies to specific goods and services — such as alcoholic beverages, sugary drinks, vehicles, and other items — mainly to discourage their consumption. ICE is paid by manufacturers, importers, providers of ICE-taxed services, and certain commercial establishments with multiple locations, including franchisors and franchisees. Depending on the product or service, ICE may be levied through specific, ad valorem, or mixed rates.

Currency Outflow Tax (ISD)

Ecuador has a dollarized economy. Cross-border transfers are generally permitted, subject to tax and reporting rules. Transfers of funds abroad are subject to the *Impuesto a la Salida de Divisas* (ISD, currency outflow tax). The standard rate is 5%, subject to several exemptions designed to encourage foreign investment. Notably, payments on qualifying foreign loans and investments made through Ecuador's capital markets are exempt, provided that they meet specific requirements, including, in the case of loans, compliance with interest-rate limits and registration of the loan with the Central Bank of Ecuador.

Related-Party Transactions and Transfer Pricing

Ecuador's tax rules require transactions between related parties, whether domestic or cross-border, to be carried out on market terms, meaning that prices and conditions must be comparable to those agreed between independent parties. Companies whose related-party transactions exceed certain thresholds are required to file transfer pricing disclosures. In general, an annual related-party transactions filing is required when such transactions exceed US$3 million in a fiscal year, and a detailed transfer pricing report is required when they exceed US$15 million, in each case as determined by the SRI's annual regulations.

Municipal Taxes

Municipal taxes in Ecuador include an annual municipal business tax (*patente municipal*), a tax on total assets calculated at a rate of 1.5 per thousand, and annual urban or rural property taxes assessed on the cadastral value of real estate. The sale of real estate may also be subject to a municipal capital gains tax (*impuesto a la plusvalía*). In addition, Ecuador applies certain environmental or "green" taxes, which are levied on products or activities with a higher environmental impact.

Tax Changes

In Ecuador, any tax — whether a tax, fee, or contribution — must be created or modified through a formal legislative process that respects the fundamental principles of tax law. These include legality, non-retroactivity, generality, proportionality, sufficiency of revenue, progressivity, efficiency, and the protection of legitimate expectations. Only the executive branch may propose tax measures, and they must be enacted by Congress. Taxes enacted or applied in violation of constitutional or fundamental tax principles may be challenged through administrative or judicial proceedings, including constitutional actions.

Regulatory Framework Applicable to Aquaculture-Related Activities

Aquaculture Regulation

Aquaculture and its related activities in Ecuador are primarily governed by the Organic Law for the Development of Aquaculture and Fisheries ("**LODAP**") and its implementing regulation. Under this framework, the commercialization, distribution, and manufacture of balanced feed for aquaculture use are expressly recognized as "related activities" within the aquaculture sector.

Any individual or legal entity engaging in these related activities must obtain a specific authorization from the Undersecretariat of Aquaculture. This authorization is granted through a ministerial agreement, is valid for up to five (5) years, and is renewable. For the manufacture of balanced or supplementary feed, the authorization may be issued for a period of up to eight (8) years, also renewable.

In addition, operators must obtain a sanitary registration for the establishment or activity from the Undersecretariat of Quality and Safety, which acts as the National Sanitary Authority for the aquaculture industry.

Authorization Requirements for Production, Manufacturing, and Imported Inputs

To obtain authorization to produce or manufacture aquaculture products or inputs in Ecuador, companies must submit an application to the Undersecretariat of Aquaculture and demonstrate that the activity is properly supported from a technical, operational and legal standpoint. The application must include (a) a valid tax registration RUC reflecting the intended economic activity, (b) a technical — economic report describing the proposed operation, (c) plans showing the location and internal layout of the plant or facility, and (d) documents proving ownership or lease of the premises where production, storage, or distribution will take place.

Manufacturers of balanced, complementary, or supplementary feed must additionally submit evidence of supply agreements for key raw materials or inputs, along with proof of payment of the applicable administrative fee.

When production requires raw materials that are not available domestically and are subject to sanitary control, importers must obtain prior authorization. In such cases, companies must provide (a) a certification from the competent authority in the country of origin confirming that the exporting establishment is duly registered and authorized — apostilled or legalized and translated into Spanish, when applicable — and (b) the technical data sheet for each input to be imported.

Health Authorization of Establishments

Facilities that produce, process, store, distribute, or transport aquaculture products or inputs must obtain a health authorization from the competent authority. Once approved, establishments are included in the regulator's internal and external official lists and become subject to ordinary and extraordinary inspections.

The authorization process is conducted electronically, and each establishment is assigned a unique identification code. Renewal of the authorization depends on compliance with periodic sanitary controls and verification procedures.

Safety, Traceability, and Regulatory Certifications

The regulator administers national sanitary programs, including the National Health Control Plan and the Residue and Contaminant Monitoring Plan, and grants the corresponding certifications to authorized establishments.

All operators in the aquaculture chain must ensure complete traceability of products — from origin to final destination — supported by documented internal procedures and consistent with the regulator's technical guidelines.

For export and import operations, the authority issues export health certificates, quality certificates, health certificates, and the Unified Health Registration Certificate (CRSU) applicable to aquaculture-related veterinary products and supplies. Import health certificates may also be required depending on the product.

Product Registration (CRSU) and Control of Regulated Inputs

Products and inputs used in aquaculture — whether domestically produced or imported — such as premixes, additives, and veterinary products, must hold a valid CRSU before being marketed in Ecuador. Marketing products without a valid CRSU, or with an expired CRSU, may result in product immobilization and administrative sanctions.

The importation of raw materials or inputs subject to sanitary control requires prior authorization, compliance with origin and technical specifications, and evidence that the importer meets Good Storage Practices.

Domestic and Foreign Marketing Requirements

Processing authorizations, and certain related authorizations, include the ability to commercialize products domestically. Companies that exclusively market aquaculture products — without engaging in processing — must obtain a ministerial authorization (or a permit/license for smaller-scale operations), certify their storage facilities, and comply with transportation and traceability requirements.

To conduct foreign marketing, establishments must be included in the regulator's internal and external lists, and each export shipment requires an accompanying health certificate. Operators must demonstrate legal origin and full traceability for all products in accordance with regulatory standards.

The regulator conducts audits, inspections, and product sampling to verify compliance. In cases of non-compliance, it may order product immobilizations, market withdrawals, administrative fines, suspension from official lists, temporary closures, or the revocation of authorizations in cases of material breaches.

Environmental Regulations

Environmental matters in Ecuador are principally regulated by the Organic Environmental Code (*Código Orgánico del Ambiente*) and its implementing regulations, which establish the environmental permitting framework applicable to industrial and aquaculture-related activities.

The applicable environmental authorization is determined based on the environmental impact of each project or activity, which is assessed through an environmental impact study conducted by qualified environmental consultants in accordance with applicable technical standards. Depending on the outcome of such assessment, companies are generally required to obtain either an environmental registration (for projects classified as having a low environmental impact) or an environmental license (for projects classified as having a medium or high environmental impact).

In addition, an operating environmental permit is required to conduct aquaculture-related activities, covering the relevant operational phases, including cultivation, processing and packing. Environmental authorizations are site-specific and must be obtained for each facility or establishment where operations are carried out, such as shrimp farms, shrimp larvae laboratories, processing plants or packing facilities. Where operations involve the use of seawater or river water, the corresponding governmental concession authorizing such use must also be obtained.

Failure to obtain or maintain the required environmental permits or authorizations may result in administrative sanctions, operational restrictions or suspension of activities.

LAWS AND REGULATIONS IN RELATION TO OUR BUSINESS IN INDIA

Our business operations in India are subject to various laws and regulations. Please find below an overview of the key laws and regulations relating our business.

Laws and Regulations Relating to Corporate Governance and Foreign Exchange Transactions

The Companies Act, 2013: The Companies Act, 2013 came into force on September 12, 2013. This statute governs the incorporation, regulation, management, governance and dissolution of companies. It aims to promote corporate governance, protect the interests of shareholders and other stakeholders, ensure transparency and accountability, facilitate ease of doing business, and regulate financial and managerial aspects of companies.

The Ministry of Corporate Affairs ("**MCA**") is the primary governing body responsible for implementing and enforcing the provisions of the Companies Act, 2013.

Secretarial Standards issued by the Institute of Company Secretaries of India (ICSI): Secretarial Standards are approved by the Central Government under Section 118(10) of the Companies Act, 2013, are professional guidelines that enhance the quality and transparency in corporate governance practices, specifically regarding company meetings. These Standards aim to ensure uniformity, accountability, and legal compliance in the conduct of Board meetings and General meetings across companies incorporated under the Companies Act, 2013. They serve to assist companies in adhering strictly to the procedural and disclosure requirements mandated by law, thereby promoting efficient decision-making and safeguarding the interests of members and stakeholders. A revised version of the Secretarial Standards took effect on April 1, 2024.

The Foreign Exchange Management Act, 1999: The Foreign Exchange Management Act, 1999 ("**FEMA**"), is a comprehensive legislation which governs foreign exchange transactions. FEMA came into force on June 1, 2000, replacing the restrictive Foreign Exchange Regulation Act of 1973. FEMA aims to facilitate external trade and international payments, making it easier for Indian businesses and individuals to engage in global commerce. It seeks to promote a stable and well-organized foreign exchange market that supports India's economic growth and integration with the global economy. Additionally, FEMA provides clear regulatory procedures for foreign exchange transactions, ensuring transparency and ease of compliance for all stakeholders.

The Reserve Bank of India is one of the primary governing bodies responsible for implementing and enforcing the provisions of FEMA, especially in terms of reporting-related compliances.

The Foreign Trade (Development and Regulation) Act, 1992: The Foreign Trade (Development and Regulation) Act, 1992 ("**FTDR Act**"), which came into force on June 19, 1992, provides the legal framework for the development and regulation of foreign trade by facilitating imports and increasing exports. Section 7 of the FTDR Act mandates that no person shall make any import or export without an Importer-Exporter Code (IEC) number granted by the Directorate General of Foreign Trade (DGFT).

Laws and Regulations Relating to Regulatory Operational Licenses

The Factories Act, 1948: The Factories Act, 1948 came into force on April 1, 1949. This statute governs the overall conditions of labour, including health, safety, welfare, working hours, leave and employment in factories. It is enacted to secure the safety and well-being of workers, impose statutory duties upon occupiers and managers, prevent industrial accidents and occupational diseases, and provide for enforcement through inspections and penal consequences for contraventions.

The Electricity Act, 2003 (read along with the Tamil Nadu Tax on Consumption Sale of Electricity Rules, 2003 and the Central Electricity Authority (Measures relating to Safety and Electric Supply) Regulations, 2023): The Electricity Act, 2003 came into force on June 10, 2003. This statute consolidates the laws relating to generation, transmission, distribution, trading and use of electricity. It provides the legal framework for licensing, tariff determination, regulatory oversight, and enforcement mechanisms in the power sector. It further mandates compliance with safety standards, grid discipline, technical norms, and rules prescribed by the Central Electricity Authority and the relevant state government, including taxation on the consumption or sale of electricity.

The Tamil Nadu District Municipalities Act, 1920: The Tamil Nadu District Municipalities Act, 1920 provides for the constitution, administration and governance of municipal councils in districts within the state of Tamil Nadu. It regulates matters relating to trade and business licensing, civic administration, including public health, sanitation, water supply, street lighting, building permissions, drainage, taxation and municipal finance.

The Legal Metrology (Packaged Commodities) Rules, 2011 under the Legal Metrology Act, 2009: The Legal Metrology (Packaged Commodities) Rules, 2011 regulate the manufacture, packaging, import, distribution and sale of pre-packaged commodities in India. They prescribe mandatory declarations on packages, including name and address of the manufacturer/packer/importer, net quantity, date of manufacture/packing, maximum retail price, consumer care details and other statutory disclosures.

The Environment (Protection) Act, 1986: The Environment (Protection) Act, 1986 came into force on November 19, 1986. This statute provides for the protection and improvement of the environment, as well as the prevention, control, and abatement of environmental pollution. It empowers the Central Government to take all necessary measures for safeguarding environmental quality, prescribe environmental standards, regulate industrial locations and operations, restrict the handling of hazardous substances.

Air (Prevention and Control of Pollution) Act, 1981: The Air (Prevention and Control of Pollution) Act, 1981 came into force on May 16, 1981. This statute provides for the prevention, control and abatement of air pollution and establishes Central and State Pollution Control Boards. It regulates emission standards, mandates consent for operation in polluting industries, enforces compliance through monitoring and inspection, and provides for penalties for contravention.

Water (Prevention and Control of Pollution) Act, 1974: The Water (Prevention and Control of Pollution) Act, 1974 came into force on March 23, 1974. This statute provides for the prevention and control of water pollution and maintaining or restoring the wholesomeness of water. It establishes regulatory authorities to grant consent for discharge of effluents, conduct inspections, take samples, and ensure treatment of industrial waste, and provides penal consequences for violations.

The Food Safety and Standards Act, 2006: The Food Safety and Standards Act, 2006 came into force on October 15, 2007. This statute consolidates the laws relating to food safety and establishes the Food Safety and Standards Authority of India ("FSSAI") as the apex regulatory body. It regulates the manufacture, storage, distribution, sale and import of food articles, prescribes scientific standards for food, and mandates licensing and registration of food business operators.

Laws and Regulations Relating to Immovable Property

The Indian Stamp Act, 1899: The Indian Stamp Act, 1899 came into force on July 1, 1899. This statute consolidates and amends the law relating to stamp duties on instruments. It prescribes the types of instruments chargeable with duty, the rates of duty, and the manner of stamping, and provides for adjudication of proper duty, impounding of insufficiently stamped instruments, remission and refund of duties, and recovery of deficits and penalties.

The Registration Act, 1908: The Registration Act, 1908 came into force on January 1, 1909. This statute consolidates the law relating to registration of documents in India. It mandates the compulsory registration of specified instruments affecting immovable property, prescribes procedures for the presentation, execution, and authentication of documents, and regulates the functioning and powers of registration authorities.

Laws and Regulations Relating to Labour and Employment

The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013: The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 ("**POSH Act**"), came into force on December 9, 2013. The primary aim of POSH Act is to prevent incidents of sexual harassment by creating awareness among employees, employers, and organizations about what constitutes sexual harassment and implementing preventive measures. POSH Act seeks to establish a zero-tolerance policy towards sexual harassment while promoting gender equality and ensuring women's fundamental right to work with dignity.

The Payment of Gratuity Act, 1972: The Payment of Gratuity Act, 1972 (**"Gratuity Act**") which came into force on September 16, 1972, is a social — welfare legislation to ensure that employees receive a lump-sum benefit in recognition of their long and meritorious service at the time of retirement, resignation, death or disablement. Gratuity Act aims to provide financial security and social protection to employees in factories, mines, oilfields, plantations, ports, railway companies, shops and other establishments employing ten or more persons. By mandating a uniform scheme nationwide, the Gratuity Act prevents disparities in gratuity payments across industries and regions, and fosters employees' confidence in the stability of their post-service income.

Ministry of Labour & Employment, Government of India, through its designated "Controlling Authority" (often being the Regional Labour Commissioners) is the primary governing body responsible for implementation and enforcement of the provisions of Gratuity Act.

The Maternity Benefit Act, 1961: The Maternity Benefit Act, 1961 ("**Maternity Benefit Act**") came into force on November 1, 1963. It is a comprehensive social security legislation to regulate the employment of women in certain establishments during periods before and after childbirth while providing maternity and other related benefits. Maternity Benefit Act ensures benefit or fully paid leave from employment for women to take care of their child, and its purpose is to regulate employment in certain establishments of women workers for certain period before and after childbirth. Maternity Benefit Act is applicable to every shop and establishment in which 10 (ten) or more persons are employed.

The Equal Remuneration Act, 1976: The Equal Remuneration Act, 1976 came into force on March 8, 1976, to eliminate gender-based wage discrimination and to ensure that men and women receive equal pay for the same work or work of a similar nature. Its principal aim is to give effect to the constitutional guarantee of equality of opportunity and non-discrimination in matters of employment and remuneration, thereby promoting gender justice and workplace fairness.

The Minimum Wages Act, 1948: The Minimum Wages Act, 1948 ("**Minimum Wages Act**"), which came into force on March 15, 1948, is a foundational labour statute enacted to protect workers from exploitation by ensuring they receive a basic standard of pay that meets their subsistence needs. Its primary objective is to guarantee that every worker is paid at least the statutory minimum wage for their employment, thereby preventing unduly low wages and fostering social justice. Minimum Wages Act empowers both the Central and State Governments to fix, review, and revise minimum rates of wages for scheduled employments and groups of workers, taking into account the cost of living, the need for social security, and regional economic conditions.

The Payment of Wages Act, 1936: The Payment of Wages Act, 1936 ("**Payment of Wages Act**"), enacted on March 28, 1937, regulates the payment of wages for a certain class of workers. Payment of Wages Act applies to wages payable to an employed person in respect of a wage period if such wages for that wage period do not exceed INR 24,000/- (Indian Rupees Twenty-Four Thousand) per month or such other higher sum which shall be notified, from time to time. Its core objectives are to ensure wages are paid within prescribed timelines (within 7-10 working days depending on establishment size), restrict deductions to only those authorized under the Payment of Wages Act (such as fines, absence from duty, and court-ordered deductions), and provide a transparent mechanism for wage disbursement — payable in currency, cheque, or via bank transfer.

The Tamil Nadu Shops and Establishments Act, 1947: The Tamil Nadu Shops and Establishments Act, 1947 ("**TN S&E Act**"), governs the conditions of employment and work in shops, commercial establishments, and other establishments within the State of Tamil Nadu. It regulates working hours, weekly holidays, leave entitlements, wages, and maintenance of statutory registers and records. In case any company has its establishments in multiple States in India, respective State specific Shops and Establishment Act will also be relevant, if applicable.

The Industrial Disputes Act, 1947: The Industrial Disputes Act, 1947 ("ID Act") came into force on April 1, 1947. ID Act was enacted to secure industrial peace by providing a legal framework for the investigation and settlement of disputes between employers and employees in industrial establishments, including companies. Its primary objective is to promote harmonious employer-employee relations, prevent work stoppages, and ensure uninterrupted production while safeguarding workers' rights. It provides for various mechanisms like conciliation, arbitration, and adjudication, while also addressing issues like layoffs, retrenchment, and unfair labour practices.

Laws and Regulations Relating to Taxation

The Income Tax Act, 1961: The Income Tax Act, 1961 ("Tax Act") came into force on April 1, 1962. Tax Act is India's principal statute governing the levy, administration, and collection of direct taxes from any assessee, which includes a company. Tax Act aims to raise revenue for public expenditure while promoting equity and economic growth through progressive taxation, exemptions, deductions, and incentives. Tax Act seeks to balance the government's fiscal needs with taxpayers' ability to pay, enshrining the principles of fairness, neutrality, and transparency.

The Central Board of Direct Taxes, operating under the Department of Revenue in the Ministry of Finance, Government of India, is the primary governing body responsible for implementing and enforcing the provisions of the Tax Act.

The Goods and Services Tax Act, 2017: The Goods and Services Tax Act, 2017 ("GST Act") came into force on July 1, 2017. It is a comprehensive, destination-based consumption tax that replaced India's cascading indirect tax regime by subsuming multiple central and state levies into a single unified levy. Its aims to create a common national market by eliminating tax-on-tax, simplifying compliance, and enhancing transparency in the movement of goods and services across states. By integrating central excise duty, service tax, value-added tax, and several other levies, GST Act fosters ease of doing business and reduces transaction costs. Its main goal is to establish a single, efficient tax system that lowers tax rates, simplifies business processes, and fosters economic growth.

The Central Board of Indirect Taxes and Customs, under the Department of Revenue in the Ministry of Finance, is the primary governing body responsible for implementation and enforcement of the provisions of GST Act.

Laws and Regulations Relating to Product Liability

The Consumer Protection Act, 2019: The Consumer Protection Act, 2019 ("CP Act"), which came into force on July 20, 2020, was designed to safeguard consumer interests and provide a mechanism for the timely resolution of consumer disputes. It replaces the former Consumer Protection Act, 1986 and aims to address the evolving landscape of consumer markets, including e-commerce and online transactions. CP Act introduces the concept of product liability, holding manufacturers, sellers, and service providers accountable for defective products and services. Central Consumer Protection Authority (CCPA) is established as a primary governing body to regulate matters related to consumer rights, unfair trade practices, and misleading advertisements.

Laws and Regulations Relating to Biological Assets

The Marine Products Export Development Authority Act, 1972: The Marine Products Export Development Authority Act, 1972 came into force on July 12, 1972. This legislation establishes the Marine Products Export Development Authority ("MPEDA") and regulates the development and promotion of marine product exports from India. It empowers MPEDA to register exporters, prescribe standards for quality control, processing, storage and packaging of marine products, regulate export-oriented units and conduct inspections.

The Coastal Aquaculture Authority Act, 2005 *(read along with The Coastal Aquaculture Authority Rules, 2024 ("CAA Rules"))*: The Coastal Aquaculture Authority Act, 2005 ("CAA Act") came into force on December 22, 2005. This legislation establishes the Coastal Aquaculture Authority and regulates coastal aquaculture activities in India. It aims to ensure the orderly development of coastal aquaculture, prevent environmental degradation, protect coastal ecosystems, and safeguard the livelihoods of coastal communities. The CAA Act read with the CAA Rules also empower the Coastal Aquaculture Authority to prescribe guidelines and conditions for registration, regulate the establishment and operation of aquaculture farms, conduct inspections, issue directions, and take enforcement action against unauthorised or non-compliant operations.

OVERVIEW

Our history can be traced back to 2012 when we first commenced our operations by acquiring our first overseas factory in Vietnam. Since then, by leveraging our advanced agricultural technologies, extensive industry resources and deep market expertise, we have been providing comprehensive integrated solutions throughout the value chain of the husbandry industry, with our feed business as the foundation, empowering our customers to modernize husbandry practices and delivering sustainable value creation. Our primary markets span Asia (excluding East Asia), Africa and Latin America. According to Frost & Sullivan, in 2024, we were the second largest aquatic feed provider in Asia (excluding East Asia) in terms of production volume, with an output of 1.0 million tons of aquatic feed, and the third largest feed provider in Vietnam in terms of production volume, with an output of 1.7 million tons of feed products.

Through Corporate Reorganization, our Company was incorporated as an exempted company with limited liability in the Cayman Islands on September 17, 2025 as the holding company of our current businesses. See "— Corporate Reorganization". Upon completion of the Listing, our Group will continue focusing on offering feed, breeding and animal health businesses in Asia (excluding East Asia), Africa and Latin America, whilst HAID Group will principally operate feed, breeding and animal health businesses only in geographical regions other than the aforementioned regions, while also operating husbandry and food processing businesses globally. Therefore, following the completion of the Listing, our businesses will be separate and independent from the businesses of HAID Group.

OUR KEY MILESTONES

The following is a summary of our Group's key business development milestones:

Year	Milestone
2012	We acquired our first overseas factory in Vietnam for feed production, marking the starting point of our Group's substantive operations.
2017	We commenced our strategic expansion into the Indonesian market, marking a new phase in our strategic presence in Asia (excluding East Asia).
2019	Our first shrimp hatchery in Indonesia commenced operations, providing farmers with Breeding — Feed — Animal Health solution.
2019	We began our expansion into the Egyptian market, marking the commencement of our strategic presence in Africa.
2020	We entered into a cooperation partnership with Cherry Valley, providing local farmers with premium duck breeding products.
2021	Our specialized shrimp feed factory in Ecuador commenced operations, focusing on prime shrimp farming regions in Latin America.
2022	The local sales volume of our feed products in Vietnam exceeded 1 million tonnes.
2024	Our feed sales volume exceeded 2 million tonnes, establishing a mature and replicable systematic competitive advantage.

OUR MAJOR SUBSIDIARIES

During the Track Record Period, the following subsidiaries made a material contribution to our results of operation and financial position:

Name of subsidiary[1]	Place of incorporation	Date of incorporation	Principal business activities
PT. HAIDA AGRICULTURE INDONESIA ("**Haida Indonesia**")	Indonesia	September 13, 2017	Production and sales of poultry and aquatic feed products in Indonesia
THANG LONG (VINH LONG) BIOTECH CO. LTD. ("**Vinh Long Thang Long**")	Vietnam	January 9, 2019	Production and sales of aquatic feed products in Vietnam
VINH LONG HAI DAI CO., LTD. ("**Vinh Long Haid**")	Vietnam	September 10, 2018	Production and sales of aquatic and poultry feed products in Vietnam
SHENG LONG BIO-TECH INTERNATIONAL CO., LTD. ("**Sheng Long Biotech International**")[2]	Vietnam	April 28, 2008	Production and sales of aquatic feed products in Vietnam
HAI DUONG HAID COMPANY LIMITED ("**Hai Duong Haid**")	Vietnam	November 29, 2016	Production and sales of aquatic, livestock and poultry feed products in Vietnam
HAID (ECUADOR) FEED CIA. LTDA. ("**Haid (Ecuador)**")	Ecuador	August 10, 2017	Production and sales of aquatic feed products in Ecuador

Notes:

(1) In preparation for the Listing, each of the major subsidiaries as set out above has undergone transfer of equity interest as part of the Corporate Reorganization. As a result, each of the major subsidiaries was beneficially wholly owned by our Company upon completion of the Corporate Reorganization and as of the Latest Practicable Date. see "— Corporate Reorganization" for further details.

(2) On February 9, 2012, Sheng Long Biotech International was acquired by and consolidated into our Group.

MAJOR SHAREHOLDING CHANGES OF OUR COMPANY AND OUR MAJOR SUBSIDIARIES

Shareholding Changes of Our Company

Our Company was incorporated in the Cayman Islands as an exempted company with limited liability on September 17, 2025 as the holding company of our Group. The initial authorized share capital of our Company was US$50,000 divided into 500,000,000 Shares with a par value of US$0.0001. For subsequent major shareholding changes of our Company as part of the Corporate Reorganization, see "— Corporate Reorganization" below.

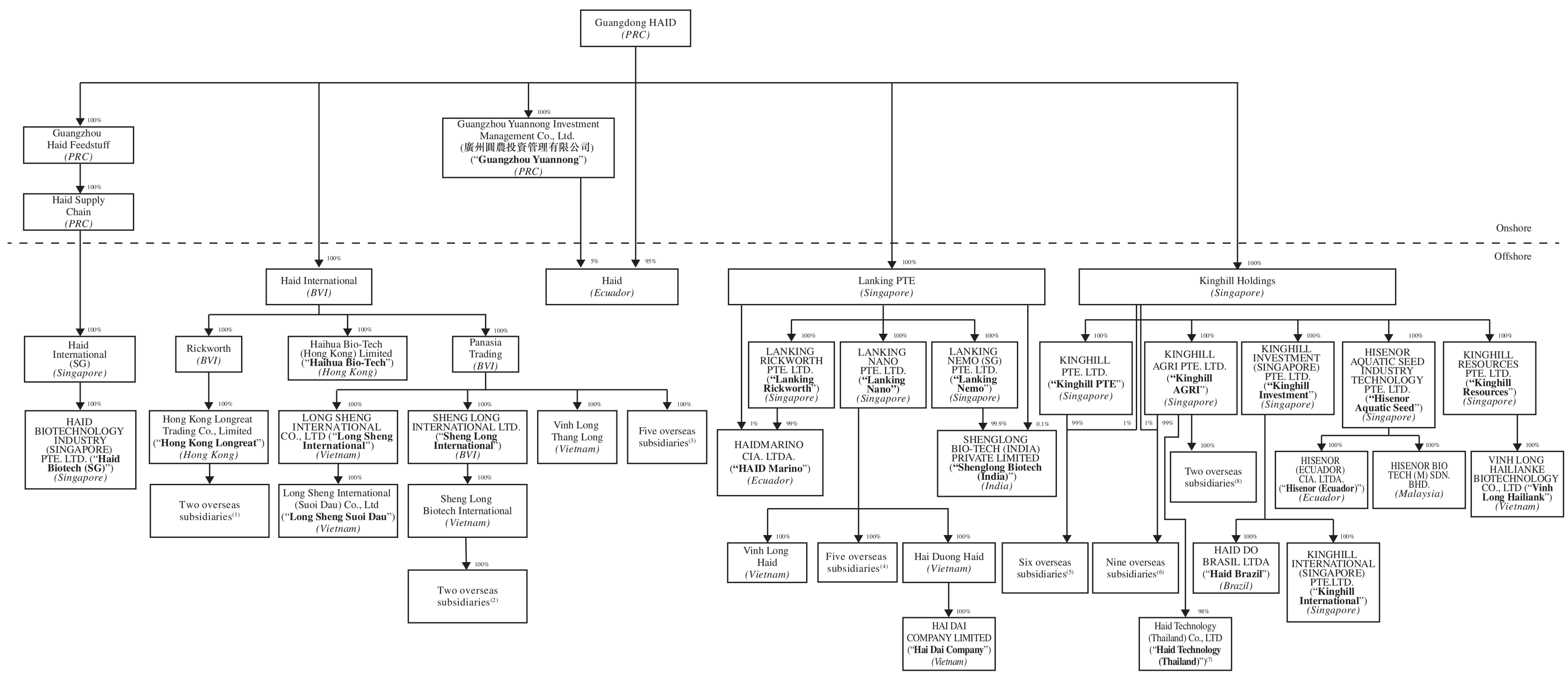
Shareholding Changes of Our Major Subsidiaries

For details of the changes in shareholding in our major subsidiaries, see "— Corporate Reorganization" below and "A. Further Information about Our Group — 3. Changes in the share capital of our subsidiaries" in Appendix IV.

CORPORATE REORGANIZATION

Corporate structure before the completion of the Corporate Reorganization

Since September 2025, we commenced the Corporate Reorganization in preparation for the Listing, whereupon our Company became the holding company of our Group and the listing vehicle. Immediately before the completion of the Corporate Reorganization, our simplified shareholding and corporate structure are as follows:



Notes:

(1) Prior to the Corporate Reorganization and as of the Latest Practicable Date, Hong Kong Longreat wholly owned two direct or indirect subsidiaries incorporated in Vietnam, namely, HAID FEED COMPANY LIMITED and DONG NAI HAID FARM COMPANY LIMITED.

(2) Prior to the Corporate Reorganization and as of the Latest Practicable Date, Sheng Long Biotech International wholly owned two overseas subsidiaries incorporated in Vietnam, namely, SHENG LONG BIO-TECH (TIEN GIANG) INTERNATIONAL CO., LTD ("**Sheng Long Biotech (Tien Giang)**") and SHENG LONG BIOTECH (HAI DUONG) INTERNATIONAL CO., LTD ("**Hai Duong Sheng Long**").

(3) Prior to the Corporate Reorganization and as of the Latest Practicable Date, Panasia Trading also wholly owned five other overseas subsidiaries incorporated in BVI, Malaysia and Vietnam, namely, Hisenor International Limited, KEMBANG SUBUR INTERNATIONAL LTD., NAMDUONG VIETNAM AQUATIC HATCHERY CO., LTD., SHENG LONG BIO TECH (M) SDN.BHD. and SHENG LONG AQUA TECHNOLOGY (M) SDN. BHD.

(4) Prior to the Corporate Reorganization and as of the Latest Practicable Date, Lanking Nano also wholly owned five other direct or indirect overseas subsidiaries incorporated in Vietnam and Cambodia, namely, BINH DINH HAI LONG CO., LTD, HISTAR VIETNAM AQUATIC BREEDING COMPANY LIMITED, CAMBODIAN HAIDA AGRICULTURE AND ANIMAL HUSBANDRY TECHNOLOGY CO., LTD., BINH PHUOC HAI LONG COMPANY LIMITED and MEKONG HAI LONG COMPANY LIMITED.

(5) Prior to the Corporate Reorganization, each of the six overseas subsidiaries, namely, Haid Egypt Co., Ltd ("**Haid Egpyt**"), Haid Egypt Aquatic Co., Ltd ("**Haid Egypt Aquatic**"), Haid 3 Egypt Technology Co., Ltd, ("**Haid Egypt Technology**"), HAIDA AGRICULTURAL AND TECHNOLOGY NIGERIA LIMITED ("**Haida Agricultural Nigeria**"), HAI HANG International Trade Nigeria Co., Ltd. ("**Hai Hang International**") and Tanzania Haid Company Limited ("**Tanzania Haid**"), located in Egypt, Nigeria and Tanzania, respectively, was owned as to 99% and 1% by Kinghill PTE and Kinghill Holdings, respectively.

(6) Prior to the Corporate Reorganization, each of the nine overseas subsidiaries, namely, Haida Indonesia, PT. HAIDA SURABAYA TRADING ("**HAID Surabaya**"), PT HISENOR TECHNOLOGY INDONESIA ("**Hisenor Indonesia**"), PT HAIDA BIOTECHNOLOGY INDONESIA ("**HAIDA Biotech**"), PT HISENOR GENETICS INDONESIA ("**Hisenor Genetics Indonesia**"), PT. HAILIANK TECHNOLOGY INDONESIA ("**Hailiank Technology**"), PT OCEAN DRAGON INDONESIA ("**Ocean Dragon Indonesia**"), HAID FEED BANGLADESH LIMITED ("**HAID Feed Bangladesh**") and Dachuan Biotechnology Co., Ltd. ("**Dachuan Biotech**"), located in Indonesia and Bangladesh, respectively, was owned as to 99% and 1% by Kinghill AGRI and Kinghill Holdings, respectively.

(7) Haid Technology (Thailand) was held as to 98% and 2% by Kinghill AGRI and Kinghill PTE, respectively.

(8) Kinghill AGRI wholly owned two overseas subsidiaries, namely, HAID AGRICULTURAL TECHNOLOGY MYANMAR COMPANY LIMITED ("**Myanmar Haid**") and LAOS HAID SOLE COMPANY LIMITED ("**Laos Haid**"), located in Myanmar and Laos, respectively.

We set out below the major steps of our Corporate Reorganization.

1. Incorporation of our Company

Our Company was incorporated as an exempted company with limited liability in the Cayman Islands on September 17, 2025 as the holding company of our Group. Upon incorporation, our Company has an authorized share capital of US$50,000 divided into 500,000,000 Shares with a par value of US$0.0001. On September 17, 2025, one Share was allotted and issued at par value to Mapcal Limited, the initial subscriber, and was subsequently transferred to Rickworth BVI. As a result, our Company became a wholly-owned subsidiary of Rickworth BVI.

2. Incorporation and shareholding changes of offshore holding companies

In order to streamline the shareholding structure of our Group's overseas business, we have effected the following incorporation and shareholding changes among our holding companies, details of which are set out below.

i. Singapore

On October 10, 2025, Haidea Holdings was incorporated as a private company limited by shares in Singapore with an issued share capital of US$10,000 divided into 10,000 shares, all of which have been allotted and issued to our Company. As a result, Haidea Holdings has been directly wholly owned by our Company.

From October to November 2025, we further effected the following equity transfers involving our holding companies incorporated in Singapore:

Target name	Percentage of shareholding interest acquired	Transferee	Transferor	Consideration/USD	Basis for determination of consideration	Completion date
Lanking Rickworth .	100.00%	Our Company	Lanking PTE	6,075,233.50 settled by a promissory note ("**Note A** ")	100% of the net asset value as reflected in its financial statements as of August 31, 2025	October 24, 2025
Kinghill Investment . . .	100.00%	Our Company	Kinghill Holdings	1.00	The net asset value as reflected in its financial statements as of October 31, 2025, which was negative	November 28, 2025
Kinghill International. . .	100.00%	Our Company	Kinghill Investment	1.00	The net asset value as reflected in its financial statements as of October 31, 2025, which was negative	November 28, 2025

Target name	Percentage of shareholding interest acquired	Transferee	Transferor	Consideration/USD	Basis for determination of consideration	Completion date
Lanking Nano . . .	100.00%	Our Company	Lanking PTE	130,064,551.39 settled by a promissory note ("**Note B**")	100% of the net asset value as reflected in its financial statements as of October 31, 2025	November 28, 2025
Kinghill AGRI . . .	100.00%	Our Company	Kinghill Holdings	139,420,230.36 settled by a promissory note ("**Note C**")	100% of the net asset value as reflected in its financial statements as of October 31, 2025	November 28, 2025
Kinghill PTE . . .	100.00%	Our Company	Kinghill Holdings	66,077,695.57 settled by a promissory note ("**Note D**")	100% of the net asset value as reflected in its financial statements as of October 31, 2025	November 28, 2025
Kinghill Resources .	100.00%	Our Company	Kinghill Holdings	2,357,512.52 settled by a promissory note ("**Note E**")	100% of the net asset value as reflected in its financial statements as of October 31, 2025	November 28, 2025
Hisenor Aquatic Seed	100.00%	Our Company	Kinghill Holdings	1.00	The net asset value as reflected in its financial statements as of October 31, 2025, which was negative	November 28, 2025
Lanking Nemo . . .	100.00%	Our Company	Lanking PTE	15,036,661.19 settled by a promissory note ("**Note F**")	100% of the net asset value as reflected in its financial statements as of October 31, 2025	November 28, 2025

ii. BVI

In December 2025, we effected the following equity transfers involving our holding companies incorporated in BVI:

Target name	Percentage of shareholding interest acquired	Transferee	Transferor	Consideration/USD	Basis for determination of consideration	Completion date
Panasia Trading . .	80.00%	Our Company	Haid International BVI	87,681,638.89 settled by a promissory note ("**Note G**")	100% of the net asset value as reflected in its financial statements as of October 31, 2025	December 16, 2025
Sheng Long International . . .	100.00%	Our Company	Panasia Trading	85,372,046.54 settled by a promissory note ("**Note H**")	100% of the net asset value as reflected in its financial statements as of October 31, 2025	December 15, 2025

iii. Hong Kong

In December 2025, we effected the following equity transfers involving our holding companies incorporated in Hong Kong:

Target name	Percentage of shareholding interest acquired	Transferee	Transferor	Consideration/USD	Basis for determination of consideration	Completion date
Haihua Bio-Tech . .	100.00%	Our Company	Haid International BVI	183,173.20 settled by a promissory note ("**Note I**")	The net asset value as reflected in its financial statements as of November 30, 2025	December 18, 2025
Hong Kong Longreat	100.00%	Our Company	Rickworth BVI	13,061,875.17 settled by a promissory note ("**Note J**")	The net asset value as reflected in its financial statements as of October 31, 2025	December 18, 2025

3. Transfer of certain overseas business into our Group

i. Vietnam

Upon completion of the aforementioned entire equity transfer of Lanking Nano, being our Singapore holding company, 100.00% equity interest of four Vietnam incorporated companies, namely Vinh Long Haid, BINH DINH HAI LONG CO.,LTD, Hai Duong Haid and Hai Duong Haid Breeding which were held by Lanking Nano, have been indirectly held by our Company since November 2025.

Upon completion of the aforementioned entire equity transfer of Kinghill Resources, being our Singapore holding company, 100.00% equity interest of Vinh Long Hailiank, a company incorporated in Vietnam, which was directly held by Kinghill Resources, has been indirectly held by our Company since November 2025.

Upon completion of the aforementioned transfer of the entire equity interest in Sheng Long International, a subsidiary of our Company, 100.00% equity interest of three companies incorporated in Vietnam, namely Sheng Long Biotech International, Sheng Long Biotech (Tien Giang) and Hai Duong Sheng Long, which were held by Sheng Long International, have been indirectly held by our Company since December 2025.

Upon completion of the aforementioned entire equity transfer of Panasia Trading, being our BVI holding company, 100.00% equity interest of four Vietnam incorporated companies, namely Long Sheng International, Vinh Long Thang Long, Long Sheng Saoi Dau and NAMDUONG VIETNAM AQUATIC HATCHERY CO.,LTD. which were held by Panasia Trading, have been indirectly held by our Company since December 2025.

ii. Indonesia

On December 1, 2025, PT. APEX POULTRY BREEDING ("**Poultry Breeding**") was incorporated under the laws of Indonesia with the registered share capital of IDR167,000,000,000. Upon incorporation, Poultry Breeding was held as to 1.00% and 99.00% by Haidea Holdings and Kinghill International, respectively, and was wholly owned by our Group.

Upon completion of the aforementioned transfer of the entire equity interest in Kinghill AGRI, being a subsidiary of our Company, 99.00% equity interest of seven companies incorporated in Indonesia, namely Haida Indonesia, HAID Surabaya, Hisenor Indonesia, HAIDA Biotech, Hisenor Genetics Indonesia, Hailiank Technology and Ocean Dragon Indonesia, which were directly held by Kinghill AGRI, have been indirectly held by our Company since November 2025.

In December 2025, we further effected the following equity transfers involving subsidiaries of our Group incorporated in Indonesia:

Target name	Percentage of shareholding interest acquired	Transferee	Transferor	Consideration/USD	Basis for determination of consideration	Completion date
Haida Indonesia	1.00%	Haidea Holdings	Kinghill Holdings	665,380.74	The net asset value as reflected in its financial statements as of October 31, 2025	December 27, 2025
HAID Surabaya	1.00%	Haidea Holdings	Kinghill Holdings	64,330.67	The net asset value as reflected in its financial statements as of October 31, 2025	December 27, 2025
Hisenor Indonesia	1.00%	Haidea Holdings	Kinghill Holdings	107,656.97	The net asset value as reflected in its financial statements as of October 31, 2025	December 27, 2025
HAIDA Biotech	1.00%	Haidea Holdings	Kinghill Holdings	236,615.00	The net asset value as reflected in its financial statements as of October 31, 2025	December 27, 2025
Hisenor Genetics Indonesia	1.00%	Haidea Holdings	Kinghill Holdings	34,600.00	Par value	December 27, 2025
Hailiank Technology	1.00%	Haidea Holdings	Kinghill Holdings	1,408.34	The net asset value as reflected in its financial statements as of October 31, 2025	December 27, 2025

iii. Ecuador

Upon completion of the aforementioned transfer of the entire equity interest in Lanking Rickworth, a subsidiary of our Company, 99.00% equity interest of HAID Marino, a company incorporated in Ecuador, which was directly held by Lanking Rickworth, has been indirectly held by our Company since October 2025.

Upon completion of the aforementioned transfer of the entire equity interest in Hisenor Aquatic Seed, a subsidiary of our Company, 100.00% equity interest of Hisenor (Ecuador), a company incorporated in Ecuador, which was directly held by Hisenor Aquatic Seed, has been indirectly held by our Company since November 2025.

We further effected the following equity transfers involving subsidiaries of our Group incorporated in Ecuador:

Target name	Percentage of shareholding interest acquired	Transferee	Transferor	Consideration/USD	Basis for determination of consideration	Completion date
Haid (Ecuador) . .	95.00%	Lanking Rickworth	Guangdong HAID	64,381,252.45	95.00% of the appraised enterprise value pursuant to the valuation report prepared by an independent valuer as of August 31, 2025	Prior to the Listing
	5.00%	Lanking Rickworth	Guangzhou Yuannong	3,388,486.97	5.00% of the appraised enterprise value pursuant to the valuation report prepared by an independent valuer as of August 31, 2025	Prior to the Listing
HAID Marino . . .	1.00%	Lanking Rickworth	Lanking PTE	65,000.00	1.00% of the net asset value of HAID Marino as reflected in its financial statements as of October 31, 2025	January 9, 2026

iv. India

Upon completion of the aforementioned transfer of the entire equity interest in Lanking Nemo, a subsidiary of our Company, 99.90% equity interest of Shenglong Biotech (India), a company incorporated in India, which was directly held by Lanking Nemo, has been indirectly held by our Company since November 2025.

v. Bangladesh

Upon completion of the aforementioned transfer of the entire equity interest in Kinghill AGRI, a subsidiary of our Company, 99.00% equity interest of two companies incorporated in Bangladesh, namely HAID Feed Bangladesh and Dachuan Biotech, which were directly held by Kinghill AGRI, have been indirectly held by our Company since November 2025.

vi. Egypt

Upon completion of the aforementioned transfer of the entire equity interest in Kinghill PTE, a subsidiary of our Company, 99.00% equity interest of three companies incorporated in Egypt, namely Haid Egypt, Haid Egypt Aquatic and Haid Egypt Technology, which were directly held by Kinghill PTE, have been indirectly held by our Company since November 2025.

In January 2026, we effected the following equity transfers involving subsidiaries of our Group incorporated in Egypt:

Target name	Percentage of shareholding interest acquired	Transferee	Transferor	Consideration/EGP	Basis for determination of consideration	Completion date
Haid Egypt	1.00%	Haidea Holdings	Kinghill Holdings	2,421,278	The registered share capital thereof	Prior to the Listing
Haid Egypt Aquatic	1.00%	Haidea Holdings	Kinghill Holdings	9,957,448	The registered share capital thereof	Prior to the Listing
Haid Egypt Technology . . .	1.00%	Haidea Holdings	Kinghill Holdings	20,000	The registered share capital thereof	Prior to the Listing

vii. Nigeria

Upon completion of the aforementioned transfer of the entire equity interest in Kinghill PTE, a subsidiary of our Company, 99.00% equity interest of two companies incorporated in Nigeria, namely Haida Agricultural Nigeria and Hai Hang International, which were directly held by Kinghill PTE, have been indirectly held by our Company since November 2025.

In December 2025, we effected the following equity transfers involving subsidiaries of our Group incorporated in Nigeria:

Target name	Percentage of shareholding interest acquired	Transferee	Transferor	Consideration/Nigerian Naira	Basis for determination of consideration	Completion date
Haida Agricultural Nigeria	1.00%	Kinghill PTE	Kinghill Holdings	18,084,800.00	Par value	Prior to the Listing
Hai Hang International. . .	1.00%	Kinghill PTE	Kinghill Holdings	1,000,000.00	Par value	Prior to the Listing

viii. Tanzania

Upon completion of the aforementioned transfer of the entire equity interest in Kinghill PTE, a subsidiary of our Company, 99.00% equity interest of Tanzania Haid, a company incorporated in Tanzania, which was directly held by Kinghill PTE, have been indirectly held by our Company since November 2025.

In December 2025, Haidea Holdings subscribed for 1.00% equity interest of Tanzania Haid, upon completion of which Tanzania Haid was wholly owned by our Company.

ix. Singapore

In November 2025, we effected equity transfer of 88.00% equity interest of Haid Biotech (SG) from Haid International (SG) to our Company at a consideration of USD1.00 determined based on the net asset value as reflected in its financial statements as of October 31, 2025 (being a negative number), which was completed on November 27, 2025.

Upon completion of the aforementioned entire equity transfer of our offshore holding companies, save for the aforementioned, companies incorporated in Cambodia, Malaysia, Myanmar, Thailand, Laos, Brazil and BVI, which were also held by our offshore holding companies, have been indirectly held by our Company. See corporate structure immediately after the completion of the Corporate Reorganization below for details.

4. Share Subdivision and Share Issuance by our Company

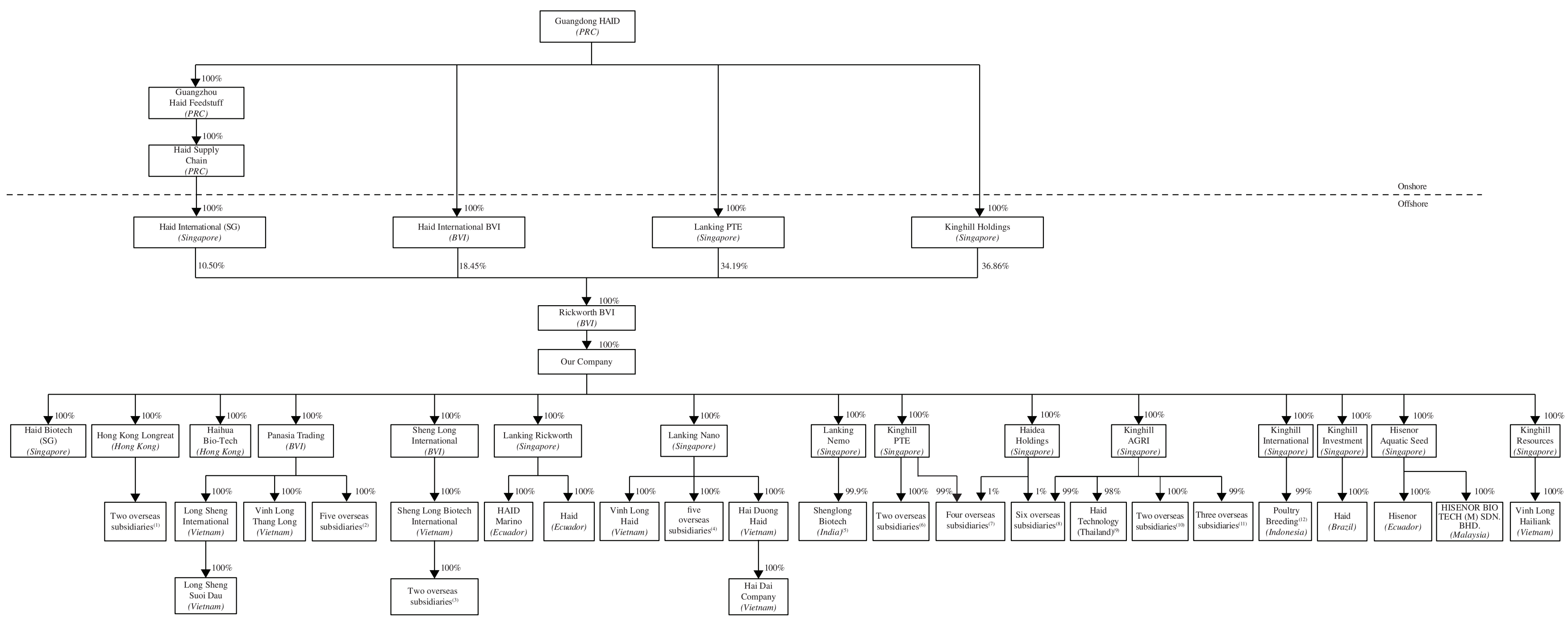
On December 23, 2025, our Shareholders resolved, among others, that each issued and unissued Share then of US$0.0001 par value be subdivided into four Shares of US$0.000025 par value each (the "**Share Subdivision**"). Upon completion of the Share Subdivision, the authorized share capital of our Company became US$50,000 divided into 2,000,000,000 Shares of par value of US$0.000025 each.

To set off the promissory notes issued by our Company for the purpose of the Corporate Reorganization, on December 23, 2025, 999,999,996 Shares were issued and allotted to Rickworth BVI, the sole Shareholder of our Company, a consideration of USD567,906,204.75 settled by cash and promissory notes (including Note A, Note B, Note C, Note D, Note E, Note F, Note G, Note H, Note I and Note J) (the "**Issuance**"). Upon completion of the Issuance, all promissory notes issued by our Company for the purpose of the Corporate Reorganization were set off, and 1,000,000,000 Shares were issued and fully paid-up and our Company remained wholly owned by Rickworth BVI.

As advised by our legal advisers as to the laws of Singapore, Cayman Islands, BVI, Indonesia, Ecuador, India and Egypt, the incorporation of our Company and the transfer of entities and businesses in connection with the Corporate Reorganization has been conducted in compliance with applicable laws and regulations of Singapore, Cayman Islands, BVI, Indonesia, Ecuador, India and Egypt in all material aspects and has been legally completed.

Corporate structure upon completion of the Corporate Reorganization

Immediately after the completion of the Corporate Reorganization, our simplified shareholding and corporate structure is as follows:



Notes:

(1) Hong Kong Longreat wholly owns two companies incorporated in Vietnam, namely, HAID FEED COMPANY LIMITED and DONG NAI HAID FARM COMPANY LIMITED.

(2) Panasia Trading also wholly owns five other overseas subsidiaries incorporated in BVI, Malaysia and Vietnam, namely, Hisenor International Limited, KEMBANG SUBUR INTERNATIONAL LTD., NAMDUONG VIETNAM AQUATIC HATCHERY CO., LTD., SHENG LONG BIO TECH (M) SDN.BHD. and SHENG LONG AQUA TECHNOLOGY (M) SDN. BHD.

(3) Sheng Long Biotech International wholly owns two overseas subsidiaries incorporated in Vietnam, namely, Sheng Long Biotech (Tien Giang) and, Hai Duong Sheng Long.

(4) Lanking Nano also wholly owns five other overseas subsidiaries incorporated in Vietnam and Cambodia, namely, BINH DINH HAI LONG CO., LTD, HISTAR VIETNAM AQUATIC BREEDING COMPANY LIMITED, CAMBODIAN HAIDA AGRICULTURE AND ANIMAL HUSBANDRY TECHNOLOGY CO., LTD., BINH PHUOC HAI LONG COMPANY LIMITED and MEKONG HAI LONG COMPANY LIMITED.

(5) Shenglong Biotech (India) is owned as to 99.9% and 0.1% by Lanking Nemo, a wholly owned subsidiary of our Company, and Lanking PTE, a member of our Controlling Shareholders Group upon completion of the Corporate Reorganization, respectively.

(6) Each of the two overseas subsidiaries, namely, Haida Agricultural Nigeria and Hai Hang International, both located in Nigeria, is wholly owned by Kinghill PTE, a wholly owned subsidiary of our Company.

(7) Each of the four overseas subsidiaries, namely, Haid Egpyt, Haid Egypt Aquatic, Haid Egypt Technology and Tanzania Haid, located in Egypt and Tanzania, respectively, is owned as to 99% and 1% by Kinghill PTE and Haidea Holdings, respectively, each a wholly owned subsidiary of our Company.

(8) Each of the six overseas subsidiaries, namely, Haida Indonesia, HAID Surabaya, Hisenor Indonesia, HAIDA Biotech, Hisenor Genetics Indonesia and Hailiank Technology, located in Indonesia, respectively, was owned as to 99% and 1% by Kinghill AGRI and Haidea Holdings, respectively, each a wholly owned subsidiary of our Company.

(9) Haid Technology (Thailand) was held as to 98% and 2% by Kinghill AGRI and Kinghill PTE, respectively.

(10) Kinghill AGRI also wholly owns two overseas subsidiaries, namely, Myanmar Haid and Laos Haid, located in Myanmar and Laos, respectively.

(11) Each of the three overseas subsidiaries, namely, Ocean Dragon Indonesia, HAID Feed Bangladesh and Dachuan Biotech, located in Indonesia and Bangladesh, respectively, was owned as to 99% and 1% by Kinghill AGRI, a wholly owned subsidiary of our Company, and Kinghill Holdings, a member of our Controlling Shareholders Group upon completion of the Corporate Reorganization, respectively.

(12) Poultry Breeding is owned as to 99% and 1% by Kinghill International and Haidea Holdings, respectively, each a wholly owned subsidiary of our Company.

MAJOR ACQUISITIONS, DISPOSALS AND MERGERS

We had not carried out any major acquisitions as required to be disclosed under Rule 4.05A of the Listing Rules, disposals or mergers during the Track Record Period and up to the Latest Practicable Date. Save as disclosed above in "— Corporate Reorganization", throughout the Track Record Period and as of the Latest Practicable Date, our Group did not conduct any major acquisitions, mergers or disposals.

PUBLIC FLOAT AND FREE FLOAT

Public float

As Rickworth BVI is our sole direct Shareholder as of the Latest Practicable Date and therefore a core connected person of our Company, the Shares held by Rickworth BVI will not be counted towards the public float for the purpose of Rule 8.08 of the Listing Rules. Accordingly, upon completion of the [**REDACTED**] (assuming the [**REDACTED**] is not exercised), [**REDACTED**] Shares, representing approximately [**REDACTED**]% of the issued Shares of our Company, will be counted towards the public float of our Company upon Listing. The prescribed percentage of Shares required to be held in public hands is the higher of (i) the percentage that would result in the expected market value of such securities in public hands to be [**REDACTED**] at the time of Listing, and (ii) [**REDACTED**]%, under Rule 8.08(1) (based on the low-end, mid point or high-end of the indicative [**REDACTED**] Range). Therefore, our Company will be able to meet the minimum public float requirements under Rules 8.08 of the Listing Rules.

Free Float

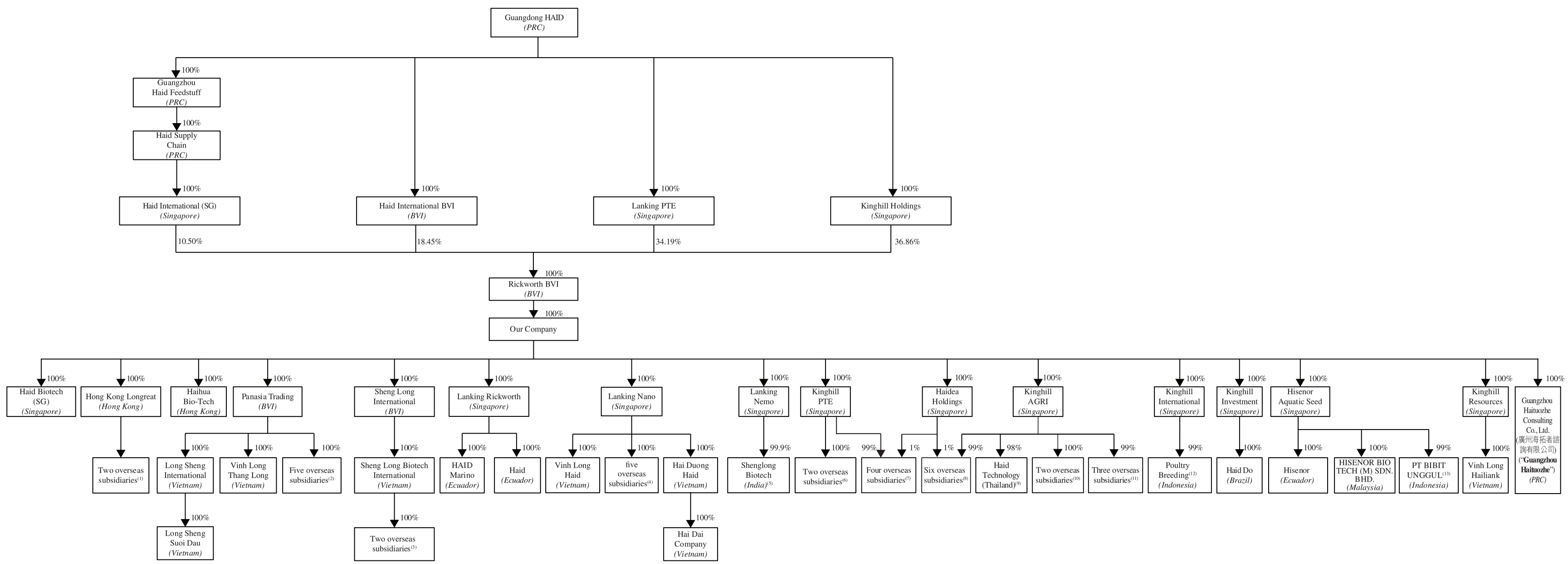
Rule 8.08A of the Listing Rules provides that, there must be sufficient shares for which listing is sought by a new applicant that are held by the public and available for trading upon listing. This will normally mean that the portion of the class of shares for which listing is sought that are held by the public and not subject to any disposal restrictions (whether under contract, the Listing Rules, applicable laws or otherwise), at the time of listing, must: (1) represent at least 10% of the total number of issued shares in the class of shares for which listing is sought (excluding treasury shares), with an expected market value at the time of listing of not less than HK$50,000,000; or (2) have an expected market value at the time of listing of not less than HK$600,000,000.

On the basis that (i) no [**REDACTED**] will be allocated under the [**REDACTED**] to any core connected person of our Company or person which is not regarded as a member of the public under Rule 8.24 of the Listing Rules, (ii) all Shares to be issued to the cornerstone investors (if any) are subject to a lock-up period of six months following the Listing Date, and based on a minimum [**REDACTED**] of HK$[**REDACTED**] per Share, our Company is expected to satisfy the free float requirement under Rule 8.08A of the Listing Rules.

CORPORATE STRUCTURE

Corporate structure before the [REDACTED]

The following chart sets forth the simplified shareholding and beneficial ownership structure of our Group as of the Latest Practicable Date and immediately prior to the completion of the [**REDACTED**]:



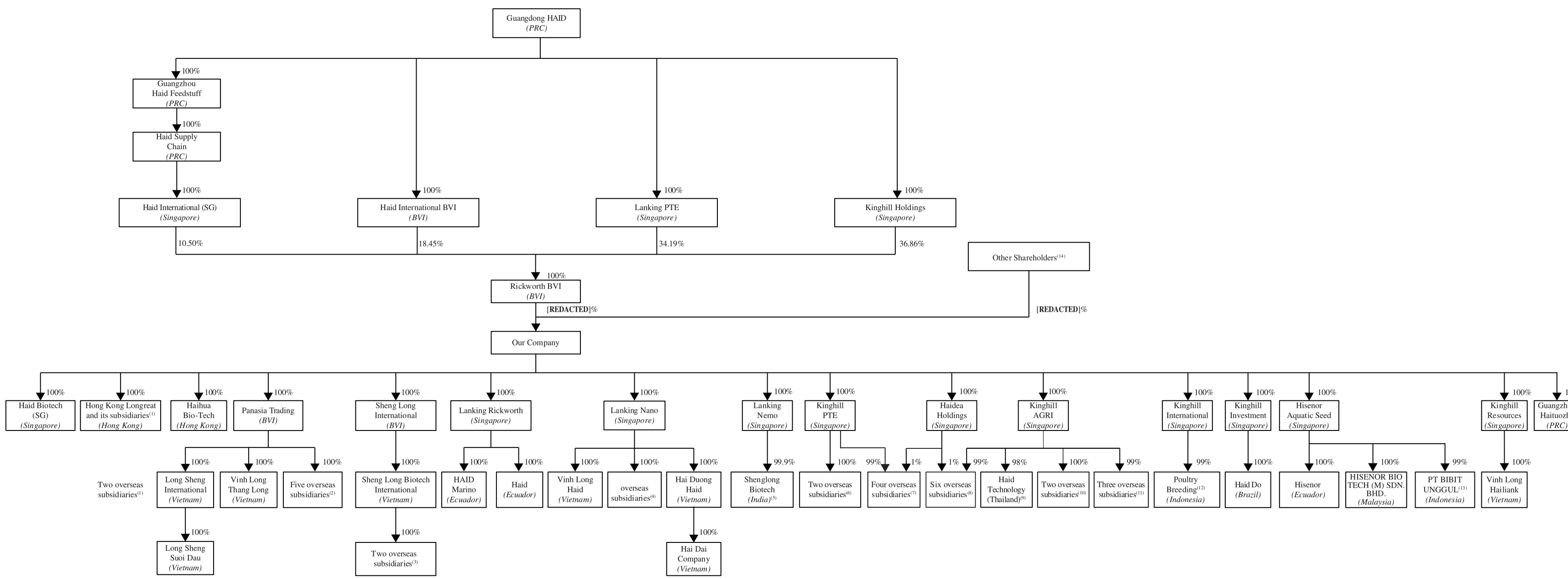
Notes:

(1) – (12): Please refer to the corresponding notes (1) to (12) under the corporate chart as set out in "— Corporate Reorganization — Corporate structure upon completion of the Corporate Reorganization".

(13) PT BIBIT UNGGUL is owned as to 99% and 1% by Hisenor Aquatic Seed and Haidea Holdings, respectively, each a wholly owned subsidiary of our Company.

Corporate structure immediately following the [REDACTED]

The following chart sets forth the simplified shareholding and beneficial ownership structure of our Group immediately following the completion of the [**REDACTED**]:



Notes:

(1) – (13): Please refer to the corresponding notes (1) to (13) under the corporate chart as set out in "— Corporate Structure — Corporate structure before the [**REDACTED**]".

(14): Other Shareholders are primarily the Shareholders subscribing for the [**REDACTED**].

OVERVIEW

Mission

Empowering agriculture with technology.

Vision

To become a global leading technology-driven agricultural enterprise.

Who We Are

We are a technology-driven global agricultural company with a demonstrated track record of rapid growth. With our core competitive advantages in technology, products and services, we provide comprehensive integrated solutions throughout the value chain of the husbandry industry, with our feed business as the foundation. Our primary markets are Asia (excluding East Asia), Africa and Latin America. Leveraging our advanced agricultural technologies, extensive industry resources and deep market expertise, we empower customers to modernize husbandry practices and deliver sustainable value creation. According to Frost & Sullivan, in 2024, we were the second largest aquatic feed provider in Asia (excluding East Asia) in terms of production volume, with an output of 1.0 million tons of aquatic feed, and the third largest feed provider in Vietnam in terms of production volume, with an output of 1.7 million tons of feed products.

Our Business

Our business addresses a broad spectrum of needs across the agricultural industry through an integrated suite of products and services covering feed, breeding and animal health. We offer specialized products based on rigorous research and development, along with integrated support for localized husbandry and operational efficiency.

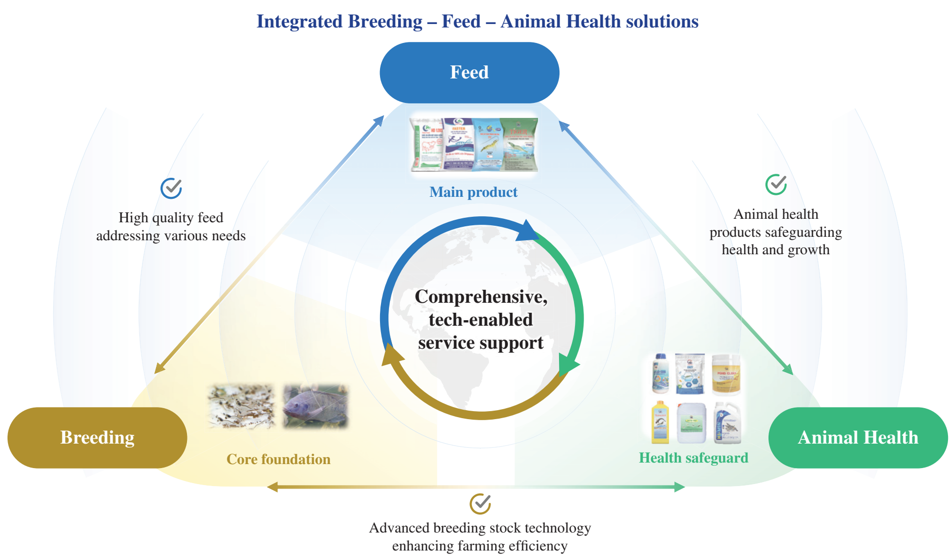
- ***Feed Business***: Feed is our main product. We offer scientifically formulated feed designed to enhance animal health and improve animal protein production efficiency. Tailored to regional dietary requirements and environmental conditions, our feed products are supported by our technical husbandry services, which help our customers maximize returns from their livestock and aquaculture operations.

- ***Breeding Business***: Our products are underpinned by advanced broodstock selection and management. We are committed to breeding fish and shrimp fry products with improved disease resistance, faster growth rates and greater feed efficiency. These improvements enhance productivity and sustainability for customers.

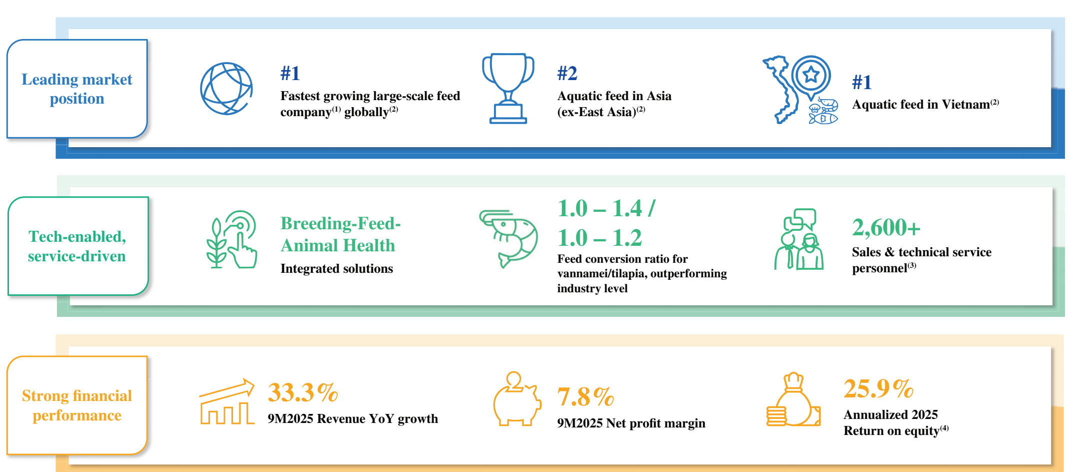
- ***Animal Health Business***: We provide animal health solutions, including environmental conditioners and animal healthcare products such as immune enhancers. Our products are developed to address the diverse health and environmental needs of aquaculture and livestock operations, providing targeted solutions that optimize animal growth, well-being and husbandry efficiency.

Our Breeding-Feed-Animal Health Solutions

Leveraging natural synergies among our businesses, we have developed comprehensive solutions along the value chain, integrating advanced breeding stock, high-quality feed products and animal health solutions. In addition to our product offerings, we also deliver technical training and ongoing support services to farmers. Our technical service team work directly with customers to demonstrate best practices for product application, provide on-site guidance throughout the husbandry cycle, and offer continuous consultation to address operational challenges such as disease management and environmental vulnerabilities. By combining our products with dedicated farmer education and long-term technical assistance, we deliver comprehensive integrated solutions tailored to different farming models and specific customer needs.



Our key business highlights are set out below:



Notes:

(1) Annual production volume exceeding 1 million tons, according to Frost & Sullivan.

(2) In 2024 based on production volume.

(3) As of September 30, 2025.

(4) Return on equity is calculated as profit attributable to owners of the parent for the period divided by average equity attributable to owners of the parent then multiplied by 100%. For the nine months ended September 30, 2025, the ratio is annualized by multiplying by 365 days divided by 270 days.

We are guided by an experienced management team with substantial industry expertise and global vision. We have deep R&D resources, strong brand value and operational know-how. As a result, we are well positioned to upscale our operations and capture market share in key regions. We have established a systematic three-tier R&D platform integrating industry research, localized implementation and end-user focus, enabling us to achieve technological breakthroughs and rapid product innovation tailored to regional requirements. Our standardized operational framework, encompassing procurement, R&D market services and digitalized operations, is highly scalable and allows us to rapidly expand across product categories and geographic markets. Leveraging our dual-procurement model and formulation innovation, we maintain procurement costs below industry averages while achieving superior gross profit margins, according to Frost & Sullivan. Our localized service network, comprising over 100 service stations and over 2,600 sales and technical service personnel, including approximately 400 personnel focused on technical service as of September 30, 2025, ensures deep market penetration and strong customer relationships in husbandry communities.

Committed to sustainable growth, innovation and value creation, we aim to become a globally influential agricultural enterprise. Our strategic focus centers on expanding and optimizing production capacity, deepening market penetration in core regions and driving product innovation tailored to local market needs. Through continuous refinement of our products and solutions, we seek to deliver enhanced outcomes for our customers while supporting profitability growth and sustainable development across our global operational footprint.

Our Historical Performance

Our ongoing expansion into emerging markets, broadening of our product and service portfolio, and deepening relationships with customers have driven remarkable growth in revenue and profitability. In 2023, 2024, and the nine months ended September 30, 2024 and 2025, our total revenue amounted to RMB9,024.9 million, RMB11,417.1 million, RMB8,386.8 million and RMB11,177.4 million, respectively, representing year-on-year growth of 26.5% in 2024 and 33.3% in the nine months ended September 30, 2025. For the same periods, our gross profit amounted to RMB1,168.3 million, RMB1,730.1 million, RMB1,274.3 million and RMB1,873.8 million, respectively, representing a year-on-year growth of 48.1% in 2024 and 47.0% in the nine months ended September 30, 2025. In 2023, 2024 and the nine months ended September 30, 2024 and 2025, our gross profit margin was 12.9%, 15.2%, 15.2% and 16.8%, respectively. Through targeted investments in research, production and geographic reach, we remain committed to delivering robust, sustainable financial results and supporting the long-term development of our customers.

OUR COMPETITIVE STRENGTHS

A technology-driven, fast-growing global leading agriculture company, with a focus on feed products, positioned in high-capacity, high-potential markets

In 2023, 2024 and the nine months ended September 30, 2024 and 2025, our feed sales volume reached 1.7 million tons, 2.4 million tons, 1.7 million tons and 2.5 million tons, respectively, representing year-over-year growth rates of 38.4% in 2024 and 47.4% in the nine months ended September 30, 2025. According to Frost & Sullivan, we were the fastest-growing large-scale global feed company in 2024 and for the nine months ended September 30, 2025 in terms of feed production volume. In 2023, 2024 and the nine months ended September 30, 2024 and 2025, our gross profit margin was 12.9%, 15.2%, 15.2% and 16.8%, respectively. As of December 31, 2025, our annual production capacity was approximately 4.8 million tons, supported by 17 production bases located in six countries across the globe.

We strategically focus on three core regions as our primary markets: Asia (excluding East Asia), Africa and Latin America. These regions feature rapid economic growth and strong demand for feed product. According to Frost & Sullivan, feed market sizes in 2024 were 163.2 million tons, 57.8 million tons and 198.4 million tons in Asia (excluding East Asia), Africa and Latin America, respectively, in terms of feed production volume, and are expected to record a CAGR of 4.4%, 3.9% and 3.5%, respectively, from 2025 to 2029. The total size of feed market in these regions, in terms of feed production volume, grew steadily from 370.2 million tons in 2020 to 419.4 million tons in 2024, which is expected to further increase to 507.1 million tons by 2029.

The following table sets forth the primary market highlights demonstrating our market position and growth performance across three core regions.

Key Highlights	Asia (excluding East Asia)	Africa	Latin America
Feed Market Size (2029E)	202.1 million tons	70.0 million tons	235.0 million tons
Feed Market CAGR (2025-2029)*Note*	4.4%	3.9%	3.5%
Our Year-on-year Production Volume Growth Rate (2024 vs 2023)	30.0%	560.3%	44.5%

Note: Based on feed production volume, according to Frost & Sullivan.

We have strategically selected Vietnam, Indonesia, Ecuador and Egypt as entry points for the aforementioned core regions. We have rapidly gained market share and established strong market positions through our integrated service offerings, high-quality products and efficient operations. According to Frost & Sullivan, Vietnam and Indonesia were the second and third largest markets in Asia (excluding East Asia) in terms of feed production volume, accounting for 15.8% and 13.5% of the Asian (excluding East Asia) feed market size in 2024, respectively. In 2024, we ranked third in the feed markets of Vietnam in terms of feed production volume, with a market share of 6.7%. Feed industry concentration in Vietnam and Indonesia is expected to increase, with the total market share of the top five market players in each of the market growing from 47.0% and 66.3% in 2024 to 60.5% and 78.5% in 2029, respectively. We utilize these core markets as hubs for expansion into adjacent countries, enabling us to rapidly replicate our proven operational models and further expand our global footprint. This expansion model has proven highly successful and was effectively validated during the Track Record Period. In our primary markets, where feed market size (by production volume) in 2029 is approximately 507.1 million tons and demand in emerging markets continues to grow, our sales volume of feed products amounted to approximately 2.4 million tons in 2024. Notwithstanding the high year-on-year growth in our sales volume during the Track Record Period, our market share remains relatively modest. Leveraging our systematic R&D platform and operational capabilities, we believe we are well positioned to sustain relatively high sales volume growth going forward.

Established core competitive advantages across the entire aquatic husbandry value chain, anchored by aquatic feed

Aquatic feed products serve as high-quality protein sources with strong industry growth potential and attractive profit margins. Leveraging our R&D capabilities and our extensive operating experience, we develop and implement industry-leading aquatic feed technologies through localized adaptation. This enables us to deliver aquatic feed products with quality that exceeds industry standards. For example, our tilapia fish feed products and vannamei shrimp feed products achieved feed conversion ratios of 1.0 to 1.2 and 1.0 to 1.4, respectively, outperforming industry benchmarks. For example, our tilapia feed products produced in Egypt use plant proteins and locally sourced raw materials selected to align with the nutritional requirements of Nile tilapia, increasing the production performance of the local farmers. As of September 30, 2025, we had cooperated with approximately 50 local demonstration farms, where the average feed conversion ratios recorded have been better than the levels we are aware of from other local farms not using our feed products. Our industry-leading profitability is particularly pronounced in the aquatic feed sector. In 2023, 2024 and the nine months ended September 30, 2024 and 2025, our aquatic feed products accounted for 68.0%, 66.0%, 66.6% and 67.2% of our total revenue, contributing to 77.5%, 75.7%, 75.8% and 80.3% of total gross profit, respectively.

We have successfully implemented an integrated service value chain strategy in our aquatic feed business. Building on our aquatic feed products as the core, we provide integrated breeding-feed-animal health solutions that combine advanced breeding stock, high-quality feed products and animal health solutions and technical support services. By providing solutions to farmers, we enhance husbandry efficiency and support the sustainable development of husbandry communities. Our integrated solutions have resulted in strong customer relationships. According to Frost & Sullivan, in terms of production volume we ranked second in 2024 in the aquatic feed markets of Asia (excluding East Asia), and we ranked first in Vietnam's aquatic feed market with a market share of 19.2%.

Our success in aquatic feed business in key markets allows us to further expand our product portfolio to full-category feeds across aquatic feed, poultry feed, swine feed and others. This enables us to address diverse protein demand across our target markets and to mitigate single-protein concentration risk. We have established a comprehensive product matrix and demonstrated capabilities across all feed categories achieving rapid sales growth. For the nine months ended September 30, 2025, our aquatic feed, poultry feed and swine and others feed sales volumes achieved growth rates of 48.3%, 47.0% and 43.9%, respectively, compared to the corresponding period in the previous year. Building on the competitive advantages accumulated in our aquatic feed products, we are extending our core strengths across the value chain to livestock and poultry feed products, including through the development of our integrated breeding-feed-animal health solutions, further strengthening our overall competitive position across feed categories.

Leveraging our systematic R&D platform to drive industry advancement through technology implementation

Technology serves as the foundation of our business. Despite the relatively slow pace of technological innovation in the traditional husbandry industry, we pursue a technology-driven strategy to build core product capabilities. Through establishing a systematic R&D platform, assembling a professional research team, and continuously increasing R&D investment, we achieve technology implementation across the entire value chain, including breeding, feed formulations and animal health products. This technology integration creates additional value for farmers and strengthens our competitive advantages.

We have established a three-tier R&D system comprising basic research, R&D localization, and end-user focus that integrates industry research with localized implementation to foster sustainable innovation.

- ***Tier One — Basic Research:*** We have established research system and integrating regional market industry research and conduct real-time tracking of industry trends to provide technical support for global markets, including procurement strategy optimization, formulation innovation and breeding development. We focus on animal nutrition and feed research, animal breeding research, animal health research and forward-looking technology innovation with an emphasis on breeding advancement projects and precision nutrition projects. We have built globally leading animal protein research capabilities covering different categories of animal protein. Benefiting from data accumulated across the years regarding nutritional requirements for various animal species at different growth stages and under different environmental conditions, we are able to design precision feed formulations for each feed category.

- ***Tier Two — R&D Localization:*** For each of our key markets, we conduct targeted R&D for feed formulations, breeding stock and animal health products based on local farming models, husbandry species, environmental conditions and demand characteristics. For example, we have developed local raw material substitution technologies to reduce dependence on certain ingredients, such as rice bran in Vietnam and Indonesia, and fish solubles in Vietnam. We also conduct localized breeding R&D to develop varieties optimized for regional conditions, including native tilapia strains in Egypt.

- ***Tier Three — End-User Focus:*** Focusing on the needs of farmers, we enhance husbandry efficiency through technical optimization to create additional value. Our service stations and service teams maintain local presence, focusing on advancing local farming models. Based on husbandry animal species, specifications, density, husbandry requirements, market conditions and comprehensive costs, we collect real feedback from local farmers and expand from single products to solutions, continuously promoting farming model optimization and innovation. Insights and practical experience gathered by our service stations and service teams are fed back into our Tier One and Tier Two R&D systems, enabling a integrated, three-tier collaborative framework that drives continuous improvement across the entire R&D value chain.

Our comprehensive R&D platform and market insights, integrated with our breeding-feed-animal health solutions, enable us to achieve technological breakthroughs and localized implementation.

Our sustained R&D investment and research personnel accumulation are core to continuously producing high-quality products and rapidly capturing markets. In 2023 and 2024, our cumulative R&D expenses reached RMB97.9 million. During the nine months ended September 30, 2025, our R&D expenses increased by 25.8% compared to the same period in the previous year. As of September 30, 2025, we had established R&D centers in Vietnam, Indonesia and Egypt, and a R&D team of approximately 400 members. Our R&D efforts have delivered substantial achievements. As of September 30, 2025, we had launched multiple fry products including vannamei and red tilapia. We had established nutritional databases covering various species of livestock and poultry such as layer chicken, broiler duck, as well as aquatic species such as vannamei, tilapia, snakehead fish and climbing perch.

Delivering comprehensive value chain solutions to address the core needs of farmers

With our feed business as our core foundation, we have developed integrated breeding-feed-animal health solutions covering breeding stock, feed and animal health products. This approach transforms our positioning from a feed-only supplier to an integrated solution provider delivering products, farming models, and end-to-end services that address the full-cycle needs of farmers. In our primary markets, we are among the first companies in the industry to develop and implement integrated breeding-feed-animal health solutions, according to Frost & Sullivan. We strive to address farmers' primary challenges including high costs, low survival rates, extended growth cycles and suboptimal husbandry environments. This integrated model helps customers reduce costs and improve efficiency while enhancing product competitiveness, creating differentiated technical barriers that drive feed product demand growth and market share expansion.

Integrated breeding-feed-animal health solution framework

- ***Breeding****:* Breeding stock serves as a core foundation of the husbandry industry value chain. We have developed globally leading breeding technology and cultivated multiple new varieties characterized by accelerated growth rates and enhanced disease resistance:

  – In aquaculture, we have established specialized shrimp breeding platforms in Vietnam, Indonesia, India and Ecuador, enabling us to customize shrimp fry strains according to diverse husbandry environments. Our shrimp fry products have achieved strong market acceptance. In Vietnam, farmers using our shrimp fry products have achieved adult shrimp specifications of approximately 28 pieces per kilogram and yields of up to seven kilograms per square meter within an 81-day husbandry cycle, outperforming industry peers, according to Frost & Sullivan.

  – In poultry, we entered into a strategic joint venture with UK-based Cherry Valley, which allows us to secure exclusive access to their leading duck breeding varieties in Vietnam and Indonesia. Through this partnership, we work with the Cherry Valley to optimize farming practice and supporting solutions, helping to achieve reduced time to market and accelerated weight gain compared to industry peers, which has been well recognized by farmers. Cherry Valley has established over 30 broiler duck breeding bases in Vietnam, with its Cherry Valley broiler duck stock achieving over 45% market share in Vietnam, ranking first in the market.

- ***Feed****:* We focus on protein formulation research, directly translating R&D achievements into feed product competitiveness to enhance customer husbandry outcomes. For instance, in Binh Dinh, Vietnam, our Hai Long duck feed has demonstrated improved husbandry outcomes compared to typical local levels, with ducks reaching the same final weight approximately three to four days earlier, or achieving a higher per bird final weight of approximately more than 0.3 kilograms over a similar rearing period. Through formulation innovation supported by fundamental research, we achieve dual improvements in husbandry effectiveness and cost optimization.

- ***Animal Health:*** We have developed animal health products including environmental conditioners and animal healthcare products such as immune enhancers for various species throughout their life cycles, enabling farmers to improve husbandry environments and enhance overall operational efficiency. As of September 30, 2025, we had launched more than 20 animal health products. To address water quality challenges in Vietnam, we provide farmers with *Aqua Chip* and other specialized animal health products that use active bacteria to purify water, supporting healthy, safe and controlled husbandry processes.

Building upon our integrated breeding-feed-animal health solutions, we provide husbandry support service, delivering product and service support throughout the entire husbandry cycle to help customers achieve successful and profitable outcomes. We develop customized farming models for customers, providing model design such as stocking density optimization, species combination strategies, and water quality and disease management protocols tailored to our customer's operating conditions. These farming models also create synergies across our businesses by aligning our solutions with different husbandry regions, environmental conditions and husbandry methodologies.

We have established a global service network. As of September 30, 2025, we had deployed over 100 service stations in husbandry-intensive regions and built a technical service team network of approximately 400 personnel, providing localized husbandry technical services based on regional characteristics. For example, as of September 30, 2025, we had established 35 regional service centers in Vietnam, maintaining deep rural presence to provide product consultation and technical guidance to farmers. Our service-driven solutions significantly expand our customer base and enhance customer retention. As of December 31, 2023, 2024 and September 30, 2025, our customer numbers reached 5,587, 7,099 and 8,307, respectively.

Highly replicable transnational localized operation capabilities

We have established a mature operational framework supported by technological R&D capabilities, integrating advanced product development, efficient supply chain management and comprehensive service systems to enable continuous expansion across product categories and geographic regions. Horizontally, we replicated our success in aquatic feed to other categories including poultry feed and swine feed. Vertically, we have completed comprehensive value chain integration from feed to breeding stock, animal health products and technical services for aquatic business. We possess strong cross-region operational competence leveraging deep local market know-how. We have successfully replicated our proven experience in the Vietnam market across Asia (excluding East Asia) and further expanded to Africa and Latin America. Our production base in Ecuador at close to full production capacity within its first year of operation and quickly built a strong position in the local aquatic feed sector.

Our standardized operational framework constitutes the foundation of our business replication capabilities. We have established an integrated framework covering procurement, R&D and procurement coordination, market services and internal operations, which enables rapid market responsiveness through cross-functional coordination, elevates supply chain efficiency to industry-leading standards and facilitates the swift replication of our proven competitive model across new markets.

- ***Procurement:*** We have established a dual-procurement model that integrates group-level commodity research with localized market sourcing. Our headquarters' raw material procurement research division conducts research on bulk commodities and provides strategic recommendations to regional operations, while each market conducts procurement activities based on local sourcing capabilities and husbandry requirements. This dual-procurement model leverages both the economies of scale inherent in bulk raw material procurement and the agility of regional sourcing operations.

  Leveraging our efficient procurement mechanism and formulation innovation supported by our fundamental research capabilities, our procurement competitiveness continues to strengthen. Our average procurement prices for key raw materials, including corn, soybean meal and fish meal, are below the industry average, and our gross profit margins exceed industry standards, according to Frost & Sullivan.

- ***R&D and Procurement Coordination***: Integrating research and procurement, we leverage our proprietary raw material assessment system and database to dynamically optimize formulations based on local raw material availability, cost structures and husbandry conditions. This enables us to iterate region-specific formulations as needed, with the aim of helping customers manage feed costs and support improved husbandry outcomes. By collecting real-time cost information from the procurement side and demand feedback from the market side, we continually pursue the most suitable formulation combinations for animals and flexibly adjust raw material combinations to achieve optimal costs while ensuring product quality.

- ***Market Services***: We operate service stations and sales and services team deeply embedded in husbandry communities to gather customer needs and market insights. Insights are then efficiently communicated to guide the formulation and product teams. We simultaneously track husbandry processes closely, feeding back information on fish and shrimp growth, seedling survival rates and animal health effectiveness to our R&D and formulation teams, creating an optimization feedback loop. Local sales channels, combined with market demand, drive the refinement of adjusted products, efficiently addressing farmers' capital, transportation and other supporting demands. Combined with our technical service team, we have achieved optimal customer service solutions while reducing supply chain risks.

- ***Operation platform:*** Digitalization underpins our process management and guarantees execution. We have developed a standardized operational framework. Supported by advanced digital systems including our intelligent factory operation platform, we have achieved streamlined, standardized and refined operational processes. We also deploy experienced management and operational personnel to collaborate with local teams, ensuring efficient execution and rapid capacity ramp-up.

This framework has been successfully replicated to new markets and achieved rapid scaling. For example, our facilities in Egypt increased capacity utilization rates to over 90% within one year, achieving ramp-up speeds faster than industry standards, according to Frost & Sullivan. Under our efficient operational framework, we have achieved superior industry efficiency. In 2024, our per capita output reached approximately 480 tons, above industry average, according to Frost & Sullivan.

Commitment to sustainable development and stakeholder value creation

As a key enterprise connecting upstream agricultural production with downstream husbandry industries, we adhere to green and sustainable development principles, actively implement measures to reduce carbon emissions, protect water resources and ensure animal welfare throughout our operations, thereby minimizing environmental impact.

- ***Carbon Emission Reduction**:* We continuously reduce operational carbon emission intensity through production process optimization and supply chain efficiency improvements, such as localized procurement strategies that minimize transportation-related carbon consumption.

- ***Water Resource Protection**:* In aquaculture services, we promote water-saving farming models and adopt water recycling technologies in husbandry processes to minimize water consumption and wastewater discharge.

Leveraging our industry resources spanning the husbandry value chain, we provide farmers with products and services throughout the husbandry process. Through our advanced research capabilities and service system, we help farmers achieve scientific husbandry practices and sustainable income growth.

- ***Market Information Support**:* We provide real-time market intelligence on end-product pricing for aquatic and livestock products, enabling farmers to capitalize on market trends and enhance husbandry and sales decision-making.

- ***Farming Model Planning**:* Based on local climate conditions, water quality parameters and species characteristics, we design customized solutions including optimal stocking densities, species combinations and water quality management protocols to improve husbandry success rates.

- ***Quality Breeding Stock and Technology Supply**:* We provide quality breeding stock and effective animal health products, complemented by technical guidance and product usage training, to enhance overall husbandry efficiency.

- ***Cost Optimization Empowerment:*** Through formulation innovation, including reduced dependence on traditional raw materials such as soybean meal, and procurement cost reduction measures, we help farmers reduce feed costs and improve profit margins.

- ***Creation of Jobs:*** Our operations across the husbandry value chain contribute to job creation. As of September 30, 2025, we had 5,859 employees across R&D, manufacturing, sales and marketing, management and administration, and procurement, providing stable career opportunities and contributing to economic development.

Visionary management team and strategic collaboration with our Controlling Shareholders Group, driving sustainable enterprise development

We are led by an elite management team with deep industry experience and forward-looking vision. Our executive Director and general manager, Mr. ZHANG Guijun, has over 20 years of corporate management experience at HAID Group, progressing through key leadership roles in production, human resources, plant operations, and strategic business development. Our senior management members, with an average of over 12 years of industry experience, bring extensive regional management capabilities across key markets in Vietnam, Indonesia, Egypt and Ecuador and other strategic regions.

Our Directors and senior management bring extensive expertise across critical operational domains, including feed formulation technology, breeding innovation, supply chain optimization and international market development. They have successfully led our R&D teams in achieving breakthrough innovations in aquatic nutrition, protein substitution technologies and localized breeding programs, translating advanced research capabilities into commercially viable products that address specific regional husbandry challenges.

HAID Group is a globally leading high-tech agricultural enterprise with operations across the industrial value chain, encompassing feed, animal health, breeding stock, aquaculture and food processing. HAID Group is committed to establishing global industrial presence and core competitiveness, with feed sales volumes ranking first globally in 2024. With over 20 years of accumulated industry experience, R&D capabilities and operational experience, HAID Group has established significant brand recognition and market position. While maintaining independent operations, we leverage the HAID Group's technological capabilities and operational experience to strengthen our competitive position, which serves as a strong foundation supporting our expansion initiatives and business development strategies.

OUR GROWTH STRATEGIES

Expand and Optimize Production Capacity and Enter into New Markets

Deepen Penetration in the Existing Markets

We plan to expand our local production capacity through the construction of new production facilities, expansion of existing production lines and upgrading of current facilities to meet growing demand in the local markets. For the year ended December 31, 2025, our annual production capacity reached 4.8 million tons. Over the next three years, we plan to increase our annual production capacity in a number of markets, such as Vietnam, Indonesia, Egypt and Ecuador. Through capacity expansion and optimization, we expect to further improve production efficiency and reduce production costs.

Expanding into New Markets

We plan to replicate our successful expansion experience in Vietnam and other key markets to expand our presence in Asia (excluding East Asia), Africa and Latin America. Our criteria for selecting new markets include:

- large population base with rapid economic growth: we prioritize markets characterized by substantial population figures and swift economic development, as these factors drive increased demand and present significant business opportunities;

- large feed market size: the presence of a sizeable feed market is essential, as it indicates robust industry activity and the potential for considerable sales volumes;

- social and policy stability: stability in social conditions and government policies is crucial for long-term business operations, minimizing risks and ensuring a favorable environment for investment and growth; and

- abundant agricultural and livestock land and resources: we target markets with plentiful resources dedicated to agriculture and livestock, as these support the expansion of our core businesses and facilitate efficient production and supply chains.

We plan to expand our business in countries including Brazil, Thailand, Malaysia, Bangladesh and Nigeria, where the aggregate market size in these five countries exceeded 130 million tons in 2024. When entering new countries, we conduct in-depth research on local husbandry practices and industry characteristics to align our product solutions with the demand in the local markets. By identifying and addressing the differentiated needs of various climates, farming models, breeds and customer segments, we develop product series that cover the growth cycle and are tailored to local conditions. Leveraging our international nutrition requirement and raw material value databases, we focus on full-phase performance, balanced nutrition and optimized amino acid levels. This enables us to enhance feed conversion efficiency, support animal health and resilience, and help our customers to reduce overall husbandry costs. Our goal is to deliver greater value to customers while driving revenue growth.

Maintain Localized R&D to Build Technological Barriers in Feed and Breeding Businesses

Localized R&D Infrastructure

Localized R&D is a strategic development direction we have consistently adhered to and will continue to implement. By establishing localized R&D centres, we are able to respond rapidly to the unique demands and challenges of each market, fostering innovation that is closely aligned with local husbandry methods and industry requirements. This approach enables us to harness regional expertise, facilitate technology transfer and accelerate the development of tailored solutions that strengthen our competitive advantage in animal feed and animal breeding.

As of September 30, 2025, we had established localized R&D centers in three countries. We will continue to increase our localized R&D investment, combining our product experience and technological advantages accumulated in our existing markets with local market demands to launch more feed, fry and animal health products.

We will continue to attract and cultivate leading local R&D professionals, including talent in animal nutrition, veterinary medicine, breeding, husbandry, bioengineering, biochemistry and other disciplines.

Localized Feed R&D

We will continue to optimize and innovate feed formulations based on regional husbandry demands to maintain competitive advantages in feed product performance and cost.

For different regional husbandry methods, such as dry-land and water-based broiler duck husbandry, earthen-pond and cage-based fish or shrimp husbandry, as well as different husbandry species, we conduct targeted feed formulation optimization and product innovation. This approach underpins our R&D strategy, which focuses on responding rapidly to market-specific demands and sustaining our competitive advantage through continual investment in localized research, talent development and integrated solutions across the husbandry supply chain.

We are committed to maximizing the use of locally sourced raw materials in our feed production processes. By leveraging advanced production methods, we aim to enhance the utilization rates of these inputs, ensuring that our operations are both sustainable and cost-effective. Our approach prioritizes the maintenance of high standards in animal growth performance and health, while also focusing on the significant optimisation of formulation costs. This strategy enables us to deliver products that meet rigorous quality requirements and support the overall efficiency of the husbandry supply chain.

Localized Breeding R&D

Breeding serves as the core of the husbandry industry chain and represents the segment with the highest technical barriers. We possess globally leading aquatic breeding technology, such as genetic breeding. By leveraging this technology, we have cultivated multiple new products with fast growth rates and strong disease resistance.

We have established shrimp breeding platforms in Vietnam, Indonesia, India and Ecuador. We plan to continue to strengthen our core technology investment in the breeding business, establish local breeding centers in various regions, maintain independent breeding R&D and cultivate higher quality breeding stock to provide important support for improving downstream husbandry efficiency. We also plan to acquire globally leading livestock and poultry breeding resources and conduct localized optimization and application based on local environments and farming models.

Promote Comprehensive Integrated Solutions

Breeding-Feed-Animal Health Solutions

Building on our feed products, we are gradually introducing and promoting our breeding and animal health business tailored to the specific requirements of local husbandry practices across a growing number of regions. By providing customers with integrated breeding-feeding-animal health solutions, we aim to enhance husbandry outcomes of our customers, foster improved customer loyalty, drive growth in our feed business and further increase our market share. Notably, we have achieved large-scale introduction of breeding and animal health products in certain key markets including Vietnam and Indonesia, which lays a strong foundation for future expansion and ongoing leadership in the industry.

Research and Promote Advanced Farming Models

To better address the varied requirements of our customers in different markets, we are committed to broadening the scope of our services and product offerings. As of September 30, 2025, we had more than 2,600 sales and technical service personnel to provide extensive technical service support to local farmers. These stations focus on crucial aspects such as optimal stocking densities, effective species combinations, as well as water quality and disease management models. By providing these tailored services, we aim to support farmers in maximizing their productivity and maintaining healthy husbandry environments.

Our approach is rooted in systematic and scientific research and analysis of local farming models. Through our integrated breeding-feed-animal health solutions, we endeavor to promote solutions that are highly compatible with unique characteristics of regional husbandry practices. These efforts are underpinned by our local and on-site technical service team, who possess extensive industry experience and are instrumental in ensuring the efficient implementation and continuous optimization.

We plan to continuously upgrade our service system to keep pace with evolving industry needs. This includes expanding our support to encompass a wider array of husbandry scenarios and models, thereby contributing to technological advancement across the industry and promoting sustainable development in local husbandry communities.

Build Diverse Teams with Local and International Talents

We have launched core executive development programs designed to establish a management team that embodies global strategic insight, professional expertise and leadership skills. Our ongoing efforts include the recruitment and cultivation of management professionals who possess both an international outlook and direct experience in international markets. These initiatives are integral to ensuring our leadership remains equipped to navigate the complexities of the global husbandry industry.

In addition to strengthening our management team, we are dedicated to recruiting and developing local sales and technical service teams with a deep understanding of regional industries and cultures. This commitment allows us to accurately interpret industry trends and respond effectively to the evolving needs of our customers. By empowering our local teams to provide tailored technical guidance, prompt and efficient service responses and thorough operational support, we aim to enhance overall customer satisfaction.

Promote Digitalized and Intelligent Manufacturing

We plan to build digital management platforms to achieve real-time monitoring and dynamic optimization of key operational indicators including orders, human resources, energy consumption and quality control, improve the accuracy of customer demand forecasts, reduce waste and operating expenses and enhance responsiveness to market demand changes.

We are committed to advancing intelligent manufacturing upgrades through data collection and intelligent control to improve production stability and capacity utilization rates. Through technological transformation and equipment upgrades, we will achieve efficient production of multiple specifications and categories of products, further improving production efficiency and response speed, reducing production costs and inventory levels and accelerate our inventory turnover.

Support ESG Initiatives

We are committed to continuing to support farmers in emerging markets to acquire scientific husbandry technologies, achieving growing efficiency and sustainable income growth. Our approach enables these farmers to adopt scientific husbandry practices, which play a crucial role in improving agricultural productivity and sustainability. By equipping them with the necessary knowledge and tools, we aim to facilitate steady income growth, helping to secure their livelihoods and fostering long-term economic stability within their communities.

Our commitment extends to fostering a healthier environment by encouraging the adoption of scientific husbandry practices. By implementing advanced agricultural techniques, we aim to minimize environmental impact and support sustainable development within the husbandry sector.

Additionally, we focus on improving energy management and controlling carbon emissions throughout the feed production process. We plan to achieve this by meticulously tracking energy use, optimizing our energy structure and enhancing the efficiency of our production processes. These efforts enable us to manage greenhouse gas emissions in a scientific and effective manner, supporting our broader sustainability goals.

Further, we plan to establish production systems that use water resources efficiently. We intend to accomplish this through the adoption of water-saving technology upgrades, the implementation of water recycling systems and the enforcement of strict discharge management protocols. By doing so, we reduce the impact of our production activities on regional water ecosystems, helping to preserve valuable natural resources for future generations.

We are committed to improving the efficient conversion and utilization of industrial and agricultural by-products and waste materials. By developing a robust resource recycling system, we strive to achieve environmentally sustainable development, minimizing waste and making the most of available resources.

OUR BUSINESS MODEL AND OFFERINGS

We are a technology-driven global agricultural company with a demonstrated track record of rapid growth. Our business addresses a broad spectrum of needs across the agricultural industry by offering a suite of products and services covering feed, breeding and animal health. We seek to provide production inputs as well as technical services to agricultural producers and farmers. Leveraging our strengths in industry knowhow and R&D, together with robust local operational capabilities, we have established an international footprint across Asia (excluding East Asia), Africa and Latin America, particularly in Vietnam, Indonesia, Ecuador and Egypt.

We are committed to satisfying customer demands, leveraging our global presence and synergies across our operations. We operate a vertically integrated business model that covers R&D, procurement, production, operation, distribution and sales, and technical support throughout the full-cycle farming process. We have built a synergistic product matrix, with feed as the foundation, integrated with products under breeding and animal health businesses to support the evolving needs of modern agriculture.

The following table summarizes our major products offerings and brands under each business segment.

Business Segment	Major Products	Brands
Feed	Aquatic feed, poultry feed and swine feed	Haida, Haid, Hi Long, THĂNG LONG, SHENG LONG, HaiLong, Royal TIGER, Holdone, Herit, Hinter
Breeding	Shrimp fry and fish fry	Hisenor, 百容 Bách Dung
Animal health .	Environmental conditioner, animal health products	HAI LIANK, HLINK, 海贝 Hải Bội

The following table sets forth the breakdown of our revenue by business segment, both in absolute amounts and as percentages of our total revenue, for the periods indicated.

	Year ended December 31,				Nine months ended September 30,			
	2023		2024		2024		2025	
	Amount	%	Amount	%	Amount	%	Amount	%
	(RMB in thousands, except for percentage)							
					(unaudited)			
Feed business	8,696,689	96.3	11,054,323	96.9	8,105,456	96.6	10,838,473	96.9
– Aquatic feed	6,141,432	68.0	7,534,652	66.0	5,586,212	66.6	7,513,679	67.2
– Poultry feed	2,088,764	23.1	2,917,373	25.6	2,091,352	24.9	2,749,424	24.6
– Swine feed and others(1) .	466,493	5.2	602,298	5.3	427,892	5.1	575,370	5.1
Breeding business	78,528	0.9	94,905	0.8	73,574	0.9	98,920	0.9
Animal health business . . .	46,365	0.5	88,107	0.8	65,505	0.8	117,964	1.1
Others(2)	203,359	2.3	179,721	1.5	142,261	1.7	122,083	1.1
Total	9,024,941	100.0	11,417,056	100.0	8,386,796	100.0	11,177,440	100.0

Notes:

(1) Others primarily consisted of ruminant feed, which represented a small portion of our feed product portfolio during the Track Record Period.

(2) Others primarily related to the sales of our surplus raw materials and sales of scraps.

Leveraging natural synergies among our businesses, we have developed comprehensive solutions along the value chain, integrating advanced breeding stock, high-quality feed products, animal health solutions and technical support services tailored to different husbandry models and specific customer needs. See "— Our Breeding-Feed-Animal Health Solutions."

FEED BUSINESS

Our feed business forms the foundation of our operation. With over a decade of experience in the feed industry, we have established comprehensive operations that encompass feed formulation development, raw material selection and supply chain management, production and quality control, packaging and after-sale technical support. Our main products under this business include aquatic feed, poultry feed and swine feed. We have developed a broad range of feed formulas tailored to the nutritional needs of various species across their entire growth cycles. As of September 30, 2025, we conducted animal feed business in various countries, including Vietnam, Indonesia, Ecuador, Egypt, Bangladesh and India.

In 2023, 2024 and the nine months ended September 30, 2025, our total feed production volume was 1.7 million tons, 2.4 million tons and 2.5 million tons, respectively. According to Frost & Sullivan, we were the fastest-growing large-scale global feed company in 2024 and for the nine months ended September 30, 2025 in terms of feed production volume. In addition, according to Frost & Sullivan, in 2024, we were the third largest feed provider in Vietnam, with an output of 1.7 million tons of feed products.

Feed Products

We offer a comprehensive range of feed products for aquatic animals, poultry, swine and other species, with formulations tailored to different growth stages. Our products are formulated with high quality protein and scientifically balanced nutrients and trace elements to support high survival rates, rapid growth and achieve feed efficiency. For young animals, we provide highly digestible and readily absorbable feeds designed to promote healthy development, while for adult animals, our feed products are formulated to support rapid growth while maintaining cost efficiency.

We launch different brands tailored to specific farming models, with each product formulation precisely designed to specific customer needs. For intensive farming models with favorable farming environments with well-equipped facilities, positioned for intensive farming models, we offer feed products designed to enhance growth performance, shorten farming cycles and increase yields. In the meanwhile, we offer feed products for general farming environments with less advanced equipment, focusing on improving survival rates and controlling farming costs under typical operating conditions. In addition, within each major animal category, we provide specialized products formulated for specific species, as well as general-purpose formulations suitable for multiple species within the same category.

The following table summarizes our main aquatic feed products and core ingredients.

Species	Products	Core ingredients
Vannamei shrimp . . .	• Tiger • Speed • HDVB • 777 • HL143	• Fish meal and shrimp meal • Soybean meal animal protein • Fish oil and functional additives • Vitamins and mineral elements
Snakehead fish	• Seamaster • Faster	• Fish meal • Soybean meal • Fish oil, vitamins and minerals
Sea bass	• Seamaster	• Fish meal • Wheat flour • Fish oil, vitamins and minerals • Soybean meal
Tilapia	• Seamaster	• Fish meal • Wheat flour • Fish oil • Vitamins and mineral elements

Our aquatic feed products

The following table summarizes our main poultry and swine feed products and core ingredients.

Species	Products	Core ingredients
Broiler chicken	Haid white broiler chicken feed	• Corn • Soybean meal • Palm oil • Dicalcium phosphate
Layer chicken	Haid layer chicken feed	• Corn and corn DDGS • Soybean meal • Palm oil • Limestone and dicalcium phosphate
Broiler duck	HD 428	• Corn and soybean • Soybean meal • Functional additives
Layer duck	HD 466	• Corn and soybean • Soybean meal • Functional additives
Swine	HD 128S	• Corn • Soybean meal • Vitamins and mineral elements • Functional additives

Our poultry and swine feed products

The following table sets forth the average selling price and sales volume of our feed products during the Track Record Period.

	Year ended December 31,				Nine months ended September 30,			
	2023		2024		2024		2025	
	Sales volume	Average selling prices(1)	Sales volume	Average selling prices(1)	Sales volume	Average selling prices(1)	Sales volume	Average selling prices(1)
	(Thousand tons)	*(RMB/ton)*	*(Thousand tons)*	*(RMB/ton)*	*(Thousand tons)*	*(RMB/ton)*	*(Thousand tons)*	*(RMB/ton)*
Feed products . . .	1,707	5,095(2)	2,362	4,680(2)	1,699	4,770(2)	2,505	4,326(2)
– Aquatic feed . . .	931	6,599	1,200	6,281	881	6,340	1,307	5,750
– Poultry feed . . .	642	3,253	965	3,023	679	3,080	998	2,754
– Swine feed and others	134	3,480	197	3,051	139	3,078	200	2,877

Notes:

(1) Average selling price is calculated through dividing revenue by the relevant sales volume during the same period, which represented the average price at which our products were sold to our customers.

(2) During the Track Record Period, the average selling prices of our feed products decreased, primarily due to a decrease in the market price of our raw materials. See "— Sales and Distribution — Pricing."

Feed Formulation Design

Feed formulation design is one of our core technical capabilities, underpinning our product competitiveness and ability to adapt to diverse market conditions. Our approach to feed formulation design is centered on three key areas: data-driven precision nutrition, diversified formulations and functional characteristics.

Data-Driven Precision Nutrition

Drawing on over a decade of R&D experience and practical data accumulated across multiple markets, we have developed comprehensive insights into the precise nutritional requirements of animals. Our precision nutrition database forms the core foundation of our feed formulation process. Greater precision in understanding nutritional requirements translates directly into enhanced feed efficacy and cost efficiency, while helping to avoid suboptimal outcomes associated with inaccurate nutritional data, including slower growth, weakened immunity, elevated disease and mortality rates, digestive disorders, and nutrient overload in aquaculture water bodies.

We conduct extensive experiments annually and invest significant R&D resources to determine the precise nutritional requirements for different species, different growth stages within the same species, and different farming models for the same species. For the nine months ended September 30, 2025, we conducted over 550 experiments examining the effects of various nutrients and elements on farming outcomes. The accumulation of years of experimental data, combined with farming data collected from our extensive customer base, has enabled us to develop a comprehensive precision nutrition database that can be translated into a diverse range of products. For example, we have developed precise feed formulations for multiple growth stages of shrimp, with each growth stage supported by specifically tailored feed products. Furthermore, to account for subtle genetic variations among aquatic animals across different geographies, we have developed formulations for markets including Vietnam, Indonesia and Egypt.

Diversified Formulations

Leveraging our understanding of precise animal nutritional requirements, we have developed core capabilities in ingredient diversification. The nutritional requirements for animal growth–including calories, protein, amino acids, vitamins, minerals, and various trace elements–are not reliant on any fixed set of ingredients such as corn, soybean meal, or fish meal. Through comprehensive understanding and detailed analysis of various ingredient compositions, we are able to achieve diversified recombination of raw materials, resulting in formulation flexibility.

We have established a comprehensive raw material composition testing and experimental research framework to thoroughly analyze the nutritional profiles and application characteristics of various alternative ingredients. We continuously conduct pilot-scale, mid-scale, and expanded trials to collect data, obtain feedback, and make iterative adjustments, only bringing products to market after feed quality has been fully validated. We also focus on developing and utilizing locally available cost-advantaged raw materials in each market. For example, in Vietnam, abundant cassava residue can effectively substitute for a portion of corn, and fish solubles can replace a portion of imported fishmeal.

The benefits of formulation diversification are ultimately reflected in our industry-leading gross profit margins. While maintaining stable farming outcomes, we work closely with our procurement team to dynamically select and purchase appropriately priced ingredients for production, thereby delivering high-quality feed products at reduced costs.

Functional Characteristics

Leveraging our technological R&D capabilities, we have developed functional feed products that directly address key industry challenges, thereby establishing our position as a technology leader and building strong brand recognition in the markets we serve.

Utilizing our precision animal nutrition database, in-depth analysis of ingredient functional characteristics, and advanced technology research, we deploy resources to address prevalent challenges in local farming industries, thereby enhancing our product capabilities and customer profitability. For example, to address common industry challenges including difficulty in initiating feed intake in shrimp fry, low survival rates, and elevated farming costs, we have leveraged our detailed research on fry nutritional requirements to develop specialized starter feeds. These products optimize palatability and digestive absorption efficiency for fry while enhancing stress resistance, thereby reducing losses from the earliest stages of the farming cycle.

Drawing on our expertise in strain selection and process control, we conduct controlled fermentation of selected raw materials to degrade anti-nutritional factors, enhance digestibility and palatability, and increase beneficial metabolite content. The resulting fermented ingredients help improve intestinal microecology and immune status in animals, thereby supporting stable growth performance and reducing the incidence of digestive system diseases.

Feed Production

We offer a wide variety of feed, with production lines for aquatic feed, poultry feed and swine feed. We have adopted a highly automated production model to ensure stable quality. We strive to optimize and refine production processes, maximizing efficiency, reducing waste, and ensuring that the quality of our feed products meet international standards.

Production Base

As of the Latest Practicable Date, our feed production bases are located in six countries, namely Vietnam, India, Indonesia, Egypt, Bangladesh and Ecuador. The following table sets forth a brief description of our operated feed production bases as of the Latest Practicable Date.

Country/Region	Name	Year of Commencement	Approximate Land Area	Key Products
			(m^2)	
Vietnam	Shenglong Bio	2012	31,040	Aquatic feed
	Longsheng International	2012	11,788	Aquatic feed
	Dong Nai Haid	2016	27,160	Livestock and poultry feed
	Hai Duong Haid	2017	59,866	Aquatic and poultry feed
	Yonglong Haid	2020	70,000	Integrated feed
	Yonglong Shenglong	2021	45,200	Aquatic feed
	Binh Dinh Hailong	2022	62,000	Aquatic and poultry feed
	Haiyang Shenglong	2024	15,000	Aquatic feed
	Binh Phuoc Hailong	2024	40,001	Poultry feed
	Mekong Hailong	2025	62,463	Integrated feed
Indonesia	Indonesia Haid	2019	40,000	Aquatic and poultry feed
	Lampung Haid	2025	81,223	Aquatic and poultry feed
Ecuador	Ecuador Haid	2021	46,054	Aquatic feed
Egypt	Egypt Haid	2024	45,252	Poultry feed
	Egypt Haid Aquatic	2025	18,822	Aquatic feed
India	India Shenglong	2018	55,766	Aquatic feed
Bangladesh . . .	Bangladesh Haid	2025	81,374	Aquatic and poultry feed

Note: Integrated feed bases supply aquatic feed, poultry feed and swine feed products.

The following table sets forth the production capacity, production volume and utilization rates of our production bases for the periods indicated.

	Year Ended December 31,						Nine Months Ended September 30,		
	2023			2024			2025		
	Production Capacity(1)	Production Volume	Utilization Rate(2)	Production Capacity(1)	Production Volume	Utilization Rate(2)	Production Capacity(1)	Production Volume	Utilization Rate(2)
	(thousand tons)	*(thousand tons)*	*(%)*	*(thousand tons)*	*(thousand tons)*	*(%)*	*(thousand tons)*	*(thousand tons)*	*(%)*
Vietnam									
– Aquatic feed	808.8	707.0	87.4	964.8	862.7	89.4	866.3	799.9	92.3
– Poultry and swine feed	1,191.0	653.8	54.9	1,253.8	862.6	68.8	1,270.1	800.2	63.0
Indonesia									
– Aquatic feed	191.7	78.7	41.1	199.1	114.2	57.4	213.9	123.8	57.9
– Poultry and swine feed	232.7	127.7	54.9	253.4	191.8	75.7	357.3	205.9	57.6
Ecuador									
– Aquatic feed	280.7	113.5	40.4	315.0	163.6	51.9	242.8	200.6	82.6
Egypt									
– Aquatic feed	–	12.0(3)	–	–	15.4(3)	–	71.6	67.4	94.1
– Poultry and swine feed	–	8.9(3)	–	180.2	123.3	68.4	183.5	182.1	99.2
India									
– Aquatic feed	90.0	22.5	25.0	108.5	34.3	31.6	79.7	44.5	55.8
Bangladesh									
– Aquatic feed	–	–	–	–	–	–	85.5	50.7	59.3
– Poultry and swine feed	–	–	–	–	–	–	124.4	11.7	9.4
Total	2,794.9	1,724.1	61.7	3,274.8	2,367.9	72.3	3,495.1	2,486.8	71.2

Notes:

(1) The production capacity for each period is calculated based on the hourly capacity and working hours, assuming 28 working days per month and 20 working hours per day in shifts.

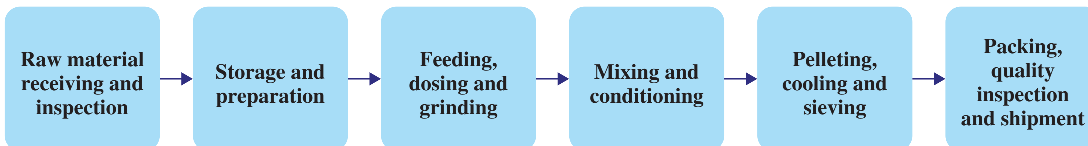
(2) The utilization rate is calculated by dividing production volume by the production capacity for the same period.

(3) In 2023 and 2024, our feed production in Egypt was carried out using a leased production line on a transitional basis pending completion of our own production facilities in 2025.

(4) Our poultry and swine feed production base in Bangladesh commenced operation in March 2025 and was still in its ramp-up period as of September 30, 2025.

Production Process

Our feed production process spans from raw material receiving and inspection to packing, quality inspection and shipment. The entire production cycle, from feeding, dosing and grinding to packing, takes approximately one to two hours. The following diagram illustrates the principal steps of our feed production process:



- *Raw material receiving and inspection*: Raw materials are procured based on production schedules and delivered to our facilities and are logged, weighed, cleaned, and tested to verify compliance with specifications.

- *Storage and preparation*: Our warehouse operations include inventory management, environmental monitoring of storage conditions including temperature and humidity controls, and periodic quality assessments of stored materials. We utilize automated climate-controlled storage systems with ventilation and real-time monitoring to maintain appropriate conditions and accurate inventory tracking.

- *Feeding, dosing and grinding*: Following the storage and preparation, raw materials are fed into the batching system. In accordance with dosing instructions generated from the production schedule, the materials are retrieved and directed to batch preparation lines, where both bagged and bulk ingredients are ground by industrial crushers to the specified particle sizes required for pelleting.

- *Mixing and conditioning*: Production orders are processed through our batching systems where large components are measured and mixed using automated equipment. Our mixing equipment is designed to achieve batch accuracy and consistency. The mixed ingredients are then subjected to steam conditioning for sterilization.

- *Pelleting, cooling, and sieving*: Mixed materials are pelleted, cooled, and sieved to separate products by size specifications.

- *Packaging, quality inspection, and shipment*: Finished feed products are weighed, packaged, labeled, and date-coded by the automated systems. Products undergo final quality inspection procedures before transfer to warehouse facilities.

Production Equipment and Machinery

Our production equipment and machinery are essential for enhancing product quality and cost competitiveness. We are committed to using cutting-edge process equipment, and most of our key equipment and machinery is developed and tailored to meet our operational requirements. Our principal equipment and machinery used in the production process are self-owned, including feed processing machinery such as raw material extruders, pellet mills, expansion conditioning systems and vacuum coating machines.

We conduct careful, timely maintenance and regular inspection of our equipment and machinery. During the Track Record Period and up to the Latest Practicable Date, we did not experience any material or long-term suspensions of operations due to equipment, machinery or other mechanical failures.

BREEDING BUSINESS

Our breeding business focuses on supplying high quality fry products and providing customers with the technical support they need to run successful aquaculture operations. We primarily provide shrimp fry and fish fry products, including vannamei and tilapia fry. Throughout each stage of our operations, from selective breeding and genetic improvement, through hatchery management and technical support to distribution, we apply rigorous quality control and scientific methodologies to ensure consistent high standards for our customers. We focus on genetic improvement to achieve enhanced performance indicators, including faster growth rates, improved feed conversion ratios, and enhanced disease resistance. These advantages help our customers reduce unit costs and improve their overall operational efficiency. As of September 30, 2025, we conducted our breeding business in various countries including Vietnam, Indonesia and India.

For the years ended December 31, 2023 and 2024, and the nine months ended September 30, 2024 and 2025, our revenue from our breeding business amounted to RMB78.5 million, RMB94.9 million, RMB73.6 million and RMB98.9 million, respectively, representing 0.9%, 0.8%, 0.9% and 0.9% of our total revenue, respectively.

Fry Products

The following table summarizes our main products under our breeding business, related species and advantages.

Product type	Species	Advantages
Shrimp fry . .	vannamei (white shrimp)	• Traceable and controllable broodstock • Good stability and disease resistance • Fast growth rate • Good size and quality uniformity
Fish fry	Tilapia	• Fast growth rate • Favorable FCR • Attractive body color and confirmation

Breeding System

We have established a comprehensive and integrated breeding system that comprises broodstock selection and management, water treatment and high-quality feed protocols. This systematic approach is designed to ensure the production of healthy, genetically diverse larvae, and to consistently supply high-quality fry products to our customers.

Broodstock Selection

Leveraging our accumulated technical know-how and extensive industry experience, we have established localized broodstock and fry production systems in countries such as Vietnam and Indonesia. These localized systems are supported by our dedicated technical teams and robust operating procedures and are designed to be rapidly replicated in new markets.

Building on this foundation, we have evolved from relying primarily on traditional selective breeding, under which we screen and pair broodstock with desirable phenotypes, such as fast growth and disease resistance, over multiple generations, to a multi-pronged breeding strategy.

Broodstock Management

We implement comprehensive broodstock management to ensure genetic diversity, health, and consistent performance within our breeding operations. We select both local and imported broodstocks to strengthen genetic lines and achieve optimal breeding outcomes. In addition, we apply stringent standards to broodstock care across environmental parameters, stocking density and temperature control, nutrition, health monitoring and disease prevention, supported by systematic monitoring, documentation and continuous optimization of our broodstock management practices.

In the meantime, we manage broodstock renewal cycles, regularly refreshing each cohort upon reaching maturity, while conducting regular culling. These practices collectively enhance the resilience, productivity, and quality of our breeding operations.

Water Treatment

We have implemented an advanced water treatment system that incorporates purification and processing stages, including sedimentation, sand filtration, ozonation, ultrafiltration, and ultraviolet sterilization. Our water treatment system is designated to ensure the water used in our hatcheries meets stringent standards of cleanliness and safety, thus minimizing the risk of pathogen introduction at the beginning.

Feed Quality Management

We place strong emphasis on the quality and safety of feed used during the larval and rearing stages and apply strict controls over key feed types, including algae, brine shrimp and shrimp flakes. Our approach covers high-standard raw material selection, standardized processing and thorough quality verification. These measures ensure the feed provides comprehensive, easily absorbed nutrition, effectively supporting the healthy growth and development of aquatic larvae.

Fry Rearing

Hatchery

We have established hatcheries in four countries, including Indonesia, Vietnam, India, and Ecuador. The following table sets forth a brief description of our hatcheries as of the Latest Practicable Date.

Location	Year of commencement of operation	Approximate land area	Target Product Variety
		(m^2)	
Indonesia	2019	433,924	Shrimp fry and fish fry products
Vietnam	2013	19,667	Shrimp fry and fish fry products
India	2019	27,000	Shrimp fry products
Ecuador	2025(1)	8,000	Shrimp fry products

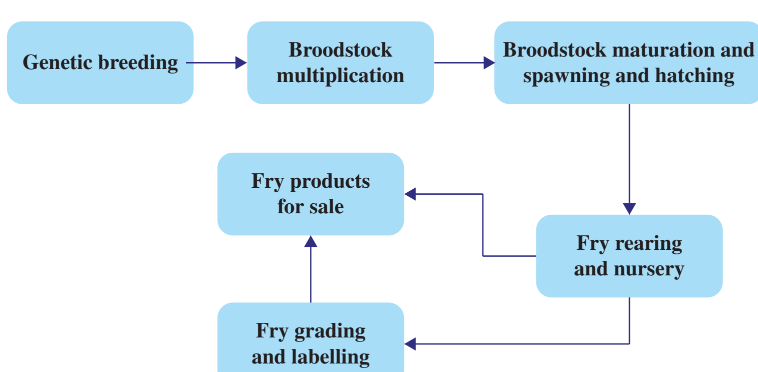
Note:

(1) The Ecuador hatchery commenced its operation in November 2025.

Unlike feed production where production capacity is determined by equipment specifications and operating hours, the production capacity of our breeding business is subject to market-driven management decisions as well as biological constraints. Our fry and larvae production capacity is primarily determined by the number and reproductive capacity of broodstock, breeding cycles, environmental conditions, and market demand forecasting. We actively manage operations by scheduling and sizing spawning activities according to market demand, customer orders, and optimal biological conditions. Consequently, our production volumes and capacity utilization are determined by a strategic balance of biological resource optimization and market responsiveness, rather than by maximizing equipment use.

Rearing Process

The following diagram illustrates the full cultivation cycle of our fry products, from broodstock management to the supply of quality fry products to customers.



- *Genetic breeding*: We select grandparent stock with desirable traits, such as strong disease resistance, fast growth and good adaptability, as our base breeding stock. Through family-based selective breeding and whole-genome selection techniques, we enhance the genetic quality of our lines with faster growth, enhanced resistance to diseases and environmental stress, and improved adaptability to a wide range of farming conditions.

- *Broodstock multiplication*: We multiply high-quality lines on a commercial scale to establish stable and traceable broodstock populations. By expanding selected lines into larger parent broodstock groups under controlled conditions, we secure a sufficient and consistent supply of broodstock to support continuous reproduction and large-scale fry production.

- *Broodstock maturation, spawning and hatching*: We culture broodstock under suitable environmental conditions, including controlled water quality, temperature, light regime and nutrition, to promote gonadal maturation and spawning. Mature broodstock produce fertilized eggs, which hatch into early-stage larvae.

- *Fry rearing and further grading*: We rear larvae under centralized hatchery management to produce healthy larvae and fry, which constitute our fry product. We manage water quality, stocking density, biosecurity and disease prevention, and apply staged feeding regimes to support stable development and high survival. Depending on customer requirements, part of our fry output is further reared to larger sizes before delivery. By grading up larvae to a larger and more robust size, we help improve survival and growth performance after stocking and offer differentiated product options for customers.

ANIMAL HEALTH BUSINESS

We have also engaged in the animal health business to enhance the overall level of animal health, improve growth processes, and increase husbandry efficiency. Our products are developed to address the diverse health and environmental needs of aquaculture and livestock operations, providing targeted solutions that aim to optimize animal growth, wellbeing and husbandry efficiency. Designed for application throughout the animals' entire lifecycle, our offerings are complemented by technical services and integrated solutions. Our product portfolio includes environmental conditioners and various animal healthcare products.

- **Environmental conditioners:** We conduct research and production of environmental conditioners for aquatic and livestock animals, such as disinfectants and microecological agents to improve water quality, minimize harmful substances and adjust temperature level. By optimizing environmental conditions, they support animal growth, enhance immunity, reduce stress reactions, and help create a more stable and healthier farming environment.

- **Animal healthcare products:** We focus on the research, development and production of animal healthcare products that support and maintain the health of farmed animals. Our products are designed to prevent disease and strengthen immune function. These products are widely used by customers such as commercial farms and integrated producers to reduce the incidence and spread of infectious diseases, ensure animal welfare and improve overall production efficiency.

The following table summarizes our main products under animal health business, core ingredients and features.

Product type	Product	Core ingredients	Key technology	Feature
Environmental conditioners .	SUPER MIX	Calcium, magnesium, potassium	• High-solubility ion supplementation formulation • Low-impurity mineral profile	• Targets shrimp physiological needs during molting • Provides fast-acting calcium, magnesium and potassium • Helps resolve molting difficulties and muscle opacity • Mitigates algae collapse arising from drastic water quality changes in the rainy season • Supports shrimp health under extreme climate and water quality conditions
	AQUACHIP	*Bacillus subtilis, Bacillus licheniformis, Bacillus pumilus*	• High-activity composite Bacillus formulation • Designed for rapid degradation of organic pond-bottom sediments	• Rapidly biodegrades organic sediments at pond bottom • Reduces formation and accumulation of ammonia nitrogen and nitrite • Helps establish a stable aquatic microbial community • Mitigates stress responses in aquaculture animals caused by water quality fluctuations • Supports stable conditions for high-density aquaculture
	NUTRI PRO	*Rhodopseudomonas palustris* and composite bacterial strains	• Proprietary strains developed through long-term cultivation • Utilizes *Rhodopseudomonas palustris* for water quality remediation	• Decomposes fine organic matter in water, including triglycerides • Rapidly degrades toxic gases such as hydrogen sulfide • Inhibits excessive growth of harmful algae via nutrient competition • Helps maintain ecological balance and water quality stability

Product type	Product	Core ingredients	Key technology	Feature
Animal healthcare products . . .	VIMAX 506	Vitamins A, B1, B2, B3, B12, C, D3, folic acid, inositol, immune enhancers	• Innovative insect protein extraction used as immune activation source • Multi-dimensional matrix of minerals and vitamins	• Formulated to support shrimp hepatopancreas function • Provides anti-stress and tissue repair support • Activates the non-specific immune system of aquatic animals • Helps repair damaged liver cells • Provides an alternative to traditional antibiotic-based preventive strategies
	BOGACA	Vitamins A, D3, E, K3, B1, B2, pantothenic acid, amino acids	• Combines traditional botanical concepts with modern extraction processes • Core ingredients include plant extracts and yeast essence	• Regulates fish hepatobiliary metabolism • Activates liver cell activity • Promotes bile and digestive enzyme circulation • Helps repair hepatobiliary damage, including liver edema and hemorrhage • Improves FCR, combining liver protection with enhanced feed efficiency
	BEKEISU	White fish meal, krill meal, *Artemia*, soybean lecithin, refined fish oil, mineral premix, vitamin premix	• Advanced micro-encapsulation granulation technology tailored for nursery stage	• Retains immune enhancers and nutrients, addressing rapid dispersion and nutrient loss of traditional feeds • Provides high stability in water, extending feeding time for shrimp larvae • Supports development and liver health of shrimp larvae and other aquatic fry with sustained nutrition and immune stimulants • Reduces feed dissolution and nutrient pollution of the water body

OUR BREEDING-FEED-ANIMAL HEALTH SOLUTIONS

Leveraging our deep experience across our businesses, we have developed an integrated breeding-feed-animal health solutions, complemented by comprehensive technical support services. This integrated approach combines advanced breeding stock, high-quality feed and animal health products and dedicated technical support services. By aligning advanced genetics with tailored nutrition and appropriate animal health products, we optimize breeding efficiency and production outcomes. Under this model, we apply advanced genetic breeding methods to continuously enhance fry quality, deepen our understanding of animal nutrition requirements and raw material combination technologies to improve feed conversion ratios, and develop animal health products while exploring and promoting new farming models and expanding the reach of our technical services. This integrated approach is designed to address the principal challenges facing the husbandry industry, including high costs, low survival rates, unstable production and insufficient profitability, thereby improving the farming efficiency and economic returns of our customers.

In addition to our product offerings, we provide technical training and ongoing technical support services to farmers. As of September 30, 2025, we had established over 100 service stations and built a technical service team network of approximately 400 personnel, providing localized farming technical services tailored to local conditions. Our technical service team work directly on the front lines, providing on-site technical service guidance throughout the entire farming cycle, including:

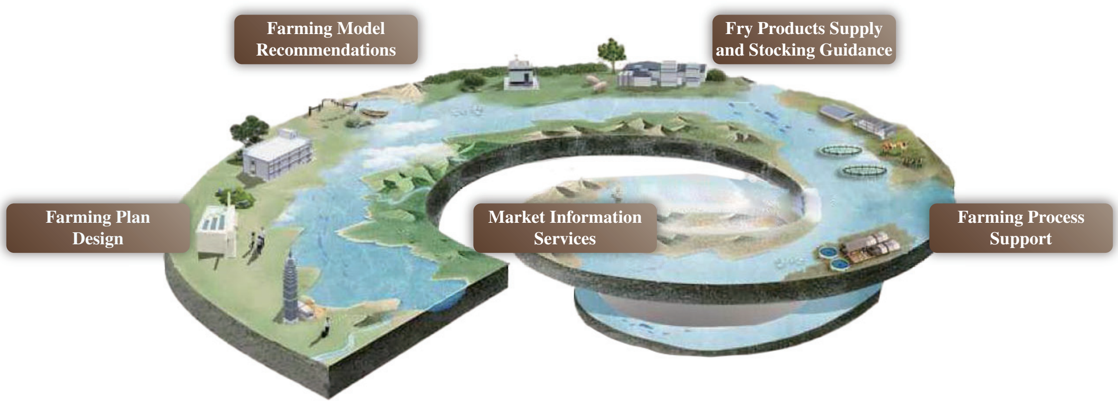
(i) Farming plan design: We assist in designing farming plans tailored to different regions and species, advising farmers on suitable species to farm based on their specific circumstances, market demand and forward-looking market trend analysis.

(ii) Farming model recommendations: Based on the farmers' specific farming conditions, we provide appropriate farming model recommendations, including pre-farming preparations such as improvements to farming conditions and supplementation of farming facilities.

(iii) Fry products supply and stocking guidance: We prioritize supplying our high-quality fry products to farmers and provide on-site guidance on key technical points during the stocking stage to improve fry survival rates.

(iv) Farming process support: During the farming process, we provide our advanced feed products suited to the relevant species, farming model and size specifications in a timely manner, and guide farmers on specific feeding methods, including feeding times, intervals and quantities, as well as how to adjust feeding methods appropriately under different weather conditions, temperatures and size specifications. We continuously monitor the farming environment and water quality, conduct irregular sampling inspections and dissections of farmed animals, and, when sub-optimal health conditions are detected, promptly recommend the use of our animal health products as appropriate to achieve timely disease prevention or treatment.

(v) Market information services: Leveraging our broad business coverage, we obtain extensive data from upstream and downstream segments of the industry chain. Based on this, we provide timely and accurate market information to customers in various regions, assisting customers in understanding demand conditions and price trends for farmed species, thereby enabling customers to identify appropriate selling opportunities and improve profitability.



By supporting customers with our integrated technical services throughout the farming cycle, we help ensure higher survival rates, improved productivity and reduced production risks. Customers that utilise our solutions have generally achieved profitability levels higher than industry averages. As a result, during the Track Record Period, our customer base and distributor network had continued to expand, and our feed sales volume had maintained rapid growth momentum.

Case study: "Pond-in-Pond" model — creating a "nursery bed" for shrimp fry

Background and pain points

In Vietnam, traditional earthen-pond shrimp husbandry faces significant challenges, particularly in the early stocking phase. When fry is stocked directly into large ponds, farmers struggle to control health status and water quality. Water parameters fluctuate widely, environmental management is coarse, and the growing complexity of early-stage diseases such as translucent post-larvae disease ("**TPD**") significantly increases husbandry risk and cost. As a result, farmers frequently experience high early mortality, often reduce production density or terminate culture in the affected ponds, bearing increased costs for fry, feed, energy and labor. At the same time, dispersed feeding, medication and observation over large areas make daily management inefficient and reactive rather than preventive. These pain points constrain both yield and predictability of returns.

Our solution: the "Pond-in-Pond" model

In response, we developed and promoted an innovative "Pond-in-Pond" husbandry model designed to enhance precision and control during the early rearing phase. The concept is to construct a small, independent nursery pond inside an existing grow-out pond, using frames and waterproof liners to create a semi-enclosed, easily managed nursery unit. This effectively provides a dedicated "nursery bed" for shrimp fry within the main pond.

We offer an integrated solution combining product portfolios with on-site technical services, underpinned by standardized procedures that address:

- *nursery pond construction*: our technical team supports farmers in building the nursery unit within existing ponds using waterproof liners, PVC pipes, floating racks and aeration devices. The design creates an independent water body within the larger pond, ensuring adequate circulation and aeration tailored to shrimp fry, and allowing convenient observation, feeding and intervention in a limited space;

- *pre-stocking water preparation*: before stocking, we guide farmers through a structured water preparation process, including thorough disinfection to reduce pathogen load, cultivation of beneficial algae and stabilization of water color, as well as the application of our animal health products to improve the micro-ecological balance and enhance shrimp stress resistance;

- *early nutrition and feeding management*: to address common early-stage problems such as pale body and yellow hepatopancreas, we recommend appropriate starter feeds that are high-protein, highly digestible to provide sufficient, easily absorbed nutrition, combined with a "small meals, high frequency" feeding strategy and adjustments based on feed tray utilization and water surface observations, to promote uniform early growth, improve feed efficiency and reduce waste;

- *environmental monitoring and adjustment*: we assist farmers in regularly monitoring key parameters such as temperature, pH, dissolved oxygen and algal structure, and in making timely, targeted interventions to maintain these indicators within optimal ranges and create a stable "micro eco-system" for shrimp fry; and

- *low-stress transfer to the main pond*: once shrimp in the nursery unit reach the desired robustness, we provide protocols to align water levels and key parameters between the nursery and main pond, and to gradually open the nursery structure so that shrimp can swim naturally into the grow-out area, reducing handling stress and transfer-related mortality.

Key benefits and indicative outcomes

The Pond-in-Pond model has delivered clear operational and economic benefits for shrimp farmers adopting the system:

- *higher survival rates*: concentrated, preventive management in the nursery phase reduces the impact of early-stage diseases, including locally prevalent syndromes such as TPD. Protecting the most vulnerable phase in a controlled environment increases overall fry survival compared with direct stocking into large ponds;

- *lower husbandry costs and risk*: reduced early mortality lowers the likelihood of restocking or terminating culture in underperforming ponds, saving fry, feed, energy and labor. More predictable early performance improves crop planning and reduces the probability of severe financial loss in any single cycle;

- *improved management efficiency*: during the most demanding phase, feeding, treatment and observation are concentrated in a small, accessible area, materially reducing labor intensity. Farmers can implement higher-frequency, more precise management with the same or fewer personnel;

- *more uniform and healthier growth*: stable nursery conditions and appropriate nutrition support consistent growth and stronger health status. Shrimp sizes are more uniform when entering the main pond, enhancing subsequent density management and final product quality.

The Pond-in-Pond model represents more than a technical adjustment. It embodies a shift from traditional, weather-dependent, extensive husbandry to a more data-driven, standardized and controllable management philosophy. By integrating product portfolios, including feed products, fry products and aquatic health products, with on-site technical services and standardized procedures, we help farmers take control of the most critical early stage of shrimp husbandry, improve farm-level profitability and enhance resilience to disease and environmental volatility. The model is designed to be replicable across different regions and pond types, subject to local adaptation, and provides a scalable solution framework for improving performance in shrimp husbandry markets.

RESEARCH AND DEVELOPMENT

We regard technological R&D capabilities as the primary driving force for sustained growth. We maintain our competitiveness and lead sustainable development through our technological advantages. As of September 30, 2025, we had a technical and R&D team of approximately 400 members. Our team focuses on addressing critical issues cross seven core research areas, including animal genetics and breeding, animal nutrition and feed, animal medicine and biopharmaceuticals, microbial engineering, biochemical engineering, protein engineering and healthy husbandry practices.

R&D Framework

We have established a systematic three-tier R&D platform comprising basic research, R&D localization and end-user focus. This platform integrates basic research with localized implementation to foster sustainable innovation and deliver precise product matching for our customers.

- ***Tier One — Basic Research****:* We focus on fundamental research into animal nutrition, raw material composition and application, as well as animal genetics and breeding. This tier provides the scientific foundation and technical building blocks for our feed formulations across species and product lines.

- ***Tier Two — R&D Localization****:* We conduct localized R&D in each of our major markets. We adapt our formulations to local farming species, local raw material availability and local farming models and husbandry practices. Differences in local cultured species, farming models and raw material availability may materially affect optimal feed formulation, and our local R&D teams design customized products to reflect these factors.

- ***Tier Three — End-User Focus****:* Through our local service stations and service teams, we carry out research and development that directly responds to farmers' needs and addresses practical farming issues. We focus on solving local farming challenges, continuously improving technical support and promoting ongoing enhancements in farming models, while also conducting large-scale farming validation at trial bases in key markets, including Vietnam and Egypt. This enables us to validate product performance in real farming environments prior to wider commercial roll-out and to refine products based on practical results. This model helps us expand from serving individual farmers to acting as a solutions provider, enabling end customers to solve problems efficiently and create greater value, while ensuring product effectiveness under real-world conditions.

This three-tier R&D platform supports the development of our product portfolios and enables us to respond rapidly to changing market conditions and customer needs. For example, when prices of certain high-value shrimp species rise in the Vietnamese market and demand increases for functional feeds that enhance feed intake and accelerate growth, we quickly allocated our R&D resources, adjusted feed formulas based on our nutritional data for those species, validated performance through targeted trials and introduced upgraded products to the market.

Our R&D activities are organized around providing integrated solutions rather than standalone products. We combine our seven core research areas into an integrated R&D approach that covers the full farming value chain. Under this approach, we design and optimize our integrated breeding-feed-animal health solutions:

- In breeding, we draw on the HAID Group's technology, resources and industrial scale in aquatic breeding to support local strain selection and improvement, as well as large-scale breeding and rearing programs in our key markets.

- In feed and nutrition, we develop tailored feed products and feeding programs that match local species, farming systems and resource conditions.

- In animal health and husbandry, we develop and upgrade animal health products and functional feeds, including products targeting aquatic and livestock health that support disease prevention, resilience and performance in local farming conditions. In certain markets, we are also designing new farming models that combine specialized feeds, animal health products, equipment and husbandry practices with the aim of increasing output, shortening farming cycles, reducing farming costs and improving returns for farmers, while contributing to a more stable local supply of animal protein.

By integrating genetics, feed, health and farming management, we aim to provide customers with holistic farming solutions that enhance productivity, cost efficiency and risk management across the full production cycle.

Data-Driven and Digital R&D

We are committed to enhancing our traditional experimental and trial-based R&D methods through data-driven and digital tools.

Building on classical trial-and-error experimental approaches, we are progressively introducing digital methods that leverage our accumulated farming and performance data. By using algorithms to simulate the interactive effects of nutrients and other variables, we design more efficient experiments and optimize formulations in a more systematic manner, and we continuously refining our models based on feedback from end users. This approach helps us shorten R&D cycles, reduce trial-and-error costs and support a transition from experience-led to data- and intelligence-led innovation.

In parallel, we are applying digital tools to data accumulated in our breeding and animal health businesses, including trait, performance and health outcome data from our breeding bases and validation trials. By processing this data with digital screening and analysis tools, our teams improve screening efficiency and focus research resources on strains, healthcare products and functional solutions with more attractive performance profiles.

Through these data-driven and digital practices, we support more consistent product performance and cost-effective development of our products and integrated farming solutions.

PROCUREMENT

Raw Materials

Our primary raw materials comprised corn, soybean meal and fish meal. These raw materials are subject to market-driven, transparent pricing mechanisms. We source our raw materials mainly from countries including Brazil, Argentina and Peru.

Procurement Model

Our procurement system serves as a core pillar supporting our business and operation, with a dedicated emphasis on raw material quality, cost control, supply stability, and risk resilience. Drawing on our deep industry experience, we have established a distinctive dual-procurement model, combining both centralized and localized procurement strategies:

- **Centralized procurement**: Our central procurement department manages the purchase of bulk and standardized raw materials across our Group, including corn, soybean meal and fish meal, wheat and amino acids, which have established global trade and supply systems. This approach enables us to achieve economies of scale, ensure consistent quality and strengthen inventory management, while securing raw material supply and controlling procurement risks.

- **Localized procurement**: Our regional procurement teams independently source raw materials that have a local cost advantage and meet our ingredient requirements, such as rice bran in Vietnam and Indonesia, and fish solubles in Vietnam. Building on in-depth localized formulation research and development, and leveraging our understanding of local raw material supply chains and market dynamics, the sourcing of cost-competitive local raw materials reflects our formulation technology strengths and serves as an important driver of feed product gross margin improvement. Localized procurement enhances agility and responsiveness, maintains supply chain flexibility and enables prompt responses to market-specific needs.

This dual-procurement model is underpinned by our advanced feed formulation technologies, robust raw material research and ongoing market monitoring and analysis. We categorize materials based on their characteristics, demand volume, and regional availability, with dedicated teams responsible for analyzing usage and tracking supply and price developments for each category and formulating procurement strategies in response to market conditions. This approach supports both cost optimization and supply efficiency, providing a balance between economies of scale for bulk raw materials and prompt responsiveness for region-specific materials.

Moreover, we integrate procurement with production and logistics to build an efficient, resilient supply chain that supports our operation across global markets. See "— Inventory, Warehouse and Logistics" in this section.

In addition, we also procure services from third-party providers such as logistics services.

Procurement Policy and Procedure

We have established a comprehensive procurement system with a series of policies and procedures to promote compliance, efficiency and cost control. Our supplier management framework includes strict qualification standards, ongoing monitoring, and the maintenance of a list of qualified suppliers to ensure the quality and reliability of our supply chain. For suppliers that have obtained certification and been added to our qualified suppliers list, our procurement, quality management, and R&D teams continuously monitor and review their performance. We have established a regular supplier evaluation mechanism, scoring suppliers across key dimensions such as quality, cost, delivery, and service, to ensure that suppliers consistently meet our requirements.

We also actively manage procurement cost and risk. We broaden the range of raw materials through market analysis and dynamic adjustments to formulation strategies. We monitor, track and analyze market prices for core raw materials and regularly benchmark our procurement costs against market averages. When we identify significant variances, we may revisit supplier terms or consider alternative sourcing options. Our R&D capabilities, including our feed database and technologies know-how in raw material alternative, support flexibility in feed formulations thus raw material purchases.

Our typical procurement process includes supplier information collection, sample testing, quotation requests, assessment, contract signing, raw material delivery, quality confirmation and payment. Our procurement procedures are designed to ensure transparency, compliance, and effective cost and risk control throughout the supplier selection and procurement execution.

Our Suppliers

Our suppliers primarily include providers for raw materials including corn, soybean meal and fish meal.

During the Track Record Period, we entered into framework agreements with our suppliers. The terms of the agreement with our major suppliers align with standard commercial practices. The credit period granted by our suppliers was generally between 15 to 30 days during the Track Record Period, depending on the type of raw material, purchase volume, delivery arrangements and other commercial terms. The salient terms of such agreements are as follows.

Quantity and Price	We generally specify prices, quantity and delivery details in the agreement.
Quality	Detailed quality standards and specifications for the raw materials are set forth in the framework supply agreements.
Inspection and acceptance	The raw materials are subject to our inspection upon arrival at our designated place, and the supplier shall be liable for any quality issue.
Payment terms	Payments are made to the bank accounts designated by our suppliers.
Delivery	The suppliers are typically responsible for delivering their products to our designated place, and they shall bear the transportation costs.

During the Track Record Period and up to the Latest Practicable Date, we did not experience any breach of agreements by suppliers that resulted in suspension or interruption that would cause a material and adverse effect to our production operations. During the Track Record Period, we did not experience any significant shortage of raw material supplies, and the raw materials provided by our suppliers did not have any significant quality issues.

We believe that we have a good cooperation relationship with our key suppliers. During the Track Record Period and up to the Latest Practicable Date, we complied with the terms of the agreements with our major suppliers in all material aspects, and we had not experienced any circumstances leading to early termination of the agreement or any contractual disputes with or claims by our major suppliers that would have a material and adverse effect on our operations.

In 2023, 2024 and the nine months ended September 30, 2025, purchases from our five largest suppliers in aggregate accounted for 27.1%, 26.6% and 25.6% of our total purchases, respectively, and purchases from our largest supplier accounted for 6.3%, 5.8% and 8.0% of our total purchases for the same periods. Guangdong HAID was one of our five largest suppliers during each period in the Track Record Period.

We have also entered into a number of connected transactions with Guangdong HAID. See "Connected Transactions" for further details of these transactions and the reasons for entering into them. Certain of our Directors (including ZHANG Guijun, YANG Jiantao, LIN Xiaoguang, XUE Hua, YANG Shaolin and LYU Xuezhi) hold interests in Guangdong HAID as a result of equity incentive arrangements. Save as disclosed above, none of our Directors or their respective associates or any Shareholder holding more than 5% of our issued share capital held any interest in any of our five largest suppliers during the Track Record Period.

SALES, MARKETING AND DISTRIBUTION

We are committed to delivering safe and quality products to customers while building long-term trust and loyalty. To strengthen our global presence and support growth, we have developed a regionally focused sales network that aligns local production and technical services to address farmer needs in key markets. As of September 30, 2025, our products and solutions were sold globally, reaching markets across Asia (excluding East Asia), Africa and Latin America. Our sales and technical service teams are tasked to provide comprehensive and one-stop services to our customers. As of September 30, 2025, we had over 2,600 employees in sales and technical services. We require our sales and technical service team to not only possess sales and marketing knowledge and skills but also have experience in providing technical services to customers including conducting on-site training and delivering professional technical services to farmers.

Marketing

Our strong brand recognition supports our sales. We strengthen our brand through an online and offline marketing, including participation in industry events, targeted advertising in industry and digital media, and mobile platforms.

Sales Model

We adopt a sales strategy that integrates both direct sales and sales to distributors, partnering with local distributors while also selling directly to customers to supply our products and solutions to aquaculture and livestock farmers globally. This approach enables us to achieve broad geographic coverage and deeper market penetration, while supporting efficient payment collection and mitigating associated financial risks. According to Frost & Sullivan, this sales model is consistent with prevailing practices in the industry. In 2023, 2024 and the nine months ended September 30, 2024 and 2025, revenue generated through sales to distributors accounted for 72.3%, 70.6%, 71.1% and 67.9% of our total revenue, respectively.

The following table sets forth the breakdown of the revenue generated from direct sales and sales to distributors for the periods indicated.

	Year ended December 31,				Nine months ended September 30,			
	2023		2024		2024		2025	
	Amount	%	Amount	%	Amount	%	Amount	%
	(RMB in thousands, except for percentage)							
							(unaudited)	
Sales to distributors	6,522,845	72.3	8,063,574	70.6	5,960,207	71.1	7,590,921	67.9
Direct sales	2,502,096	27.7	3,353,482	29.4	2,426,589	28.9	3,586,519	32.1
Total	9,024,941	100.0	11,417,056	100.0	8,386,796	100.0	11,177,440	100.0

During the Track Record Period, our revenue contribution from sales to distributors and direct sales remained relatively stable. The increase in the proportion of revenue generated from direct sales for the nine months ended September 30, 2025 was primarily due to our expansion of sales in regions where direct sales account for a relatively high proportion of our total sales, such as Ecuador.

Direct Sales

We sell our products directly to farmers to enhance customer engagement and responsiveness to specific demands. As of September 30, 2025, we had approximately 3,000 direct sales customers. Our relationships with our direct sales customers are characterized as seller and buyer relationships, and we typically enter into framework sale and purchase agreements with those customers and confirm sales details in separate sales orders. The salient terms of the agreements generally include the following:

Duration . . . . The agreements generally have a term of one year. We review the performance and implementation of the agreements at regular intervals, typically every three months, and may confirm, adjust or update their terms together with the relevant customers.

Minimum purchase commitment . . . . The minimum purchase amount is generally determined through negotiation with customers having regard to their historical and expected purchase volumes.

Payment terms	Customers are required to make payment either (i) in advance of delivery or (ii) within a specified period after the date of the relevant invoice, depending on the customer's creditworthiness, the type of products purchased, and the individual credit limit we grant to each customer. To the extent that a customer's purchases exceed its approved credit limit, the excess amount must be settled by way of advance payment. In general, the credit term for aquatic feed customers is within three months, while the credit term for poultry and swine feed customers is within 30 days. Customers are required to remit payments to the bank account designated by us within the agreed period.
Pricing	The prices of the products are determined by reference to the quotations or price lists issued by us from time to time.
Delivery	Our customers are generally responsible for arranging delivery or pickup from our warehouses and bears the risks from the point of delivery or pickup.
Security and guarantee . . .	To secure the due and punctual settlement of amounts owed or payable under the agreements, we may, where we consider appropriate, require customers to provide valid and enforceable security, guarantees or collateral over their assets, in accordance with applicable laws and regulations and the terms.

Distributorship

We provide our products primarily through sales to distributors. Our relationships with our distributors are characterized as seller and buyer relationships, which do not grant us control over their operations or inventories. As of September 30, 2025, we had established an extensive distribution network comprising over 5,300 distributors around the world. We enter into distribution agreement with our distributors. The salient terms of the framework agreements generally include the following:

Duration	The agreements generally have a term of one year. We review the performance and implementation of the agreements at regular intervals, typically every three months, and may confirm, adjust or update their terms together with the relevant distributors.
Exclusivity	We generally do not grant exclusivity to our distributors.

Authorized sales region . . .	Our distributors are generally not allowed to sell our products outside their specified authorized sales region.
Minimum purchase commitment	The minimum purchase amount is generally determined through negotiation with distributors having regard to their historical and expected purchase volumes.
Payment terms	Distributors are required to make payment either (i) in advance of delivery or (ii) within a specified period after the date of the relevant invoice, depending on the distributor's creditworthiness, the type of products purchased, and the individual credit limit we grant to each distributor. To the extent that a customer's purchases exceed its approved credit limit, the excess amount must be settled by way of advance payment. In general, the credit term for aquatic feed distributors is within three months, while the credit term for poultry and swine feed distributors is within 30 days.
Pricing	The prices of the products are determined by reference to the quotations or price lists issued by us from time to time.
Delivery	Our distributors are generally responsible for arranging delivery or pickup from our warehouses and bears the risks from the point of delivery or pickup.
Security and guarantee . . .	To secure the due and punctual settlement of amounts owed or payable under the agreements, we may, where we consider appropriate, require distributors to provide valid and enforceable security, guarantees or collateral over their assets, in accordance with applicable laws and regulations and the terms.

Movements of Distributors

The following table sets forth the total number of our distributors and their movements for the periods indicated.

	For the Year Ended December 31,		For the Nine Months Ended September 30,
	2023	2024	2025
As of the beginning of the period	2,352	3,523	4,519
Addition of new distributors	1,414	1,674	1,912
Terminated distributors(1)	243	678	1,060
Net increase/(decrease) in distributors	1,171	996	852
As of the end of the period	3,523	4,519	5,371

Note:

(1) Terminated distributors refers to distributors with whom we did not have any actual sales during the respective period.

During the Track Record Period, the number of our distributors generally increased in line with our revenue growth. Changes in the number of distributors (net increase or decrease) primarily reflected our application of internal standards and management requirements to select and manage distributors. According to Frost & Sullivan, a certain degree of turnover among distributors is consistent with prevailing practices in the industry.

Management of Our Distributors

We have established a structured distributor management and cooperation mechanism, and have established a distributor management policy, which includes access control procedures, regional and pricing restrictions, credit limits, and ongoing performance evaluations.

We evaluate and select distributors based on various criteria, including their financial standing, business experience, sales capabilities, reputation, and scale of operations. Potential distributors must pass our internal approval procedures prior to being appointed as our distributors. We generally enter into standard sales agreements with our distributors within the same region to facilitate the management and standardization of our relationships with them. Our standard sales agreements include, among other provisions, anti-corruption terms that our distributors must strictly comply with. We regularly evaluate the sales performance of our distributors and provide them with guidance on products, sales, and marketing strategies. In addition, we regularly inspect our distributors to monitor compliance with our requirements, such as, where applicable, selling within the designated sales regions. If our distributors fail to comply with our requirements, we will require remedial actions and may cancel any discounts or rebates granted to them and where necessary, terminate our business relationships.

Measures to prevent cannibalization

To minimize the risk of cannibalization among our distributors, we have implemented the following measures:

- We generally provide suggested selling prices or minimum selling prices to our distributors to ensure price standardization and prevent excessive competition among them.

- To prevent excessive competition among our key distributors, we specify their designated authorized sales region and permitted product categories in the sales agreement. They are prohibited from selling our products outside their respective designated sales regions.

- We conduct site visits to monitor the sales activities of our distributors and collect firsthand market information. If we become aware of any violation of our requirements, such as engaging in cross-regional sales or selling our products at unusually low prices, we may cancel any discount or rebates granted to the relevant distributors and terminate our business relationship with them.

Measures to prevent channel stuffing

We believe that our sales correspond to the actual consumer demand and the risk of channel stuffing is low based on the following reasons:

- We conduct site visits to our distributors and end customers from time to time to obtain feedback and observe their sales performance. If we find any significant decline in distributor's sales volumes or an unusually large amount of unsold inventory, we will make inquiries and adopt appropriate measures.

- We generally require full payment prior to or upon delivery of products and only grant credit terms to customers on a case-by-case basis, subject to their creditworthiness.

- Product returns or refunds are generally not permitted. In the event of any quality issues, we will negotiate with our customers regarding solutions and may provide product replacements on a case-by-case basis. We consider that our product return policy is in line with the industry practice.

In addition, according to Frost & Sullivan, the distribution model in our industry carries more controllable risks. This is primarily because (i) feed products have a relatively short shelf life, typically no more than three months, and low unit prices, while storage and logistics costs are high relative to their unit prices and (ii) stockpiling exposes distributors to the risk of spoilage and losses, and cross-regional sales are unlikely to generate meaningful profit margins. Distributors generally procure based on actual customer demand and therefore do not need to stockpile or engage in cross-regional sales to capture market share, which further reduces the risk of channel volatility. As a result, distributors typically arrange for feed products to be delivered directly to farmers, thereby reducing secondary transportation and handling costs, and they usually maintain no inventory or only a relatively small level of inventory themselves.

To the best of our knowledge, all of our distributors during the Track Record Period are Independent Third Parties and do not have any other past or present family, employment, or financial relationships with us.

In general, we do not expressly prohibit our distributors from reselling our products to their downstream sub-distributors, if any. We do not have any direct contractual relationships with or enter into any sales arrangements with any such sub-distributors, if any, nor do we exercise any control over them. Given that (i) feed products are perishable in nature; (ii) our distributors bear all the risks associated with such feed products after delivery; and (iii) we generally apply a "no return or exchange unless defective" policy to our distributors, the Directors are of the view that our sales reflect genuine market demand for our feed products and do not involve channel stuffing by our distributors or any sub-distributors. In 2023, 2024 and the nine months ended September 30, 2025, product returns from our customers amounted to RMB17.2 million, RMB19.2 million and RMB10.3 million, respectively.

Pricing

In determining our prices, we take into account various factors, such as raw material cost, production costs, industry selling prices for comparable products, market conditions, the supply and demand of our products, our market position, expected market trends, product categories and sales trends. For our feed business in particular, we primarily adopt a cost-plus pricing model, adding our expected amount of gross profit to the cost of sales per ton of feed products, having regard to the above factors, and adjust prices in line with fluctuations in raw material prices.

As different countries have different purchasing power and market conditions, our selling prices may vary from country to country. We review and adjust our product prices periodically based on these factors and general market conditions. In addition, we offer tiered volumed-based incentives to our customers and distributors in the form of (i) discounts, which are applied directly to the invoice price of eligible purchase orders and (ii) rebates, which are credited to the customer or distributor at the end of the relevant measurement period, and apply corresponding discounts or rebates to their purchase orders when specified volume thresholds are achieved.

Return Policy

Our customers are not allowed to return our products unless there are any quality issues. In cases of returns or exchanges due to quality issues, customers shall not bear any costs. During the Track Record Period and up to the Latest Practicable Date, we had not encountered any material sales returns that materially affect our operation. In 2023, 2024 and the nine months ended September 30, 2025, product returns from our customers amounted to RMB17.2 million, RMB19.2 million and RMB10.3 million, respectively.

Our Customers

Our customer primarily consists of distributors, aquaculture and livestock farmers. In 2023, 2024 and the nine months ended September 30, 2025, revenue from sales to our five largest customers in aggregate accounted for 6.9%, 6.8% and 7.1% of our total revenue, respectively, and revenue from sales to our largest customer accounted for 2.3%, 2.1% and 3.0% of our total revenue for the same periods.

None of our Directors or their respective associates or any Shareholder holding more than 5% of our issued share capital held any interest in any of our five largest customers in each year or period during the Track Record Period.

During the Track Record Period and up to the Latest Practicable Date, we were in material compliance with the terms of agreements with our major customers, and we had not experienced any circumstances leading to early termination of the agreement or any contractual disputes with or claims by our major customers that would have a material and adverse effect on our operations.

THIRD-PARTY PAYMENT ARRANGEMENTS

Background of Third-Party Payment Arrangements

During the Track Record Period, certain customers (individually or collectively, the "**Relevant Customers**") settled payments with us through accounts belonging to parties other than the contractual counterparties under the corresponding sales and purchase agreements or relevant parties who assumed unlimited personal liabilities for the payment obligations thereunder (the "**Third-Party Payment Arrangements**"). The Relevant Customers during the Track Record Period primarily consisted of customers in the form of individuals, non-corporate (such as sole proprietorship) and corporate entities, the majority of whom were our distributors. To the best of our knowledge, the designated third-party payors primarily consisted of persons affiliated with the Relevant Customers, such as relatives (of the owners, shareholders or ultimate controlling persons), actual controllers, employees, drivers, downstream farmers, or in certain cases, financial institutions that made payments to us pursuant to financing arrangements with the Relevant Customers.

In 2023, 2024 and the nine months ended September 30, 2025, the number of the Relevant Customers was 2,649, 3,130 and 3,939, respectively. The aggregate amount they settled under the Third-Party Payment Arrangements was RMB1.8 billion, RMB2.6 billion and RMB2.5 billion, respectively, which accounted for 20.2%, 22.9% and 22.0% of our total revenue, respectively, in the same periods. No single Relevant Customer had made a material contribution to our revenue during the Track Record Period.

During the Track Record Period, we did not provide any discount, commission, rebate or other benefits to any of the Relevant Customers or the designated third-party payors to facilitate or incentivize the Third-Party Payment Arrangements. During the Track Record Period, all Third-Party Payment Arrangements were initiated by Relevant Customers, not by us, and the relevant payments were generally settled via bank payments. To the best of our knowledge, during the Track Record Period, the relevant payments were based on bona fide underlying transactions and valid contractual relationships. The pricing and payment terms we provided to the Relevant Customers were in line with those provided to customers not involved in the Third-Party Payment Arrangements. To the best of our knowledge, we were not the subject of any investigations, enquiries, penalties or surcharges as a result of the Third-Party Payment Arrangements during the Track Record Period and up to the Latest Practicable Date. In addition, we had not encountered any refund requests, actual or pending disputes or disagreement due to Third-Party Payment Arrangements or any material claims against us in relation to the Third-Party Payment Arrangements during the Track Record Period and up to the Latest Practicable Date.

During the Track Record Period, we implemented internal control measures to monitor and manage the Third-Party Payment Arrangements. Personnel in our finance department identified and recorded payments made by third-party payors on behalf of the Relevant Customers on a case-by-case basis, with a view to verifying the authenticity of the underlying transactions and properly matching such payments to corresponding sales records. As of the Latest Practicable Date, we had obtained the written letters of undertakings (the "**Undertaking Letter**") in respect of the Third-Party Payment Arrangements from customers representing the majority of the total sales amount involving such arrangements. Under the Undertaking Letter, the Relevant Customers undertake that (i) any economic disputes arising from the Third-Party Payment Arrangements shall be resolved between the Relevant Customers and the third-party payors and shall not concern our Group, (ii) the Relevant Customers and the third-party payors bear risks arising from the Third-Party Payment Arrangements, and (iii) we had not initiated any Third-Party Payment Arrangements nor provided any discount, commission, rebate or other benefit to the Relevant Customers or the relevant third-party payors to facilitate or incentivize the Third-Party Payment Arrangements, other than discounts, commissions, rebates or other benefits granted on the sale and purchase of products in the ordinary and usual course of business. Based on the above, our Directors believe that, to the best of our knowledge, the Third-Party Payment Arrangements during the Track Record Period have been completely and accurately recorded in our accounting books and records in all material respects.

Reasons for Third-Party Payment Arrangements

To our best knowledge, the use of the Third-Party Payment Arrangements during the Track Record Period was primarily to accommodate the requests of the Relevant Customers who, for various administrative reasons as set out below and for convenience, requested payment settlements through third-party payors. For example, in certain regions where the financial and banking infrastructure is less developed or not readily accessible, it would be cumbersome and time-consuming to make payment of the transactions in person. Therefore, the Relevant Customers considered it more efficient to instruct their relatives, employees, drivers or other acquaintances to attend the bank and use their accounts to settle payments with us. In addition, in some less developed regions, it may take two to three days for inter-bank transfers to be confirmed as received and, in order to shorten the time for bank remittances to be credited and avoid any impact on the collection of goods, certain Relevant Customers, for the purpose of saving the number of remittances and time, instructed their downstream farmers or their customers to pay us directly the amounts owed us by such Relevant Customers so as to offset the amounts such downstream farmers owed such Relevant Customers as agreed between them. In addition, for customers operating multiple farming companies, they considered it more efficient to centralize payments through an account controlled by their actual controller.

According to Frost & Sullivan, it is a common commercial practice for distributors and direct sales customers in Asia (excluding East Asia), Africa, Latin America and certain other emerging markets to settle payments through third-party payors for reasons of convenience and flexibility.

Legal Consequences of Third-Party Payment Arrangements

During the Track Record Period and up to the Latest Practicable Date, substantially all of the sales amounts of which our Group adopted the Third-Party Payment Arrangement arose in Vietnam and Egypt. Our Directors confirm that all the Third-party Payment Arrangement during the Track Record Period was based on bona fide underlying transactions and valid contracts.

We confirm that (i) we have no record of having been accused of or investigated for money laundering in relation to the Third-Party Payment Arrangements, (ii) there were no instances of breaches of relevant laws and regulations or tax-related administrative penalties in relation to our Group's activities under the Third-Party Payment Arrangements during the Track Record Period and up to the Latest Practicable Date, (iii) we had not encountered any product returns arising from the Third-Party Payment Arrangements during the Track Record Period and up to the Latest Practicable Date, (iv) no administrative penalties were imposed by tax management authorities for violation of tax laws, regulations and rules due to our Third-Party Payment Arrangements during the Track Record Period, and (v) as of the Latest Practicable Date, we had obtained the Undertaking Letters from customers representing the majority of the total sales amount involving such arrangements. Moreover, our legal advisors as to the laws of Vietnam and Egypt, are of the view that:

- (i) third-party payment arrangements of this nature are not prohibited under applicable laws and regulations in Vietnam and Egypt, respectively, and the Third Party Payment Arrangements during the Track Record Period did not constitute a breach of any applicable laws and regulations in any material respect, merely due to the fact that they were third-party payments;

- (ii) as a matter of general legal principle, in any event, including but not limited to where there is (a) any dispute or disagreement among the customers, the third-party payors and/or us concerning the relevant sales agreements between the customers and us, or (b) any failure by the customers or by the third-party payors on behalf of the customers to settle the payments under such sales agreements, or (c) any request by the third-party payors for refund of the payments made or settled on behalf of the customers concerning such sales agreements, customers would generally remain primarily liable for the payments concerning such sales agreements and for all other liabilities arising out of such sales agreements; and

- (iii) a party in our position would generally have an enforceable right to claim (a) indemnity from the customers; and/or (b) compensation against the customers in the event that any of the customers breaches or fails to perform their respective obligations.

During the Track Record Period, and up to the Latest Practicable Date, to the best knowledge of our Directors and based on publicly available information, all other Relevant Customers and the designated third-party payors who settled payments under the Third-Party Payment Arrangements were Independent Third Parties.

Rectification of Third-Party Payment Arrangements and the Implication

To safeguard our interest against risks associated with Third-Party Payment Arrangements, since October 2025, we have significantly enhanced and implemented various internal control measures (collectively, the "**Rectification Measures**") in order to rectify Third-Party Payment Arrangements. Our efforts to rectify the Third-Party Payment Arrangements include, among other things:

(i) we have initiated the implementation of series of rectification measures regarding third-party payment and relevant enhanced internal control measures and informed our employees of the relevant details of those measures;

(ii) we require all customers to make relevant payment directly from the accounts of such customers who are parties to the relevant sales and purchase agreements;

(iii) in terms of sole proprietorship enterprises in Vietnam (such as individual business operators and household business), we generally require and encourage those customers to make relevant payment directly from the accounts of the business, and if such payment cannot be paid directly from such accounts due their own operating practices, we only allow the relevant parties who assume unlimited personal liabilities (namely, the business operators/sole investors) for the payment obligations thereunder to make such payments on the condition that they will enter into the enhanced Undertaking Letters, being part of the amended sales and purchase agreements, further clarifying relationship between the designated payors and the customers and payment obligation of such parties with us; additionally, based on Vietnam laws, sole proprietorship enterprises do not constitute independent legal entities, and their debts shall be assumed by their business operators/sole investors with their personal and/or family assets. As such, payments made by the business operators/sole investors for purchases ordered by the sole proprietorship enterprises under the sales and purchase agreements are merely payments of such sole proprietorship enterprises;

(iv) in terms of payments from authorized financial institutions engaged by certain Relevant Customers pursuant to relevant financing arrangements (being financing arrangements under which such financial institutions provide funding to the Relevant Customers to settle amounts payable to us, and directly remit the relevant funds to us on behalf of the Relevant Customers), we require that (a) all those Relevant Customers (including the business operators/sole investors of the Relevant Customers, if a Relevant Customer is in form of sole proprietorship enterprise) and relevant authorized financial institutions to provide clear payment instructions strictly following the financing arrangements and; (b) the staff of our finance department will only recognize payments from authorized financial institutions with such clear payment instructions; and

(v) to prevent fraud or money laundering activities and ensure the accuracy and completeness of our accounting books and records, we consistently maintain our know your customer procedures to gain a comprehensive understanding of our customers. If any abnormalities are detected, we will promptly liaise with such customers for verification and correction.

We have implemented a Third-Party Payment Recognition System for payments made under the Third-Party Payment Arrangements. The system identifies the remitter's bank details and matches the remitter's name against the customer's name, either automatically or through manual verification, to identify whether a payment is made by a third party. A receipt voucher can only be generated after this identification has been completed. We regularly check the effectiveness of the Rectification Measures and promptly address any abnormalities. Based on the review of the implementation of the Rectification Measures, our Directors are of the view that such measures are effective and adequate in identifying the sources of funds from the Relevant Customers, ensuring the accuracy and completeness of our accounting books and records and preventing risks associated with Third-Party Payment Arrangements, including money laundering risks, tax evasion risks or other risks relating to violation of applicable laws and regulations. We will continue to monitor the effectiveness of these measures.

Pursuant to the Rectification Measures, we only allow payments (i) directly from the accounts of the customers or (ii) if not directly from the accounts of the customers, through the accounts of: (a) in the case of sole proprietorship enterprises, the business operators/sole investors of such entities pursuant to Undertaking Letters; and (b) authorized financial institutions which make payments to us directly pursuant to the relevant financing arrangements with our customers, as further described above. The aforementioned permitted payors who are not our customers, upon signing the Undertaking Letters, have become contractually obligated with respect to the payments they make thereof and the risk for our Company to be found obligated to return such payments is remote, as advised by our legal advisors as to the laws of Vietnam and Egypt.

Following the commencement of our rectification in October 2025, the proportion of sales involving Third-Party Payment Arrangements decreased to approximately 15.2% in December 2025, respectively. Our Directors consider that the rectification of the Third-Party Payment Arrangements and the implementation of the Rectification Measures did not have, nor will have, any material adverse effect on the Group, taking into account the relationship with our customers, business operation and financial performance, as (i) substantially all of the Relevant Customers cooperated with our rectification process; and (ii) the rectification of Third-Party Payment Arrangements did not affect the payment settlement arrangement from our Relevant Customers to us.

QUALITY CONTROL

We have established a dedicated product quality control department and a comprehensive, effective quality management system. Our products have obtained accreditation in major markets such as Vietnam, Indonesia, Ecuador, Egypt and India. We implement robust quality control measures across our operations to ensure product safety, stability and compliance:

- ***Raw material selection and supplier management***: We adopt strict screening and access procedures to select qualified suppliers of key raw materials. We have established a regular supplier evaluation mechanism, under which suppliers are scored across key dimensions such as product quality, cost, delivery performance and service, to ensure that they consistently meet our requirements. For certain key raw materials, suppliers are required to provide quality certifications or testing reports. In addition, we conduct regular quality tests on incoming raw materials and require any supplier that delivers non-conforming products to implement corrective measures promptly, which may include product replacement, enhanced testing, rectification within a prescribed period or removal from our approved supplier list.

- ***Production management***: We implement a comprehensive quality control system throughout our production process. For each batch of key raw materials, our quality control personnel conduct sampling and inspections according to internal testing protocols, and only qualified materials are released for production. We have standard operating procedures for key processes such as batching, mixing and pelleting, and we monitor critical process parameters, including temperature, moisture and mixing time, to ensure product consistency and traceability. We conduct finished product inspections on a sampling basis, covering physical, nutritional and safety indicators, to ensure compliance with applicable laws and regulations.

- ***Breeding operation***: In our breeding operations, we adopt systematic biosecurity and quality control measures to reduce disease risks and to ensure the health and quality of our fry product. We carefully select and design hatchery and breeding sites, taking into account water quality, climate and accessibility, and allocate functional areas to minimize cross-contamination. We formulate immunisation plans by species, growth stage and region and strictly control immunization procedures. We also apply disease cleansing measures, including water purification, stocking density control, pathogen testing and timely removal of infected individuals, to maintain a stable and healthy breeding environment.

During the Track Record Period and up to the Latest Practicable Date, we did not receive any material complaints from customers in connection with product quality, and did not have any material product recalls or returns, major complaints or product liability claims.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE

We are committed to embedding the principles of sustainable development into our operations. To ensure the effective implementation of our ESG initiatives, we have developed and upheld the *ESG Management Policy* which clearly defines and assigns ESG responsibilities across organizational levels of the Company for the governance of diverse ESG matters. This policy is designed to optimize the efficiency of our ESG management practices.

Board Oversight and Management of ESG Matters

To effectively manage ESG matters, we have established a top-down ESG governance framework. We have established a robust ESG governance structure, with the Board of Directors leading ESG decision-making, the audit committee responsible for ESG strategy formulation, risk identification and execution oversight and the ESG execution team responsible for the advancement for ESG initiatives.

Our Board has overall responsibility for ESG management. The Board provide leadership and oversight to our ESG and climate-related strategy, and ensure our ESG targets and initiatives are aligned with the Company's overall strategic direction. Meanwhile, the Board is also accountable for overseeing the management and mitigation of ESG-related risks, while guaranteeing appropriate resource allocation and related measures are fully implemented throughout the Company. Our Board shall continuously optimize the Company's ESG and climate-related strategy, regularly review ESG policies, priorities, and targets, proactively address stakeholders' concerns, and continuously enhance ESG management.

The Board-level Audit Committee is responsible for researching, guiding, reviewing, and inspecting the company's ESG-related strategies, policies, and risk management frameworks, and monitoring the progress and implementation of ESG goals. The Audit Committee shall report to the Board, supporting the Board in fulfilling its overarching responsibilities for ESG matters.

To better implement our ESG strategies, we have also established the ESG Execution Team, led by our Chief Executive Officer. The Team is responsible for executing ESG and climate-related strategies and objectives, identifying material ESG risks and opportunities, and reporting to the Audit Committee to facilitate oversight and decision-making.

The Company is committed to continuously optimizing its ESG governance structure and professional empowerment framework. In response to regulatory updates and business development trends, we will consistently elevate the ESG-related professional competencies of the Board, the Audit Committee and the ESG Execution Team, thereby ensuring that ESG management practices are carried out in a fully compliant and highly efficient manner on an ongoing basis.

Identification, Assessment, Management and Mitigation of ESG Risks

The Audit Committee leads the identification, assessment of ESG risks and the formulation and review of corresponding strategic plans and mitigation measures. The ESG Execution Team assumes responsibility for the execution of risk control and contingency plans, and reports to the Audit Committee on a regular basis.

We have incorporated ESG-related risks into our corporate risk management framework, and formulated control measures and improvement mechanisms aligned with government policies, laws and regulations. We conduct identification, prioritization and strategic response in respect of ESG risks that may exert a material impact on the Company's operations, supply chain and the communities where it operates. Through communication with stakeholders, and by comprehensively considering its own business characteristics, operating conditions and the policies of the countries and regions where it operates, the Company continuously identifies ESG topics that are critical to its development and of high concern to stakeholders.

Environmental Protection

We attach great importance to environmental protection. We have established specific environmental management systems to mitigate environmental pollution, optimize resource utilization efficiency and reduce carbon emissions. We actively monitor and ensure compliance with all applicable environmental laws and regulations in the regions where we operate.

Resource Consumption and Greenhouse Gas Emissions

We are committed to actively conserving energy and advocating green production and low-carbon office practices. To effectively manage and monitor energy consumption, we have established the Energy Management Measures for the Feed Sector, which incorporates energy management principles and an assessment mechanism, and advocates for innovative energy-saving technologies to drive energy-saving projects. In practice, we continuously improve energy efficiency and reduce greenhouse gas emissions through measures such as promoting clean energy sources like biomass and natural gas to replace traditional energy, popularizing the use of air-source heat pump systems, and adopting waste heat recovery technologies and fuel additives.

Based on historical energy consumption, GHG emissions data and our production projections, we will continue to explore initiatives to reduce our carbon footprint by utilizing clean energy, improving energy efficiency and monitoring GHG emissions. For the periods indicated, the energy consumption and emission data are as follows:

Resource Consumption	**Year Ended December 31, 2023**	**Year Ended December 31, 2024**	**Nine Months Ended September 30, 2025**
Water Consumption (tonnes)	522,683	667,098	710,014
Direct Energy Consumption (MWh)	111,538.6	166,938.1	225,931.6
Indirect Energy Consumption			
Electricity Consumption (MWh)	131,021.6	184,400.4	213,061.3
Steam Consumption (MWh)	102,758.3	142,591.2	122,949.4
Total Energy Consumption (MWh)	345,318.6	493,929.7	561,942.2
Total Energy Consumption Intensity (MWh/tonne of feed production)	0.207	0.207	0.226

Greenhouse Gas Emissions	**Year Ended December 31, 2023**	**Year Ended December 31, 2024**	**Nine Months Ended September 30, 2025**
Scope 1 – Direct Emissions (tCO_2e)	12,112.0	18,081.4	26,413.1
Scope 2 – Indirect Emissions (tCO_2e)	71,625.8	100,583.0	111,617.9
Total Greenhouse Gas Emissions (tCO_2e)	83,737.8	118,664.4	138,031.0
Total Greenhouse Gas Emission Intensity (tCO_2e/tonne of feed production)	0.0501	0.0498	0.0555

Without compromising business growth, the Company will continue to optimize energy mix, improve energy efficiency, and actively monitor energy consumption, with a commitment to achieving energy conservation and reducing carbon emissions per tonne of feed production.

Pollutants and Emissions

We have established a dedicated management system for waste gas, wastewater and solid waste generated during production and operations, ensuring that all pollutants are disposed of in compliance with applicable regulations. Specifically, hazardous waste and general waste are entrusted to qualified third-party for standardized treatment. For waste gas emissions, we are equipped with dedicated waste gas treatment facilities; emissions are discharged only after meeting the required standards, thus ensuring full compliance with national and local environmental protection criteria. As for production wastewater, we conduct strict compliance treatment prior to discharge to ensure that all discharged effluent fully meets the emission standards and regulatory requirements of our operating jurisdictions. Additionally, we actively adopt recycling technologies to realize cascade utilization of water resources, which not only reduces pollutant discharge but also improves resource utilization efficiency.

Product Quality and Safety

The Company has consistently regarded product quality and safety as a core prerequisite for fulfilling its corporate responsibilities. We have established the product quality management system and operational mechanisms with reference to ISO9001 Quality Management System Certification, and other standards, covering aspects of raw material procurement, production control, product inspection, warehousing and logistics, and after-sales service, to achieve comprehensive quality oversight throughout the entire product lifecycle.

To ensure the excellent stability of product quality and safety and health, random inspections are conducted at key production nodes (e.g., packaging, batching, and processes) prior to warehousing, with samples collected for physical and chemical testing.

Business Ethics and Anti-corruption

We have formulated anti-fraud, anti-bribery policies. These policies provide guidelines to employees for seeking advice on proper actions when dealing with suppliers and customers.

We require all employees to adhere to their integrity pledges and job-specific compliance obligations in daily work. Meanwhile, we expect all business partners and suppliers to uphold the principles of integrity in cooperation.

We have established a whistle-blowing policy which encourages employees to report suspected misconduct cases through various channels such as telephone, letters and emails. Any suspicious issues reported will be followed up and investigated by the Risk Control and Compliance Center, and the process of the investigation will be kept confidential. The whistle-blowers are protected in reporting and investigation procedures which are free from unfair treatment.

Employee Management

Our employees are our greatest assets. We strive to fully protect the legitimate rights and interests of employees on recruitment, dismissal, salary, and benefits to ensure equal opportunities and create a diverse and inclusive working atmosphere to all our employees. As of September 30, 2025, we have a total of 5,859 employees, who are 100% full-time employees. See "— Employees."

We are dedicated to creating a safe and healthy work environment for our employees. We have implemented occupational health and safety policies, including *Measures for Occupational Health Management*. Necessary safety facilities and equipment, such as fire-fighting equipment and personal protective equipment, are provided to employees for emergency response. We have also developed some safety guidelines for production site to regulate safe work practices and reduce safety accident risks in such operations.

In addition, we purchase commercial insurance for our employees in certain roles and provide employees with physical examinations. We proactively carry out training for workplace injury prevention.

INVENTORY, WAREHOUSE AND LOGISTICS

Inventory

Our inventories primarily include raw materials, goods in transit and finished goods. During the Track Record Period, our raw materials mainly include corn, soybean meal and fish meal. Goods in transit mainly include purchased raw materials not yet delivered. Finished goods mainly include feed, fry and animal health products. We maintain stringent inventory control and appropriate inventory levels, and we periodically review our inventory levels for slow-moving inventory, obsolescence or declines in market value. We have implemented detailed warehousing operating procedures such as our first-in, first-out inventory management practice, timely recordkeeping, appropriate labeling and periodic stocktaking. We manage our inventory levels based on anticipated demand, estimates of our sales volume for the next period, existing levels of inventory stock, and prevailing price levels of raw materials.

Warehouse and Logistics

Our production bases are equipped with warehouses for storage of raw materials and finished products. In addition, we also own or lease other warehouses for storage of finished products. We adopt a segregated warehousing model for raw materials and finished products. Our raw material warehouses are primarily used to store major raw materials, with a focus on moisture control, mold prevention and quality preservation. Our finished product warehouses store bagged and bulk feed products and animal health products and emphasize ventilation and the application of the first-in-first-out principle. Our fry products are kept and handled at our hatcheries, where we implement water quality management, biosecurity control and standardized operating procedures designed to safeguard survival rates and product quality up to the delivery to customers.

We coordinate warehousing with production and logistics through zoning of storage areas, environmental monitoring and digitalized management systems. These measures are designed to ensure a stable supply of raw materials, maintain the quality of finished products and support the timely fulfilment of customer orders and distribution. During the Track Record Period and as of the Latest Practicable Date, our product deliveries primarily relied on customer-arranged logistics or onsite pick-up. We also procure logistics services from third-party logistics companies to support our logistics needs.

During the Track Record Period and as of the Latest Practicable Date, we did not experience any material delays or improper handling of our products by logistics providers that would have a material adverse impact on our business operations, or suffer from any material shortage of logistics services.

EMPLOYEES

We believe that our long-term growth depends on the expertise, experience and development of our employees. We strive for mutual growth, balancing employee development with our Group's progress.

As of September 30, 2025, we had a total of 5,859 employees in Asia (excluding East Asia), Africa and Latin America, with the majority in Vietnam and Indonesia. The table below sets forth breakdowns of our employees by function as of September 30, 2025.

Function	Number of employees	Percent of total
		(%)
Production	2,584	44.1
Sales and services	2,210	37.7
Technical (R&D)	396	6.8
Financial	194	3.3
Administration	359	6.1
Procurement	116	2.0
Total	5,859	100.0

We enter into employment contracts with our employees. We also enter into confidentiality and non-compete agreements with our key R&D personnel and technical employees.

Our success depends on our ability to attract, retain and motivate qualified personnel. We recruit our employees based on a number of factors such as their work experience, educational background and our vacancy needs. In alignment with our business development plan, we provide continual, systematic and targeted training programs to our employees to improve their skills and capabilities, including induction training and general skills training. Through these initiatives, we implement comprehensive talent development and empowerment programmes. Additionally, we provide competitive compensation packages and foster an environment that encourages initiative. The remuneration payable to our employees includes salaries and discretionary bonus.

We conduct periodic performance review for our employees. We evaluate employee performance through KPIs at the business level and personal business commitments at the individual level. Their remuneration is based on factors including qualifications, contributions, years of experience and performance.

Our Directors consider that we have maintained a good relationship with our employees and is expected to remain amicable in the future. During the Track Record Period and up to the Latest Practicable Date, there was no incident of disruption of work which had a material adverse impact on our operation, and no labor disputes or strikes which may have a material and adverse effect on our business, financial condition or results of operations.

INTELLECTUAL PROPERTY

We consider our intellectual property rights are key to our success and competitiveness. As of the Latest Practicable Date, we were the registered owner of approximately 80 trademarks which we consider to be material to our business. See "Statutory and General Information — Further Information About Our Business — Intellectual Property Rights."

We have implemented internal policies and procedures to protect our intellectual property rights, which our employees are required to follow. We regularly monitor the market and maintain communication with our customers to identify any potential counterfeit products. If we become aware of counterfeit products, we report the matter to the local law enforcement authorities and consider taking appropriate legal action to safeguard our rights. We also seek to protect our proprietary know-how through contractual arrangements. Confidentiality obligations are incorporated into the employment contracts of our key management and R&D personnel, requiring them to keep our trade secrets and other confidential information strictly confidential during and, where applicable, after their employment.

We have entered into a trademark licensing framework agreement with Guangdong HAID (for itself and on behalf of its associates), pursuant to which Guangdong HAID will grant to the Group, effective from the Listing Date, exclusive and non-transferrable licenses for the use of certain trademarks owned by Guangdong HAID and/or its associates in Asia (excluding East Asia), Africa and Latin America. We have included certain terms in the trademark licensing framework agreement to ensure proper use and protection of such trademarks. See "Connected Transactions."

During the Track Record Period and up to the Latest Practicable Date, we were not aware of any material infringements (i) by us of any intellectual property rights owned by third parties, or (ii) by any third parties of any intellectual property rights owned by us. During the Track Record Period and as at the Latest Practicable Date, we were also not aware of any pending or threatened claims against us or against any members of our Group in relation to any material infringement of intellectual property rights of third parties. For risks related to our intellectual property rights, see "Risk Factors — We may not be able to adequately protect our intellectual property and know-how, which could materially and adversely affect our business."

PROPERTIES

We own and lease certain properties in Asia, Africa and Latin America, primarily to be used as production and offices purpose. These properties are used for non-property activities as defined under Rule 5.01(2) of the Listing Rules.

As of September 30, 2025, each of our property interests had a carrying amount less than 15% of our combined total assets. Therefore, according to Chapter 5 of the Listing Rules and section 6(2) of the Companies (Exemption of Companies and Prospectuses from Compliance with Provisions) Notice (Chapter 32L of the Laws of Hong Kong), this document is exempted from compliance with the requirements of section 342(1)(b) of the Companies (Winding Up and Miscellaneous Provisions) Ordinance in relation to paragraph 34(2) of the Third Schedule to the Companies (Winding Up and Miscellaneous Provisions) Ordinance, which require a valuation report with respect to all our interests in land or buildings.

Owned Land and Properties

As of the Latest Practicable Date, we had the right to use land with a total gross land area of approximately 614,246 sq.m. located in Asia, Africa and Latin America. As of the Latest Practicable Date, we owned certain properties primarily in Vietnam, Indonesia, Ecuador and India, with an aggregate area of 219,650.9 sq.m. primarily used for storage, production, R&D and staff dormitory purposes. As of the Latest Practicable Date, we had not completed the transfer of ownership for two parcels of lands in Egypt, with an aggregate site area of approximately 41,622 sq.m.. As advised by our legal advisor as to the law of Egypt, there is no legal impediment preventing the competent governmental authorities from concluding the relevant land sale agreements and completing the transfer of ownership of the lands to us, considering that (i) we had paid in full the purchase price for the respective land allocated to it by the Egyptian Industrial Development Authority, and (ii) to the best of our knowledge, we had completed all actions required in relation to the relevant land arrangements.

Save as disclosed above, as of the Latest Practicable Date, we had obtained all relevant local land use rights certificates.

Leased Properties

As of the Latest Practicable Date, we had leased properties in Asia and Latin America that are related to our production and operation with an aggregate area of 717,910 sq.m, which were used for offices, production, R&D and storage purposes. As of the Latest Practicable Date, we were not subject to any material claims arising from or in respect of any defect in our leasehold interest in any of our leased properties.

LICENSES, PERMITS AND APPROVALS

We are required to maintain various licenses and permits to operate our business. We closely monitor the status of our licenses and permits and making timely applications for renewal. The successful renewal of our licenses and permits will be subject to our fulfilment of relevant requirements. See "Regulatory Overview."

The following table sets forth the material licenses and permits obtained by our Group:

Location	Licenses and Permits	Expiry Date[1]
Vietnam	Certificate of eligibility for animal feed production	No Expiry Date
	Environmental License	December 6, 2032 June 22, 2033 March 11, 2034 April 19, 2034 September 17, 2034 February 5, 2035 September 28, 2035 November 24, 2035
	Fire Prevention and Fighting Design Appraisal Certificate	No Expiry Date
Indonesia	Certificate of Fish Feed Registration	September 17, 2029 July 11, 2030
	Certificate of Good Feed Manufacturing Practices	January 18, 2026 May 21, 2030
	Verified Standard Certificate	No Expiry Date
	Certificate of Good Hatchery Practices	November 21, 2027
Ecuador	Effective Production Certificate	No Expiry Date
	Unified Sanitary Registration Certificates	April 2, 2029
India	Factory License	December 31, 2026
	Sanitary Certificate	October 19, 2026
	Certificate for Renewal of Registration of Coastal Aqua Hatchery	March 31, 2028

Note:

(1) Where more than one license or permit under the same category have been obtained, the expiry date of each of such licenses and permits is set out in this column.

During the Track Record Period and up to the Latest Practicable Date, we had obtained all licenses and permits which are material for our business operations, and such licenses and permits had remained in full effect.

INSURANCE

We maintain various insurance policies to safeguard against risks and unexpected events, such as property insurance and equipment insurance. The occurrence of any events not covered by our limited insurance coverage may result in interruption of our operations and subject us to significant losses or liabilities. See "Risk Factors — Our insurance coverage may not be adequate to cover all the risks and we may be subject to product liability." We believe that our insurance coverage is in line with the general practice in the industry in which we are engaged.

DATA PRIVACY AND SECURITY

During the ordinary course of our business, we will collect and maintain certain customer information to the extent necessary for the sales and delivery of our products and provision of services, primarily including customers' contact information, transaction records, ID cards, business licenses and payment information. The collection of such data facilitates user registration, order processing and other works related to the sale of our products.

We have implemented measures to preserve the confidentiality of such information to ensure regulatory compliance. Specifically, we employ advanced encryption techniques for data storage and transmission, conduct regular audits to identify and mitigate potential security vulnerabilities, and provide comprehensive training to our employees on data privacy and security protocols. Furthermore, we have established stringent access controls and monitoring mechanisms to prevent unauthorized data access and ensure that data handling practices comply with both domestic and international data protection standards.

During the Track Record Period and up to the Latest Practicable Date, we did not experience any material data leakage or data loss or any material unauthorized use of customers' personal information.

COMPLIANCE AND LEGAL PROCEEDINGS

Legal Proceedings

We may from time to time be subject to various legal or administrative claims and proceedings arising in the ordinary course of our business. During the Track Record Period and up to the Latest Practicable Date, to the best of our knowledge after making all reasonable enquiries, we were not involved in any legal proceedings and litigations that we believe would have a material adverse effect on our business, results of operations, financial condition or reputation and compliance.

Compliance Matters

During the Track Record Period and up to the Latest Practicable Date, we had complied with all relevant laws and regulations applicable to us in all material respects concerning our operations. For more information about the laws and regulations applicable to us, see "Regulatory Overview."

RISK MANAGEMENT AND INTERNAL CONTROL

We have devoted ourselves to establishing and maintaining risk management and internal control systems consisting of policies and procedures that we consider to be appropriate for our business operations. We are dedicated to continually improving these systems, developing a risk management culture, and raising the risk management awareness of all employees. We have adopted and implemented comprehensive risk management policies in various aspects of our business operations.

Operational Risk Management

We are faced with operational risks relating to our daily operations, which primarily arise from inadequate or failed internal controls and systems, human errors, IT system failures or external events. We consider these operational risks to be the key risks in our business and believe that, with adequate operational policies and procedures, these inherent risks can be controlled and mitigated. We developed a robust risk management system monitoring and addressing risks in our daily operations, such as the management of (1) our internal financial records, (2) company chops, seals and signatures, (3) key properties, and (4) business files.

To ensure the continuity of our business, we have put in place contingency plans for detecting and responding to emergency incidents. In the event of an emergency incident, our contingency plans set out prescribed response protocols applicable to our various business units. We continue to assess the effectiveness of our contingency plans, and would perform reviews after each emergency incident to identify potential areas for improvement. We also conduct regular emergency response drills to ensure our employees are familiar with our response protocols.

Financial Reporting Risk Management

We have in place a set of accounting policies in connection with our financial reporting risk management, such as accounting records management policy, invoice management policy, budget management policy, treasury management policy, financial statement preparation policy and finance department and staff management policy. We have various procedures in place to implement our accounting policies, and our financial department reviews our management accounts based on such procedures.

Foreign Currency Fluctuation Risk Management

During the Track Record Period, we utilized derivative financial instruments, such as foreign exchange forward and interest rate swap contracts, to hedge our foreign currency risk. We have established clear internal guidelines and procedures for identifying, measuring and managing currency risks. All hedging activities are conducted within a structured and consistent risk management framework, ensuring that our approach remains prudent and aligned with best practices.

Information System Risk Management

We have implemented relevant internal procedures and controls to ensure that user data is protected, and that leakage and loss of such data is avoided. During the Track Record Period and up to the Latest Practicable Date, we did not experience any information leakage or loss of user data that would have a material and adverse effect on our operations. We have instituted and implemented stringent information system monitoring procedures. These procedures involve the regular generation of monitoring logs, which meticulously record the operational status of our information system network equipment, network traffic, user activities, exceptions, and information security events. We also dedicated information system administrators to review the security situation to maintain high standards of data integrity and security. This review process includes examining authorized access, privileged operations, attempts at unauthorized access, system failures, and anomalies.

Regulatory Compliance Risk Management

We are subject to evolving regulatory requirements in various jurisdiction where we operate, including requirements to obtain and renew certain licenses, permits, approvals and certificates for our business operations in different regions. In order to manage our ongoing compliance with the laws and regulations applicable to our business effectively, we have implemented several internal control measures. In particular, we designated personnel to regularly monitor changes in laws, regulations and policies issued by the relevant government authorities in the regions in which we operate to ensure we obtain requisite licenses to operate our business, and we have an up-to-date understanding of the applicable requirements. In addition, we monitor and review the status of our licenses and permits on a regular basis. We continually improve our internal compliance policies according to changes in laws, regulations and industry standards, and update our internal contract terms accordingly.

Internal Control Risk Management

We have designed and adopted strict internal control procedures to ensure the compliance of our business operations with the relevant rules and regulations. In accordance with these procedures, our in-house legal department reviews and updates the forms of contracts that we enter into, examines the contract terms and reviews all relevant documents for our business operations, and is responsible for obtaining any requisite governmental pre-approvals or consents. We have strictly prohibited our employees from receiving kickbacks, bribing others, or secretly receiving commissions or any other personal benefits.

Human Resources Risk Management

We have implemented a comprehensive human resource management system to ensure the effective functioning of us, safeguard the legitimate rights and interests of both parties to the employment relationship and improve operating efficiency. Our internal human resource management system covers all the stages of employment relationship, from recruitment to probation, appraisal, promotion and review, and exit.

We have in place an employee handbook and a code of conduct approved by our management and have distributed them to all our employees. The handbook contains internal rules and guidelines regarding work ethics, fraud prevention mechanisms, negligence and corruption. We provide employees with regular trainings, as well as resources to explain the guidelines contained in the employee handbook.

Credit Risk Management

We face credit risks primarily arising from our products and services delivered to the extent that our customers fail to perform their payment obligations as provided in the sales and service agreements. We implement policies to control our credit exposure. We assess the creditworthiness of our customers based on their financial condition, the possibility of obtaining third-party guarantees, credit history, and other factors such as current market conditions. Appropriate credit periods are set accordingly.

To further mitigate credit risks, we regularly monitor our customer's credit records. For customers with poor credit history, we adopt measures such as sending written reminders, shortening the credit period, or canceling the credit period altogether. These practices ensure that our overall credit risk remains within a manageable range.

Internal Audit

We have established an audit committee to monitor the implementation of our risk management policies across our Group on an ongoing basis to ensure that our internal control system is effective in identifying, managing and mitigating risks involved in our business operations. We also maintain an internal audit department, which is responsible for reviewing the effectiveness of internal controls and reporting any identified issues to the audit committee and senior management. The internal audit department reports to the audit committee to ensure that any major issues identified are channeled to the committee on a timely basis. The audit committee then discusses the issues and corresponding measures to address them, and reports to the board of directors, if necessary.

BOARD OF DIRECTORS

Upon Listing, our Board will consist of nine Directors, including three executive Directors, three non-executive Directors and three independent non-executive Directors.

The following table sets out brief information about our Directors:

Name	Age	Position	Date of joining our Group	Date of appointment as a Director	Roles and responsibilities	Relationship with other Directors and senior management[(1)]
Executive Directors						
Mr. ZHANG Guijun (張桂君)	52	Executive Director and the general manager of our Company	January 9, 2017	September 17, 2025	Responsible for the operations and management of our overall business, overseeing the formulation of business plans, strategies and major decisions of our Group, and supervising research and development of the Group	None
Mr. YANG Jiantao (楊建濤)	56	Executive Director	September 1, 2015	January 1, 2026	Overseeing and managing the raw materials procurement and business operations of the Group, as well as the investment strategies of the Company	Brother-in-law of Mr. Xue
Mr. LIN Xiaoguang (林曉光)	46	Executive Director	January 1, 2024	January 1, 2026	Overseeing the overall management and implementing investment plans of the Latin American region	None

Name	Age	Position	Date of joining our Group	Date of appointment as a Director	Roles and responsibilities	Relationship with other Directors and senior management[(1)]
Non-executive Directors						
Mr. XUE Hua (薛華)	55	Chairperson of the Board and non-executive Director	February 9, 2012	January 1, 2026	Providing leadership on the governance of the Board, and strategic advice on the overall development of our Group	Brother-in-law of Mr. YANG Jiantao
Mr. YANG Shaolin (楊少林)	51	Non-executive Director	March 28, 2012	January 1, 2026	Providing strategic advice to our Group	None
Mr. LYU Xuezhi (呂學志)	48	Non-executive Director	January 9, 2017	January 1, 2026	Providing strategic advice to our Group	None
Independent non-executive Directors						
Dr. SHEN Hongtao (沈洪濤)	58	Independent non-executive Director	Date of the Document	Date of the Document	Supervising and offering independent judgment to the Board	None
Dr. QIN Xin (秦昕)	38	Independent non-executive Director	Date of the Document	Date of the Document	Supervising and offering independent judgment to the Board	None
Dr. ZENG Qinglu (曾慶璐)	45	Independent non-executive Director	Date of the Document	Date of the Document	Supervising and offering independent judgment to the Board	None

Note:

(1) Save as otherwise disclosed above, none of our Directors are related to the other Directors or members of our senior management.

Executive Directors

Mr. ZHANG Guijun (張桂君), aged 52, is our executive Director. He was appointed as a Director in September 2025, and was re-designated as an executive Director and appointed as the general manager of our Company with effect from January 1, 2026. He is primarily responsible for the operations and management of our overall business, overseeing the formulation of business plans, strategies and major decisions of our Group, and supervising research and development of the Group.

Mr. Zhang has over 20 years of experience in corporate management. He joined HAID Group in January 2004 and successively served as a plant director and the head of production, operations and human resources departments. From January 2017 to November 2025, Mr. Zhang was responsible for leading the operation of HAID Group's overseas businesses (comprising our Group), where he served as the general manager of the strategic development department of HAID Group to manage its overseas divisions. He also served as the vice president of HAID Group from February 2024 to November 2025, responsible for the development and operation of overseas projects and deciding on the overall plans, development strategies and investment proposals. In order to focus on his roles and responsibilities as an executive Director and the general manager of our Company, since November 2025, Mr. Zhang no longer held any roles and responsibilities in HAID Group. During his tenure with HAID Group, Mr. Zhang was deeply involved in the management and operation of our Group, in particular since January 2017 when he began to hold position as the general manager of the strategic development department and subsequently as the vice president, where he has been primarily responsible for overseeing and managing the operations, sales and development strategies of the overseas business that comprises our Group's business.

Mr. Zhang obtained a bachelor's degree in animal nutrition and feed processing from Wuhan Polytechnic University (武漢輕工大學, previously known as Wuhan Institute of Food Science (武漢食品工業學院)) in the PRC in July 1997, and a master's degree in business administration from Sun Yat-sen University (中山大學) in the PRC in December 2012.

Mr. YANG Jiantao (楊建濤), aged 56, is our executive Director. He was appointed as an executive Director with effect from January 1, 2026. Mr. Yang currently also holds positions at various subsidiaries of our Company, including but not limited to holding directorships in HAI DUONG HAID COMPANY LIMITED, KINGHILL PTE. LTD., KINGHILL RESOURCES PTE. LTD., KINGHILL AGRI PTE. LTD., KINGHILL INVESTMENT (SINGAPORE) PTE. LTD. and KINGHILL INTERNATIONAL (SINGAPORE) PTE. LTD. and acting as a supervisor of PT. HAIDA AGRICULTURE INDONESIA. He is primarily responsible for overseeing and managing the raw materials procurement and business operations of the Group, as well as the investment strategies of the Company.

Mr. Yang joined HAID Group in January 2004 and has since served as the director of the procurement centre. Since September 2015, Mr. Yang has begun to hold directorships in various overseas investment platform companies of HAID Group, being responsible for overseeing HAID Group's investment and procurement operations in its overseas business (comprising our Group), including developing and implementing relevant procurement plans and investment strategies. He also served as the vice president of HAID Group from August 2022 to November 2025, where he was primarily responsible for the development, investment and operations of overseas projects, as well as the procurement operations of raw materials of HAID Group. Mr. Yang also held directorships in joint venture companies of HAID Group in the feed and raw material industries, including Tianjin Rongchuan Feed Co., Ltd. (天津容川飼料有限公司) and Fujian Haisheng Feed Co., Ltd. (福建海聖飼料有限公司).

In order to focus on his roles and responsibilities as an executive Director and the positions in the members of our Group, since November 2025, Mr. Yang no longer held any roles and responsibilities in HAID Group. During his tenure with HAID Group, Mr. Yang was deeply involved in the management and operation of our Group, in particular since September 2015 when he began to hold directorships in various overseas investment platform companies of HAID Group and subsequently as the vice president of HAID Group, where he has been primarily responsible for overseeing and managing the investment and procurement operations of the overseas business that comprises our Group.

Mr. Yang obtained a master's degree in business administration from Hong Kong Baptist University (香港浸會大學) in Hong Kong in November 2011.

Mr. LIN Xiaoguang (林曉光), aged 46, is our executive Director. He was appointed as an executive Director with effect from January 1, 2026. He is primarily responsible for overseeing the overall management of and implementing investment plans in the Latin American region of our business.

Mr. Lin joined HAID Group in March 2010 and served successively as a marketing manager and a deputy general manager of Guangzhou Rongchuan Feed Co., Ltd. (廣州市容川飼料有限公司) and the general manager of Zhuhai Rongchuan Feed Co., Ltd. (珠海容川飼料有限公司), each a member subsidiary of HAID Group, from March 2010 to December 2018. From December 2018 to November 2025, Mr. Lin was promoted to serve as a regional general manager of HAID Group. Since January 2024, Mr. Lin has begun to be responsible for investment implementation and project development of HAID Group's overseas business (comprising our Group) and in particular, overseeing the management, operation, sales activities and development strategies of HAID (ECUADOR) FEED CIA. LTDA. In order to focus on his roles and responsibilities as an executive Director, since November 2025, Mr. Lin no longer held any roles or responsibilities in HAID Group. During his tenure with HAID Group, Mr. Lin was deeply involved in the management and operation of our Group, in particular since January 2024 when he began to be responsible for overseeing and managing the operations, development and investment activities of the overseas business that comprises our Group.

Mr. Lin obtained an associate's degree in aquaculture from Guangdong Ocean University (廣東海洋大學, previously known as Zhanjiang Ocean University (湛江海洋大學)) in the PRC in June 2002.

Non-executive Directors

Mr. XUE Hua (薛華), aged 55, is our non-executive Director and the chairperson of the Board. He was appointed as a non-executive Director and the chairperson of the Board with effect from January 1, 2026. He is primarily responsible for providing leadership on the governance of the Board, and strategic advice on the overall development of our Group.

Mr. Xue founded HAID Group in January 2004. He has served as the chairperson of the board of directors of Guangdong HAID since June 2007 and concurrently as the president of Guangdong HAID since May 2010. Mr. Xue is the controlling shareholder of Guangdong HAID and has also been a controlling shareholder and a director of Guangzhou Haihao, a member of our Controlling Shareholders Group, since September 2006. Since February 2012 when the Company first commenced operations in the overseas market, Mr. Xue has been overseeing the overall management and operation of HAID Group's overseas business (comprising our Group).

From March 2011 to December 2017, Mr. Xue served as an executive director of Guangzhou Zepei Enterprise Management Consulting Co., Ltd. (廣州澤霈企業管理諮詢有限公司) ("**Guangzhou Zepei**"), a company voluntarily deregistered in December 2017. Mr. Xue confirmed that, to the best of his knowledge, (i) Guangzhou Zepei was solvent immediately prior to its deregistration and had no outstanding claim or liabilities arising from any material non-compliance incidents; (ii) he has not received any notification in respect of penalty, action or proceeding from the PRC authorities as a result of the deregistration; and (iii) he is not aware of any actual or potential claim which has been or will be made against him as a result of the deregistration.

Mr. Xue obtained a bachelor's degree in special aquaculture from Huazhong Agricultural University (華中農業大學) in the PRC in July 1992, and a master of science degree from Sun Yat-sen University (中山大學) in the PRC in June 1995.

Mr. YANG Shaolin (楊少林), aged 51, is our non-executive Director. He was appointed as a non-executive Director with effect from January 1, 2026. He is primarily responsible for providing strategic advice on the finance, internal control and risk management of our Group.

Mr. Yang joined HAID Group in March 2012 and has served as a financial director since October 2012, primarily responsible for overseeing and managing the finance matters, industry financing, risk management and internal control, logistics plan, production and operation of HAID Group (including its overseas business comprising our Group), and has also served as a vice president of HAID Group since July 2019. Prior to joining HAID Group, Mr. Yang began to work at Gilston Group Limited (進騰集團有限公司, formerly known as KEE Holdings Company Limited (開易控股有限公司)), a company listed on the Main Board of the Stock Exchange (stock code: 2011), in December 2008, and successively served as an executive director, chief financial officer and joint company secretary thereof from July 2010 to April 2012, and as a non-executive director from April 2012 to February 2016.

Mr. Yang obtained a bachelor's degree in accounting from Beijing Wuzi University (北京物資學院) in the PRC in June 1997, a master's degree in business administration from Sun Yat-sen University (中山大學) in the PRC in June 2012, and another master's degree in business administration from China Europe International Business School (中歐國際工商學院) in the PRC in November 2023. He also holds several professional certifications in accounting and tax, including as an accountant certified by the Ministry of Finance of PRC (中華人民共和國財政部) since May 2002, as a public accountant by the Public Accountants Examination Committee of the Ministry of Finance (財務部會計師考試委員會) since December 2003, as a tax agent by Guangdong Certified Tax Agents Management Centre (廣東省稅務師管理中心) since September 2004, and as a senior accountant by the Human Resources and Social Security Department of Guangdong Province (廣東省人力資源和社會保障廳) since May 2015.

Mr. LYU Xuezhi (呂學志), aged 48, is our non-executive Director. He was appointed as a non-executive Director with effect from January 1, 2026. He is primarily responsible for providing strategic advice on the investment and operations of our Group.

Mr. Lyu joined HAID Group in January 2010 and successively held positions as the director of the marketing centre from January 2010 to January 2013, as the Southern China regional general manager from January 2013 to December 2014, and as the chief marketing officer from January 2013 to July 2016. From July 2016 to February 2024, he served as the assistant to the chairperson of the board of directors of HAID Group. Since January 2017, he has been jointly in charge of the strategic development department and the ruminant feed business department of HAID Group together with Mr. ZHANG Guijun, responsible for determining major plans, development strategies and investment proposals of HAID Group, as well as the development and operations of its overseas projects comprising our Group. He has also been the vice president of HAID Group since February 2024.

Mr. Lyu obtained a bachelor's degree in mechanical engineering and automation from Xi'an Jiaotong University (西安交通大學) in the PRC in July 2002, and a master's degree in business administration from China Europe International Business School in the PRC in August 2015. He was also admitted as a certified management consultant by the Management Consulting Committee of China Enterprise Confederation (中國企業聯合會管理諮詢委員會) in December 2016.

Independent non-executive Directors

Dr. SHEN Hongtao (沈洪濤), aged 58, is an independent non-executive Director. She was appointed as an independent non-executive Director with effect from the date of the Document. She is primarily responsible for supervising and offering independent judgment to the Board.

Dr. Shen has over 20 years of experience in accounting and financial management. Dr. Shen joined Jinan University (暨南大學) as a tutor in December 1999 and subsequently held positions as a lecturer and an associate professor at the Department of Accounting of the School of Management, and has been a professor at the Department of Accounting of the School of Management since October 2011. She has also held multiple positions including as a member of the China National PAcc Education Steering Committee (全國會計專業學位研究生教育指導委員會) since December 2021, a deputy director of the Audit Committee Directors Committee for Guangdong Listed Companies (廣東上市公司審計委主任委員會) since October 2025, and a council member of the Accounting Society of China (中國會計學會) since May 2023.

Dr. Shen previously served as an independent director in several public companies, including at (i) Rising Nonferrous Metals Share Co., Ltd. (廣晟有色金屬股份有限公司), a company listed on the Shanghai Stock Exchange (stock code: 600259), from April 2015 to October 2020; (ii) Guangdong Electric Power Development Co., Ltd. (廣東電力發展股份有限公司), a company listed on the Shenzhen Stock Exchange (stock code: 000539), from May 2016 to September 2022; (iii) Guangzhou Grandbuy Co., Ltd. (廣州市廣百股份有限公司), a company listed on the Shenzhen Stock Exchange (stock code: 002187), from September 2016 to December 2022; (iv) Youngy Co., Ltd. (融捷股份有限公司), a company listed on the Shenzhen Stock Exchange (stock code: 002192), from October 2017 to October 2023; (v) Guangzhou Yuexiu Capital Holding Group Co., Ltd. (廣州越秀資本控股集團股份有限公司), a company listed on the Shenzhen Stock Exchange (stock code: 000987), from November 2017 to September 2023; and (vi) Foshan Haitian Flavouring and Food Co., Ltd. (佛山市海天調味食品股份有限公司), a company listed on the Hong Kong Stock Exchange (stock code: 3288) and the Shanghai Stock Exchange (stock code: 603288), from July 2022 to September 2024. Currently, Dr. Shen has been an independent director of Guangzhou Lingnan Group Holdings Company Limited (廣州嶺南集團控股股份有限公司), a company listed on the Shenzhen Stock Exchange (stock code: 000524), since November 2023.

Dr. Shen obtained a bachelor's degree in world economics from Fudan University (復旦大學) in the PRC in July 1989, a master degree in accounting and finance from Lancaster University in the United Kingdom in November 1998, and a doctorate degree in management from Xiamen University (廈門大學) in the PRC in December 2005. She has been engaged as a sustainable disclosure standards advisory expert of the Ministry of Finance and a specialist in the Guangdong Capital Market Expert Database.

Dr. QIN Xin (秦昕), aged 38, is an independent non-executive Director. He was appointed as an independent non-executive Director with effect from the date of the Document. He is primarily responsible for supervising and offering independent judgment to the Board.

Dr. Qin joined the School of Business of Sun Yat-sen University (中山大學管理學院) in 2014 and successively held positions as an assistant associate professor and an associate professor, and has been a professor since January 2020 and as the vice dean since July 2022. Dr. Qin has served as an independent director at Zhuhai Huafa Properties Co., LTD (珠海華發實業股份有限公司), a company listed on the Shanghai Stock Exchange (stock code: 600325), since January 2025.

Dr. Qin obtained a bachelor's degree in management from Sun Yat-sen University (中山大學) in the PRC in June 2009, and a doctorate degree in management from Peking University (北京大學) in the PRC in June 2014. He was awarded two Second Prizes at the ninth Awards for Outstanding Achievements in Scientific Research in Higher Education Institutions by the Ministry of Education of the People's Republic of China (中華人民共和國教育部) in July 2024 and the Youth Achievement Award at the eighth Awards for Outstanding Achievements in Scientific Research in Higher Education Institutions by the Ministry of Education of the People's Republic of China in December 2020. He also received four First Prizes at the eighth, ninth and tenth Guangdong Awards for Outstanding Achievements in Philosophy and Social Sciences by People's Government of Guangdong Province (廣東省人民政府) in June 2019, December 2021 and June 2024, respectively.

Dr. ZENG Qinglu (曾慶璐), aged 45, is an independent non-executive Director. He was appointed as an independent non-executive Director with effect from the date of the Document. He is primarily responsible for supervising and offering independent judgment to the Board.

Dr. Zeng joined The Hong Kong University of Science and Technology (香港科技大學) in December 2012, and successively served as an assistant professor from December 2012 to June 2019, as an associate professor from July 2019 to June 2025, and has been a professor of department of ocean science since July 2025.

Dr. Zeng obtained a bachelor of science degree in biochemistry from Sun Yat-sen University (中山大學) in the PRC in June 2003, and a doctorate degree from the State University of New York at Albany in the United States in August 2008. After his graduation, Dr. Zeng pursued post-doctorate studies at Massachusetts Institute of Technology in the United States from November 2008 to November 2012. He was awarded the Early Career Award by the University Grants Committee of Hong Kong in November 2013.

Save as disclosed above, none of our Directors held any directorship in public companies, the securities of which are listed on any securities market in Hong Kong or overseas in the last three years immediately preceding the date of this Document. Save as disclosed herein, to the best knowledge, information and belief of the Directors having made all reasonable inquiries, there are no other matters with respect to the appointment of the Directors that need to be brought to the attention of our Shareholders and there is no information relating to our Directors that is required to be disclosed pursuant to Rule 13.51(2)(a) to (v) of the Listing Rules.

SENIOR MANAGEMENT

Our senior management is responsible for the day-to-day management and operation of our business. Save as otherwise disclosed herein, none of the members of our senior management are related to our Directors or other members of our senior management.

The following table sets out brief information about members of our senior management:

Name	Age	Position	Date of joining our Group	Date of appointment as senior management	Roles and responsibilities	Relationship with other Directors and senior management
Mr. ZHANG Guijun (張桂君)	52	Executive Director and the general manager of our Company	January 9, 2017	January 1, 2026	Responsible for the operations and management of the Company's overall business, and overseeing the formulation of business plans, strategies and major decisions of our Group through the Board	None
Mr. CHUANG Jie Cheng (莊界成)	56	Deputy general manager of our Company	February 9, 2012	January 1, 2026	Responsible for managing business operations in designated regional segments of the Company	None
Mr. TANG Ming (唐明)	51	Deputy general manager of our Company	September 26, 2016	January 1, 2026	Responsible for managing business operations in designated regional segments of the Company	None
Mr. HOU Hsu-Kuang (侯旭光)	54	Deputy general manager of our Company	February 9, 2012	January 1, 2026	Responsible for managing business operations in designated regional segments of the Company	None
Mr. HUNG Hsiang-Shun (洪詳舜)	55	Deputy general manager of our Company	February 9, 2012	January 1, 2026	Responsible for managing business operations in designated regional segments of the Company	None

Mr. ZHANG Guijun (張桂君) is an executive Director and the general manager of our Company. See "— Board of Directors — Executive Directors" in this section for his biographical details.

Mr. CHUANG Jie Cheng (莊界成), aged 56, is a deputy general manager of our Company. He was appointed as a deputy general manager of our Company with effect from January 1, 2026. Mr. Chuang currently also holds positions in subsidiaries of our Company, including as a director and general manager of Sheng Long Biotech International, and the legal representative of THANG LONG (VINH LONG) BIOTECH CO. LTD.

Mr. Chuang joined our Group in February 2012 and has since served as the regional general manager of our Group. He is primarily responsible for managing business operations in designated regional segments of the Company.

Mr. Chuang obtained a bachelor of agriculture degree in aquatic food science in June 1991 and a master of agriculture degree in June 1993, respectively, from National Taiwan Ocean University (臺灣海洋大學) in Taiwan Region, the PRC.

Mr. TANG Ming (唐明), aged 51, is a deputy general manager of our Company. He was appointed as a deputy general manager of our Company with effect from January 1, 2026. Mr. Tang currently also holds positions in subsidiaries of our Company, including as the general manager and legal representative of HAI DUONG HAID COMPANY LIMITED and a president and legal representative of VINH LONG HAI DAI CO., LTD. He is primarily responsible for managing business operations in designated regional segments of the Company.

Mr. Tang joined our Group in September 2016, and has served as the regional general manager of our Group since May 2017. He has also served as a council member of the China Chamber of Commerce in Vietnam (越南中國總商會) since January 2025 and the vice chairman of the China Chamber of Commerce in Vietnam Ho Chi Minh City Branch (越南中國總商會胡志明分會) since July 2025.

Prior to joining our Group, Mr. Tang worked at New Hope Liuhe Co., Ltd. (新希望六和股份有限公司), a company listed on the Shenzhen Stock Exchange (stock code: 000876) from July 2006 to July 2007, and subsequently at Tongwei Co., Ltd. (通威股份有限公司), a company listed on the Shanghai Stock Exchange (stock code: 600438) from July 2010 to July 2015.

Mr. Tang obtained an associate's degree in accounting and statistics from Chengdu University (成都大學) in the PRC in July 1995. He was accredited as a "Yushan Golden Talent" by the Office of the Leading Group for Talent Work of Panyu District, Guangzhou in December 2021, and was awarded as the 2024 Outstanding Regional General Manager of Guangdong HAID in January 2025.

Mr. HOU Hsu-Kuang (侯旭光), aged 54, is a deputy general manager of our Company. He was appointed as a deputy general manager of our Company with effect from January 1, 2026. Mr. Hou currently also serves as a deputy general manager of Sheng Long Biotech International, a subsidiary of our Company.

Mr. Hou joined our Group in February 2012 and has since served as the regional deputy general manager of our Group. He is primarily responsible for managing business operations in designated regional segments of the Company.

Mr. Hou obtained a master of agriculture degree in aquaculture from National Taiwan Ocean University (臺灣海洋大學) in Taiwan Region, the PRC in June 1997.

Mr. HUNG Hsiang-Shun (洪詳舜), aged 55, is a deputy general manager of our Company. He was appointed as a deputy general manager of our Company with effect from January 1, 2026. Mr. Hung currently also serves as the deputy general manager of Sheng Long Biotech International.

Mr. Hung joined our Group in February 2012 and has since served as the regional deputy general manager of our Group. He is primarily responsible for managing business operations in designated regional segments of the Company.

Mr. Hung obtained a master of science degree in June 1996 in fisheries science from National Taiwan Ocean University (臺灣海洋大學) in Taiwan Region, the PRC.

JOINT COMPANY SECRETARIES

Mr. ZHUANG Dongyong (莊東泳) was appointed as a joint company secretary of our Company with effect from the date of the Document.

Mr. Zhuang joined HAID Group in June 2019 as an investment manager of the securities and investment centre, and subsequently served as a senior investment manager from July 2022 to November 2025. Since January 2023, Mr. Zhuang has been responsible for the management and operations of the investment, merger and acquisition of the overseas business of HAID Group (comprising our Group). In order to focus on his roles and responsibilities, since November 2025, Mr. Zhuang no longer held any roles and responsibilities in HAID Group, and has since served as a senior investment manager of our Group. Prior to joining HAID Group, Mr. Zhuang successively worked at Guangfa Futures Co., Ltd. (廣發期貨有限公司) from January 2014 to December 2015, and at Youngy Investment Holding Group Co., Ltd. (融捷投資集團控股有限公司) from February 2016 to December 2017.

Mr. Zhuang obtained a bachelor's degree in financial mathematics from Abertstwyth University in the United Kingdom in June 2012, and a master's degree in financial risk management from University College London in the United Kingdom in November 2013.

Ms. HO Sze Wah Cecilia (何詩華) was appointed as a joint company secretary of our Company with effect from the date of the Document.

Ms. Ho has over 14 years of experience in company secretarial services and corporate governance for both Hong Kong and multinational corporations. She is currently an assistant manager of Global Entity Compliance at Computershare Hong Kong Investor Services Limited.

Ms. Ho obtained a bachelor's degree in business administration and management from De Montfort University in the United Kingdom in June 2008, and a master's degree in professional accounting and corporate governance from City University of Hong Kong (香港城市大學) in Hong Kong in July 2014. She is an associate member of both The Hong Kong Chartered Governance Institute and The Chartered Governance Institute in the United Kingdom.

REMUNERATION OF THE DIRECTORS AND SENIOR MANAGEMENT

The aggregate amount of total remuneration (including salaries, allowances, benefits in kind, equity-settled share-based payment expenses and pension scheme contributions) we paid to our Directors in respect of the financial years ended December 31, 2023, 2024 and the nine months ended September 30, 2025 was nil, nil, and nil, respectively. Our Company did not have any chief executive, executive Directors, non-executive Directors or independent non-executive Directors at any time before the Company was incorporated on September 17, 2025. Further information on the remuneration of each Director during the Track Record Period is set out in Appendix I to this Document.

The five highest paid individuals of our Group for the years ended December 31, 2023, 2024 and the nine months ended September 30, 2025 included nil, nil and nil Directors, respectively, whose remuneration is included in the aggregate amount of remuneration (including salaries, allowances, benefits in kind, equity-settled share-based payment expenses and pension scheme contributions) as set out above. The aggregate amount of salaries, allowances, benefits in kind, equity-settled share-based payment expenses and pension scheme contributions paid for the remaining five, five and five individuals for the years ended December 31, 2023, 2024 and the nine months ended September 30, 2025 was approximately RMB10.6 million, RMB21.7 million and RMB19.0 million, respectively.

Under the arrangement currently in force, we estimate the total remuneration (before tax) payable to Directors for the year ending December 31, 2026 will be approximately RMB24.00 million.

During the Track Record Period, no remuneration was paid to our Directors or the five highest paid individuals as an inducement to join, or upon joining, our Group. During the Track Record Period, no compensation was paid to, or receivable by, our Directors, former Directors or the five highest paid individuals for the loss of office as director of any member of our Group or of any other office in connection with the management of the affairs of any member of our Group. None of our Directors waived any emoluments during the Track Record Period.

Save as disclosed above and in Appendix I to this Document, no other payments have been paid or are payable in respect of the Track Record Period to our Directors by our Group.

For the details of the service contracts and appointment letters that we have entered into with our Directors, see the section headed "Statutory and General Information — C. Further Information about Our Directors — 1. Directors' service contracts and appointment letters" in Appendix IV to this Document.

CONFIRMATION FROM OUR DIRECTORS

Rule 8.10 of the Listing Rules

As of the Latest Practicable Date, none of our Directors had interests in business, which competes or is likely to compete, either directly or indirectly with our business which would otherwise require disclosure under Rule 8.10(2) of the Listing Rules.

Rule 3.09D of the Listing Rules

Each of our Directors confirms that he or she (i) has obtained the legal advice referred to under Rule 3.09D of the Listing Rules on December 23, 2025, and (ii) understands the requirements under the Exchange Listing Rules that are applicable to him or her as a director of a listed issuer under the Listing Rules and the possible consequences of making a false declaration or giving false information to the Exchange.

Rule 3.13 of the Listing Rules

Each of the proposed independent non-executive Directors has confirmed (i) his/her independence as regard to each of the factors referred to in Rule 3.13 of the Listing Rules, (ii) he/she has no past or present financial or other interest in the business of our Company or its subsidiaries or any connection with any core connected person of our Company under the Listing Rules as of the Latest Practicable Date, and (iii) that there are no other factors that may affect his/her independence at the time of his/her appointments.

CORPORATE GOVERNANCE

Our Company is committed to achieving high standards of corporate governance with a view to safeguarding the interests of our Shareholders. Our Directors recognize the importance of incorporating elements of good corporate governance in the management structures and internal control procedures of our Group to achieve effective accountability. To accomplish this, our Company complies or intends to comply with the corporate governance requirements under the Corporate Governance Code as set out in Appendix C1 to the Listing Rules after Listing.

Board Committees

Audit Committee

We have established the Audit Committee in compliance with Rule 3.21 of the Listing Rules and the Corporate Governance Code set out in Appendix C1 to the Listing Rules. The primary duties of the Audit Committee are to review and supervise the financial reporting process and internal controls system of the Group, review the financial information of the Group and consider issues relating to the external auditors and their appointment. Our Audit Committee comprises one non-executive Director, namely Mr. YANG Shaolin, and two independent non-executive Directors, namely Dr. SHEN Hongtao and Dr. ZENG Qinglu. Dr. SHEN Hongtao, being the chairperson of the Audit Committee of our Company, has appropriate accounting and related financial management expertise as required under Rules 3.10(2) and 3.21 of the Listing Rules.

Remuneration Committee

We have established the Remuneration Committee in compliance with Rule 3.25 of the Listing Rules and the Corporate Governance Code set out in Appendix C1 to the Listing Rules. The primary duties of the Remuneration Committee are to make recommendations to the Board on our Group's policy and structure for all remuneration of directors' and senior management and on the establishment of a formal and transparent procedure for development remuneration policy. Our Remuneration Committee comprises one executive Director, namely Mr. ZHANG Guijun and two independent non-executive Directors, namely Dr. QIN Xin and Dr. ZENG Qinglu. Dr. QIN Xin is the chairperson of the Remuneration Committee of our Company.

Nomination Committee

We have established the Nomination Committee in compliance with the Corporate Governance Code set out in Appendix C1 to the Listing Rules, the primary duties of which are to review the structure, size and composition of the Board, assess the independence of the independent non-executive directors, and make recommendations to the Board on the appointment or reappointment of directors and succession planning for directors. Our Nomination Committee comprises one non-executive Director, namely Mr. Xue, and two independent non-executive Directors, namely Dr. SHEN Hongtao and Dr. QIN Xin. Mr. Xue is the chairperson of the Nomination Committee of our Company.

Board Diversity Policy

The Board has adopted a board diversity policy (the "**Board Diversity Policy**") in order to enhance the effectiveness of our Board and to maintain high standard of corporate governance. The Board Diversity Policy sets out the criteria in selecting candidates to our Board, including but not limited to gender, age, cultural and educational background, ethnicity, professional experience, skills, knowledge and length of service. The ultimate decision will be based on merit and potential contribution that the selected candidates will bring to the Board.

Our Board has a balanced mix of knowledge, skills and experience. Upon Listing, the Board will consist of one female Director and eight male Directors with a range of age from 38 to 58 years old. We have three independent non-executive Directors with various industry backgrounds from accounting and finance, corporate management to biotechnology. We will also implement policies to promote gender diversity when recruiting staff to develop a pipeline of female senior management and potential successors to the Board. We will strive to enhance our female representation and achieve appropriate balance of gender diversity with reference to the stakeholders' expectation and international and local recommended best practices. Furthermore, we will implement comprehensive programs aimed at identifying and training our female staff who display leadership and potential, with the goal of promoting them to the senior management or the Board. The Board is of the view that our current Board composition satisfies the Board Diversity Policy.

The Nomination Committee is responsible for reviewing the diversity of the Board. After Listing, the Nomination Committee will monitor and evaluate the implementation of the Board Diversity Policy from time to time to ensure its continued effectiveness. The Nomination Committee will also include in successive annual reports a summary of the Board Diversity Policy, including any measurable objectives set for implementing the Board Diversity Policy and the progress on achieving these objectives.

COMPLIANCE ADVISOR

We have appointed Maxa Capital Limited as our compliance advisor (the "**Compliance Advisor**") pursuant to Rule 3A. 19 of the Listing Rules. Our Compliance Advisor will provide us with guidance and advice as to compliance with the Listing Rules and applicable Hong Kong laws. Pursuant to Rule 3A.23 of the Listing Rules, our Compliance Advisor will advise our Company in certain circumstances including:

(a) before the publication of any regulatory announcement, circular or financial report;

(b) where a transaction, which might be a notifiable or connected transaction, is contemplated, including share issues, sales or transfers of treasury shares and share repurchases;

(c) where we propose to use the proceeds of the [**REDACTED**] in a manner different from that detailed in this Document or where the business activities, developments or results of our Group deviate from any forecast, estimate, or other information in the Document; and

(d) where the Stock Exchange makes an inquiry of our Company under Rule 13.10 of the Listing Rules.

The term of appointment of our Compliance Advisor shall commence on the Listing Date and is expected to end on the date on which we comply with Rule 13.46 of the Listing Rules in respect of our financial results for the first full financial year commencing after the Listing Date.

CONTROLLING SHAREHOLDERS

As at the Latest Practicable Date, Guangdong HAID, through its indirect wholly owned subsidiary, namely Rickworth BVI, was interested in 100% of the total issued share capital of our Company. Rickworth BVI was directly held by HAID International (SG) (a wholly owned subsidiary of Haid Supply Chain, which was wholly owned by Guangzhou Haid Feedstuff, a direct wholly owned subsidiary of Guangdong HAID), Lanking PTE, Kinghill Holdings and Haid International BVI, each a direct wholly owned subsidiary of Guangdong HAID, as to 10.50%, 34.19%, 36.86% and 18.45%. Guangdong HAID was held as to 54.73% by Guangzhou Haihao, which was held as to 39.75% by Mr. Xue.

Immediately upon completion of the [**REDACTED**] (without taking into account any Shares which may be issued pursuant to the exercise of the [**REDACTED**]), Guangdong HAID will be interested in [**REDACTED**]% of the issued share capital of our Company indirectly through Rickworth BVI. Therefore, Mr. Xue, Guangzhou Haihao, Guangdong HAID, HAID International (SG), Haid Supply Chain, Guangzhou Haid Feedstuff, Lanking PTE, Kinghill Holdings, Haid International BVI and Rickworth BVI will form the Controlling Shareholders Group of our Company.

DELINEATION OF BUSINESS

Overview

Guandong HAID is a world-leading agricultural enterprise powered by science and technology. It is primarily engaged in the complete industrial chain of modern agriculture and animal husbandry, which covers animal nutrition, animal breeding, animal healthcare and vaccines, intelligent animal farming, and food processing.

We provide comprehensive integrated aquaculture and livestock solutions throughout the value chain of the husbandry industry. Our business addresses a broad spectrum of needs across the agricultural industry through an integrated suite of products and services covering feed, breeding and animal health. Our primary markets span Asia (excluding East Asia), Africa and Latin America.

Geographical Delineation

Our Group exclusively owns and operates feed, breeding and animal health businesses in Asia (excluding East Asia), Africa and Latin America. As of December 31, 2025, our annual production capacity was supported by 17 production bases located in six countries. We have strategically focused on such three core business regions as they feature rapid economic growth and strong demand for feed products.

After the Corporate Reorganization and upon Listing, HAID Group principally operates feed, breeding and animal health businesses only in geographical regions other than Asia (excluding East Asia), Africa and Latin America, while it also operates husbandry and food processing businesses globally. As HAID Group will focus its feed, breeding and animal health operations primarily outside our target markets, such clear geographical delineation ensures that our Group and HAID Group operate in distinct markets with no overlap in our core feed, breeding and animal health businesses.

Our clear geographical focus has enabled us to achieve strong growth and establish leading market positions in our target regions. For the years ended December 31, 2023 and 2024, and the nine months ended September 30, 2024 and 2025, our total revenue amounted to RMB9,024.9 million, RMB11,417.1 million, RMB8,386.8 million and RMB11,177.4 million, respectively, representing year-on-year growth of 26.5% in 2024 and 33.3% in the nine months ended September 30, 2025. Over the same periods, our gross profit amounted to RMB1,168.3 million, RMB1,730.1 million, RMB1,274.3 million and RMB1,873.8 million, respectively, representing a year-on-year growth of 48.1% in 2024 and 47.0% in the nine months ended September 30, 2025. For the years ended December 31, 2023 and 2024 and the nine months ended September 30, 2024 and 2025, our feed sales volume reached 1.7 million tons, 2.4 million tons, 1.7 million tons and 2.5 million tons, respectively, representing year-over-year growth rates of 38.4% and 47.4%, respectively. This growth demonstrates our ability to independently develop and expand our business in our designated geographical markets without reliance on HAID Group's operations in other regions.

INDEPENDENCE FROM OUR CONTROLLING SHAREHOLDERS

Our Directors consider that we are capable of carrying on our business independently from the Controlling Shareholders and their close associates after Listing, taking into consideration the factors below.

Management Independence

Our business is managed and conducted by our Board and senior management. Upon Listing, our Board consists of nine Directors, including three executive Directors, three non-executive Directors and three independent non-executive Directors.

Save as disclosed below, none of our Directors or members of senior management holds or will hold positions in our Controlling Shareholders and their close associates:

Name	Position(s) in our Group	Name of the Controlling Shareholders and their close associates	Position(s) in the Controlling Shareholders or their close associates
Mr. Xue	Chairperson of the Board and non-executive Director	Guangdong HAID	Chairperson of the board of directors and president
		Guangzhou Haihao	Director
Mr. YANG Shaolin	Non-executive Director	Guangdong HAID	Vice president and financial director
Mr. LYU Xuezhi . .	Non-executive Director	Guangdong HAID	Vice president

Notwithstanding the fact that three non-executive Directors, namely Mr. Xue, Mr. YANG Shaolin and Mr. LYU Xuezhi (collectively, the "**Overlapping Directors**") hold overlapping directorship or other positions in Guangdong HAID and Guangzhou Haihao, our Directors consider that we are able to carry on our business independently from the Controlling Shareholders and their close associates from a management perspective for the following reasons:

(a) each of the Overlapping Directors are non-executive Directors of our Company, all of whom will be mainly responsible for providing guidance to our Board for the overall management and development of our Company and will not be involved in the day-to-day operation and management of our Company. The day-to-day management and operations of our Company will be dealt with by a team of full-time management members who have been serving our Group for a long time and are familiar with our business;

(b) our daily management and operations are carried out by a senior management team, all of whom have substantial experience in the industry in which our Company is engaged, and will therefore be able to make business decisions that are in the best interests of our Group. See "Directors and Senior Management" for details of the industry experience of our senior management team;

(c) each Director is aware of his/her fiduciary duties as a director, which require, among other things, that he/she acts for the benefit and in the interest of our Company and does not allow any conflict between his/her duties as our Director and his/her personal interests;

(d) in the event that there is a potential conflict of interest arising out of any transaction to be entered into between our Group and a Director and/or his/her associate, he/she is required to declare the nature of such interest before voting at the relevant Board meetings of our Company in respect of such transactions and the interested Director shall abstain from voting and shall not be counted towards the quorum for the voting. Hence, a Director will not be able to influence our Board in making decisions on matters in which he/she is interested;

(e) we have three independent non-executive Directors forming one-third of the total seats on our Board, and certain matters of our Company, including connected transactions, must always be referred to the independent non-executive Directors for review and approval as required by the Listing Rules and other applicable laws, rules and regulations; and

(f) we have adopted a series of corporate governance measures to manage conflicts of interest, including conflicts of interest that may arise in respect of the Overlapping Directors, if any, between our Group and the Controlling Shareholders which would support our independent management. The following corporate governance measures will be in place to mitigate any actual or potential conflicts of interest:

    (i) in the event of any actual or potential conflicts of interest between our Group and our Controlling Shareholders, our Directors shall report such conflicts of interest to the independent non-executive Directors as soon as practicable upon becoming aware of it, where applicable, convene a Board meeting to review and evaluate the implications and risk exposure of such conflicts, and monitor any material irregular business activities;

    (ii) the Nomination Committee of our Company will from time to time review the independence of our Directors in terms of the performance of their duties as Directors to ensure effective management of potential conflicts of interest; and

    (iii) our Directors, including our independent non-executive Directors, are entitled to seek independent professional advice from external parties in appropriate circumstances at our Company's expense.

See "— Corporate Governance" for further details.

Based on the above, our Directors believe that our Board as a whole and together with our senior management are able to perform the managerial role in our Group independently from the Controlling Shareholders and their respective close associates after Listing.

Operational Independence

We do not rely on the Controlling Shareholders and their respective close associates for our business development, research and development, sales and marketing, financing, logistics, administration, human resources, legal and compliance, internal audit, information technology or company secretarial functions. We have our own departments specializing in these respective areas which have been in operation and are expected to continue to operate separately and independently from the Controlling Shareholders and their respective close associates. In addition, we have our own headcount of employees for our operations and management for human resources. In particular:

(i) ***Independent Business Operation:*** We have independent access to suppliers and customers and an independent management team to handle our day-to-day operations, and can independently conduct our sales, marketing and customer service operations to serve our own target markets. For details of delineation of our business from our Controlling Shareholders, see "— Delineation of Business" as above. We also have sufficient capital, facilities, equipment and employees, administrative and corporate governance infrastructure to operate our business independently from our Controlling Shareholders and their respective close associates.

(ii) ***Independent Production Facilities:*** As of December 31, 2025, our annual production capacity was approximately 4.8 million tons, supported by 17 production bases located in six countries across the globe.

(iii) ***Independent R&D Capabilities:*** We have established a three-tier R&D system comprising basic research, R&D localization, and end-user focus that integrates industry research with localized implementation to foster sustainable innovation. Our comprehensive R&D platform and market insights, integrated with our breeding-feed-animal health model, enable us to achieve technological breakthroughs and localized implementation. As of September 30, 2025, we had established R&D centers in Vietnam, Indonesia and Eygpt, and a R&D team of approximately 400 members.

(iv) ***Independent Licenses:*** In order to operate our business in our target markets, our Group independently holds the necessary licenses as required.

We have also entered into a number of connected transactions with Guangdong HAID. See "Connected Transactions" for further details of, and the reasons for entering into these transactions. Our Directors, including the independent non-executive Directors, are of the view that the Group is able to operate independently of Guangdong HAID despite the relevant continuing connected transactions, for the following reasons:

(i) The continuing connected transactions with Guangdong HAID and/or its associates are conducted in the ordinary and usual course of business, on normal commercial terms or better, on terms that are fair and reasonable, and in the interests of our Company and our Shareholders as a whole;

(ii) Guangdong HAID has been a Controlling Shareholder since our establishment. Our cooperation with Guangdong HAID is long-term and stable, and is not expected to undergo any material adverse change in the foreseeable future. The relationship is based on mutual commercial benefits rather than structural reliance, as evidenced by our clear business delineation from HAID Group, our ability to deliver products independently and to maintain a diversified customer base that contributes materially to our revenue;

(iii) Our years of collaboration with Guangdong HAID has given us a deep understanding of Guangdong HAID's operational requirements and those of its associates. The know-how, credibility, and operational experience gained from serving Guangdong HAID will enable us to secure and retain projects for a broad range of customers which are Independent Third Parties, which we expect will further reinforce;

(iv) We expect that we will be able to maintain the aggregate amounts of the continuing connected transactions between our Group and Guangdong HAID and their respective associates at a reasonable percentage with respect to our total revenue after the Listing; and

(v) Any transactions with Guangdong HAID and/or its associates will be conducted on an arm's length basis under Chapter 14A of the Listing Rules. Sustainable business expansion resulting from our partnership with Guangdong HAID is driven by mutual commercial benefits and our core competitive strengths such as products capabilities rather than the shareholding relationship. These strengths are equally applicable in building and deepening relationships with customers which are Independent Third Parties, supporting our ongoing commitment to diversifying our customer base and broadening our market coverage.

Based on the above, our Directors believe that we are able to operate independently of the Controlling Shareholders and their respective close associates.

Financial Independence

We have an independent financial system and make financial decisions according to our Group's own business needs. We have internal control and accounting systems and an independent finance department in charge of our treasury function. Our Company maintains bank accounts independently and does not share any bank account with our Controlling Shareholders. Our Group makes tax registration and pays tax independently with its own funds. As such, our Company's financial functions, such as cash management, financial reporting, accounting management, invoicing and billing, are operated independently of our Controlling Shareholders and their respective close associates. We do not expect to rely on the Controlling Shareholders or their respective close associates for financing after Listing as we expect that our working capital will be funded by the cash, cash equivalent on hand as well as the net proceeds from the [**REDACTED**]. In addition, we are capable of obtaining financing from Independent Third Parties, without relying on any guarantee or security provided by our Controlling Shareholders or their respective close associates.

During the Track Record Period and up to the Latest Practicable Date, certain of our Group's interest-bearing bank borrowings (the "**Guaranteed Loans**") were guaranteed (the "**Guarantees**") by Guangdong HAID and/or their close associates (the "**Guarantors**"), subject to filing procedures to be completed (as applicable). The Directors confirm that no consideration was payable or will be payable to the Guarantors for the provision of the Guarantees. As at the Latest Practicable Date, the outstanding principal amount of the Guarantee Loans amounted to approximately RMB145.48 million. In addition, as of the Latest Practicable Date, the outstanding principal amount of borrowings by us from HAID Group amounted to approximately USD46.09 million (the "**Borrowings**"). For details of our outstanding bank loans and credit facilities, the Guarantees and the Borrowings, see "Financial Information — Indebtedness". The Directors confirm that the arrangement of the Guarantees and the Borrowings will be terminated by and before the Listing. Save for the aforementioned, as of the Latest Practicable Date, there were no subsisting loans, guarantees or pledges provided by any member of our Controlling Shareholders and/or their respective close associates to our Group.

Based on the above, our Directors believe that we are capable of carrying on our business independently of, and do not place undue reliance on the Controlling Shareholders or their respective close associates after Listing.

CORPORATE GOVERNANCE

Upon Listing, our Company will comply with the provisions of the Corporate Governance Code as set out in Appendix C1 to the Listing Rules, which sets out principles of good corporate governance.

Our Directors recognize the importance of good corporate governance in protection of our Shareholders' interests. We will adopt the following measures to safeguard good corporate governance standards and to avoid potential conflicts of interests between our Group and the Controlling Shareholders and their respective associates:

(a) where a Shareholders meeting is to be held for considering proposed transactions in which the Controlling Shareholders or any of their respective associates has a material interest, the Controlling Shareholders will not vote on the resolutions and shall not be counted in the quorum in the voting;

(b) as part of our preparation for the [**REDACTED**], we have amended our Memorandum and Articles of Association to comply with the Listing Rules, which will become effective upon Listing. In particular, our Memorandum and Articles of Association provides that, a Director shall abstain from voting on any resolution approving any contract, transaction or arrangement in which such Director or any of his/her associates has a material interest nor shall such Director be counted in the quorum present at the Board meeting;

(c) our Company has established internal control mechanisms to identify connected transactions. Upon Listing, if our Company enters into connected transactions with the Controlling Shareholders or any of their respective associates, our Company will comply with the applicable Listing Rules;

(d) we are committed that our Board shall include a balanced composition of executive directors and non-executive directors (including independent non-executive directors). We have appointed three independent non-executive Directors, and we believe our independent non-executive Directors (i) possess sufficient experiences, (ii) are free of any business or other relationship which could interfere in any material manner with the exercise of their independent judgment, and (iii) will be able to provide an impartial and external opinion to protect the interests of our Shareholders as a whole. See "Directors and Senior Management" for details of the independent non-executive Directors;

(e) where our Directors reasonably request the advice of independent professionals, such as financial advisors and legal advisors, the appointment of such independent professionals will be made at our Company's expenses; and

(f) we have appointed Maxa Capital Limited as our Compliance Advisor to provide advice and guidance to us in respect of compliance with the Listing Rules, including various requirements relating to corporate governance.

Based on the above, our Directors are satisfied that sufficient corporate governance measures have been put in place to manage conflicts of interest between our Group and the Controlling Shareholders, and to protect minority Shareholders' interests after Listing.

Save as disclosed above, as at the Latest Practicable Date, none of any member of our Controlling Shareholders Group had any interest in any other business which competes or is likely to compete, either directly or indirectly with our business which would require disclosure under Rule 8.10 of the Listing Rules.

Upon Listing, certain transactions between our Group and our connected persons will constitute one-off or continuing connected transactions of our Company under Chapter 14A of the Listing Rules.

OUR CONNECTED PERSONS

Our Company has entered into agreements with the following connected persons:

Name of our connected persons	Connected relationship
Guangdong HAID	As of the Latest Practicable Date, Guangdong HAID indirectly held 100.00% equity interest in our Company and is a member of our Controlling Shareholders Group. Therefore, Guangdong HAID is a connected person of our Company.
Guangzhou Haoyue Biotechnology Development Co., Ltd. (廣州灝悅生物技術開發有限公司) ("**Haoyue Biotech**")	As of the Latest Practicable Date, Haoyue Biotech was a subsidiary of Guangzhou Haihao, a member of our Controlling Shareholders Group. Therefore, Haoyue Biotech is an associate of Guangzhou Haihao and a connected person of our Company.

SUMMARY OF OUR CONNECTED TRANSACTIONS

We entered into the following transactions with the above-mentioned connected persons that will constitute one-off connected transaction or continuing connected transactions under Rule 14A.31 of the Listing Rules upon Listing:

	Nature of transaction	Counterparty	Applicable Listing Rules	Waiver sought
	One-off connected transaction			
1. .	Lease of property by our Group from Haoyue Biotech	Haoyue Biotech	N/A	N/A
	Continuing connected transactions			
	Fully-exempt continuing connected transaction			
2. .	Trademark Licensing Framework Agreement	Guangdong HAID	14A.76	N/A

	Nature of transaction	Counterparty	Applicable Listing Rules	Waiver sought
	Non-exempt continuing connected transaction (subject to annual reporting, announcement, annual review and independent Shareholders' approval requirements)			
3. .	Product Procurement Framework Agreement	Guangdong HAID	14A.35, 14A.36, 14A.49, 14A.55, 14A.56, 14A.71, 14A.105	Requirement as to announcement and independent Shareholders' approval
	Non-exempt continuing connected transactions (subject to annual reporting, announcement and annual review requirements)			
4. .	Service Procurement Framework Agreement	Guangdong HAID	14A.35, 14A.49, 14A.55, 14A.56, 14A.71, 14A.105	Requirement as to announcement
5. .	Product Sales Framework Agreement	Guangdong HAID	14A.35, 14A.49, 14A.55, 14A.56, 14A.71, 14A.105	Requirement as to announcement

ONE-OFF CONNECTED TRANSACTION

1. Lease of property by our Group from Haoyue Biotech

Our Group has entered into certain lease agreements (the "**Lease Agreements**") with Haoyue Biotech, pursuant to which Haoyue Biotech agreed to lease to us certain premises used in Guangdong Province in the PRC with a total gross floor area of approximately 2,689 sq.m. for a term of six years commencing from January 1, 2026 at an aggregate annual rent of RMB1.77 million, for use of office in view of our business needs for new office premises to accommodate our expansion of business scale and workforce. The rent was determined by the parties at arm's length negotiations with reference to the prevailing market rent of comparable properties. Our Directors (including our independent non-executive Directors) are of the view that the Lease Agreements were entered into and have been conducted in the ordinary and usual course of business and on normal commercial terms or better, and the terms of the Lease Agreements are fair and reasonable and in the interest of our Company and our Shareholders as a whole.

In accordance with IFRS 16 "Leases", the lease under the Lease Agreements is recognized as right-of-use assets on our balance sheet. Therefore, entering into the Lease Agreements will be regarded as the acquisition of capital assets and a one-off connected transaction, rather than a continuing connected transaction.

Accordingly, the annual reporting, announcement, annual review and independent Shareholders' approval requirements under Chapter 14A of the Listing Rules will not be applicable.

FULLY-EXEMPT CONTINUING CONNECTED TRANSACTION

2. Trademark Licensing Framework Agreement

On [●], 2026, our Company (for itself and on behalf of its subsidiaries) entered into a trademark licensing framework agreement with Guangdong HAID (for itself and on behalf of its associates) (the "**Trademark Licensing Framework Agreement**"), pursuant to which Guangdong HAID will grant to our Group, effective from the Listing Date, exclusive and non-transferrable licenses for the use of certain trademarks owned by Guangdong HAID and/or its associates (the "**Licensed Trademarks**") in Asia (excluding East Asia), Africa and Latin America for a total license fee of RMB1.00 for perpetual license (the "**Licensing Period**"). During the Licensing Period, if Guangdong HAID (including through its controlled entities) is no longer the single largest and controlling shareholder of our Company, Guangdong HAID is entitled, by written notice, (i) to terminate the Trademark Licensing Framework Agreement; or (ii) to re-negotiate the pricing and other key commercial terms under the Trademark Licensing Framework Agreement with our Company, and where a supplemental agreement in relation to such key commercial terms is not entered into within thirty (30) days from the written notice given by Guangdong HAID, either Guangdong HAID or our Company has the right to terminate the Trademark Licensing Framework Agreement upon written notice.

During the Track Record Period, our Group has been using certain Licensed Trademarks in our normal and ordinary course of business. We will continue using them after Listing to maintain stability and continuity of our corporate image, and will use the Licensed Trademarks within the scope and geographical areas specified in the Trademark Licensing Framework Agreement. For details of the Licensed Trademarks which are material to our business, please see the section headed "Appendix IV — Statutory and General Information — B. Further Information about Our Business — 2. Intellectual Property Rights".

As required by Rule 14A.52 of the Listing Rules, the period for the agreement for continuing connected transactions must not exceed three years, except in cases where the nature of the transaction requires the agreement to be of a duration longer than three years. We believe that the Trademark Licensing Framework Agreement will be entered into on normal commercial terms or better and a term of more than three years can ensure the stability of our operations, and is beneficial to our Company and the Shareholders as a whole. The Joint Sponsors agree with the Company's reasons for requiring a longer term for the Trademark Licensing Framework Agreement, and are of the view that entering into such agreement with a duration of over three years is in line with normal business practice.

As the right to use the Licensed Trademarks is granted to us for a total license fee of RMB1.00, the transactions under the Trademark Licensing Framework Agreement constitute de minimis transactions under Rule 14A.76 of the Listing Rules and will be fully exempted from the annual reporting, announcement, annual review and the independent Shareholders' approval requirements under Chapter 14A of the Listing Rules.

NON-EXEMPT CONTINUING CONNECTED TRANSACTIONS

We have entered into the following transactions in the ordinary and usual course of our business, which will, upon Listing, constitute continuing connected transactions of the Company subject to the annual reporting, announcement and independent Shareholders' approval requirements (as the case may be) under Chapter 14A of the Listing Rules (the "**Non-exempt Continuing Connected Transactions**").

3. Product Procurement Framework Agreement

Principal terms

On [●], 2026, our Company (for itself and on behalf of its subsidiaries) entered into a product procurement framework agreement with Guangdong HAID (for itself and on behalf of its associates) (the "**Product Procurement Framework Agreement**"), pursuant to which our Group will procure products from Guangdong HAID and/or its associates, including but not limited to (i) raw materials, (ii) broodstock, and (iii) animal health products.

The initial term of the Product Procurement Framework Agreement will commence on the Listing Date and end on December 31, 2028, subject to renewal through mutual consent by the parties and compliance with all applicable laws, regulations and the Listing Rules.

The parties will enter into separate agreements setting out the specific terms and conditions (including the precise scope of products, fee calculation, payment methods and other details) in respect of the relevant products procurement arrangements based on the principles under the Product Procurement Framework Agreement.

Reasons for and benefits of the transaction

Our business operation addresses a broad spectrum of needs across the agricultural industry by offering an integrated suite of products and services covering feed, breeding and animal health, and therefore requires the procurement of a diversified portfolio of products from HAID Group to support its needs from different business sectors, considering in particular the following:

(i) ***Superior Product Quality.*** We procure raw materials, broodstock and animal health products from HAID Group to support the production and delivery of our feed, breeding and animal health products, respectively, by supplementing our production capacity before the completion of establishment of our overseas plants. The procurement of products from HAID Group allows us to develop integrated value chain solutions leveraging the natural synergy between such businesses sectors. By exploiting HAID Group's accumulated industry resources and capabilities, as well as comprehensive understanding of our business and operational requirements, we expect that HAID Group is capable of continuously fulfilling our demands with high-quality products that meet our business needs;

(ii) ***Stable and Reliable Supply.*** HAID Group possesses substantial production capacity and supply chain capabilities that enable it to provide stable and reliable supply, which would minimize disruption to the Group's operation and internal procedures; and

(iii) ***Established Collaboration Relationship***. Our Group has maintained a long-standing collaboration relationship with HAID Group, which enables efficient communication, streamlined procurement processes and reliable delivery assurance, reducing transaction costs and operational risks.

In view of the above, the Board believes that Guangdong HAID and/or its associates are well positioned to effectively meet our Group's requirements for supply continuity and quality.

Pricing policies

The fees payable by us to Guangdong HAID and/or its associates under the Product Procurement Framework Agreement shall be determined based on the prevailing market rate. The terms under the Product Procurement Framework Agreement shall not be less favorable than the terms available to our Group for the procurement of same or comparable products from Independent Third Parties (to the extent available) taking into account the quantity and quality of the products as well as other transactions terms such as payment terms.

When we procure such products in our ordinary and usual course of business, we select suppliers and determine the relevant terms of procurement through arms' length negotiation based on the types and scale of procurement. We select the most suitable suppliers available for selection, which comprise our connected persons and other Independent Third Parties, taking into account the pricing terms, product quantity and quality, payment terms and other factors. Guangdong HAID and/or its associates, like other Independent Third Parties, will need to go through our internal selection and approval procedures in order to become our suppliers under the Product Procurement Framework Agreement.

Historical amounts

The transaction amounts paid or payable by us to Guangdong HAID and/or its associates in respect of the above products for the years ended December 31, 2023 and 2024 and the nine months ended September 30, 2025 were approximately RMB350.51 million, RMB563.92 million and RMB738.54 million, respectively.

Annual caps and basis of determination

The maximum aggregate annual amounts of the transaction amounts payable by us to Guangdong HAID and/or its associates under the Product Procurement Framework Agreement for each of the years ending December 31, 2026, 2027 and 2028 are not expected to exceed RMB580.00 million, RMB410.00 million and RMB230.00 million, respectively.

The above annual caps were determined based on the following factors:

(i) the historical transaction amounts of the two years ended December 31, 2024 and the nine months ended September 30, 2025 under the existing products procurement arrangements between the parties;

(ii) the expected decrease in our Group's total demand for procurement of the relevant products from Guangdong HAID and/or its associates to support our operational needs, considering that our production bases for raw materials and animal health products as well as hatcheries are expected to gradually commence production during the years ending December 31, 2026, 2027 and 2028, which will greatly increase our capability in satisfying our own business needs arising from the future development and expansions of our Group in general, therefore reducing the overall necessity of continuous procurement of the relevant products from Guangdong HAID and/or its associates in the future; and

(iii) the expected fluctuation in average market price of the supplies and products in the three years ending December 31, 2028.

Listing Rules implications

In respect of the transactions under the Product Procurement Framework Agreement, as the highest applicable percentage ratio (other than profits ratio) is expected to exceed 5% on an annual basis, such transactions will, upon Listing, constitute continuing connected transactions of the Company subject to the annual reporting, announcement, annual review requirements and the independent Shareholders' approval requirement under Chapter 14A of the Listing Rules.

4. Service Procurement Framework Agreement

Principal terms

On [●], 2026, our Company (for itself and on behalf of its subsidiaries) entered into a service procurement framework agreement with Guangdong HAID (for itself and on behalf of its associates) (the "**Service Procurement Framework Agreement**"), pursuant to which our Group will procure from Guangdong HAID and/or its associates various types of services, including but not limited to construction advisory services, market information services (such as for commodity), technical services, IT systems services, property management services and other administrative services.

The initial term of the Service Procurement Framework Agreement will commence on the Listing Date and end on December 31, 2028, subject to renewal through mutual consent by the parties and compliance with all applicable laws, regulations and the Listing Rules.

The parties will enter into separate agreements setting out the specific terms and conditions (including the precise scope of services, service fee calculation, payment methods and other details) in respect of the relevant services procurement arrangements based on the principles under the Service Procurement Framework Agreement.

Reasons for and benefits of the transaction

We have historically procured various services from HAID Group in our usual and ordinary course of business and formed a strategic cooperation relationship with HAID Group considering the following:

(i) ***Specialized Plant Construction Expertise.*** HAID Group possesses extensive experience in the design and management of the construction of feed production facilities, having built numerous plants globally. Utilizing HAID Group's construction advisory services enables us to benefit from proven design standards, construction methodologies and quality control processes, reducing project risks and facilitating the efficient supervision of the construction of our overseas plants;

(ii) ***Procurement Research and Market Intelligence.*** HAID Group's raw material procurement research division conducts in-depth research on bulk commodities and global market trends, providing valuable market information that enhances our procurement decision-making. Procurement of the market information service enables us to diversify our information collection sources, optimizing our procurement strategies, so that we can manage price volatility and improve cost competitiveness while maintaining independent procurement operations;

(iii) ***Advanced R&D Capabilities.*** HAID Group has established a comprehensive research system with over 20 years of accumulated R&D capabilities and industry expertise. Leveraging HAID Group's technical services enables us to access advanced research findings in feed formulation, breeding products and animal health products, while maintaining independent R&D operations tailored to our specific markets. This allows us to utlize the R&D outcome of HAID Group and achieve rapid product innovation without duplicating substantial R&D infrastructure investments; and

(iv) ***Cost-Effective Administrative Services.*** Procuring IT system services, property management services and other administrative services from HAID Group provides cost-effective solutions for digital management, office facilities and administrative support, allowing our management to focus resources on core business operations and market expansion.

In view of the above, the Board believes that Guangdong HAID and/or its associates are capable of providing stable and high-quality services to our Group efficiently.

Pricing policies

In respect of the construction advisory services, market information services (such as for commodity), IT system services, property management services and other administrative services, the fees payable by us to Guangdong HAID and/or its associates under the Service Procurement Framework Agreement shall be determined based on the prevailing market rate. In respect of technical services, the services fees payable by us to Guangdong HAID and/or its associates under the Service Procurement Framework Agreement shall be determined with reference to the cost of relevant services provided (taking into account factors such as labor cost, actual usage of the services, etc.). The terms under the Service Procurement Framework Agreement shall not be less favorable than the terms available to our Group for the procurement of the same or comparable services from Independent Third Parties (to the extent available) taking into account the quantity and quality of the services as well as other transactions terms such as payment terms.

When we procure such services in our ordinary and usual course of business, we select service providers and determine the relevant terms of procurement through arms' length negotiation based on the types and scale of procurement. We select the most suitable service providers available for selection, which comprise our connected persons and other Independent Third Parties, taking into account the pricing terms, quantity and quality of services, our particular business needs, payment terms and other factors. Guangdong HAID and/or its associates, like other Independent Third Parties, will need to go through our internal selection and approval procedures in order to become our service providers under the Service Procurement Framework Agreement.

Historical amounts

The transaction amounts paid by our Group to Guangdong HAID and/or its associates in respect of the above services for the years ended December 31, 2023 and 2024, and the nine months ended September 30, 2025 were approximately RMB22.66 million, RMB32.39 million, and RMB30.75 million, respectively.

Annual caps and basis of determination

The maximum aggregate annual amounts of the transaction amounts payable by us to Guangdong HAID and/or its associates under the Service Procurement Framework Agreement for each of the years ending December 31, 2026, 2027 and 2028 are not expected to exceed RMB65.00 million, RMB65.00 million and RMB65.00 million, respectively.

The above annual caps were determined based on the following factors:

(i) the historical transaction amounts of the two years ended December 31, 2024 and the nine months ended September 30, 2025;

(ii) our expected rapid increase in demand for the various services provided by HAID Group for the year ended December 31, 2026 as compared with the previous year, in view of (a) the growing needs for technical services and construction advisory services, arising from our future business expansion into new markets; and (b) the potential additional needs for procurement advisory services, property management services and other administrative services (including IT system services), considering factors such as the expansion of our office areas in need of property management and increased accommodation service costs; and

(iii) the expected stable demands for the relevant services arising out of our continuous operation during the years 2027 and 2028 given the nature of such services.

Listing Rules implications

In respect of the transactions as described above under the Service Procurement Framework Agreement, the highest applicable percentage ratio (other than profits ratio) is expected to exceed 0.1%, but all applicable percentage ratios are less than 5%, on an annual basis. Such transactions will, upon Listing, constitute continuing connected transactions of the Company subject to the annual reporting, announcement and annual review requirements under Chapter 14A of the Listing Rules but will be exempted from the independent Shareholders' approval requirement under Chapter 14A of the Listing Rules.

5. Product Sales Framework Agreement

Principal terms

On [●], 2026, our Company (for itself and on behalf of its subsidiaries) entered into a product sales framework agreement with Guangdong HAID (for itself and on behalf of its associates) (the "**Product Sales Framework Agreement**"), pursuant to which our Group will sell to Guangdong HAID and/or its associates various types of products, including but not limited to seedlings and feed products.

The initial term of the Product Sales Framework Agreement will commence on the Listing Date and end on December 31, 2028, subject to renewal through mutual consent by the parties and compliance with all applicable laws, regulations and the Listing Rules.

The parties will enter into separate agreements setting out the specific terms and conditions (including the precise scope of products, product fee calculation, payment methods and other details) in respect of the relevant products sales arrangements based on the principles under the Product Sales Framework Agreement.

Reasons for and benefits of the transaction

Guangdong HAID and/or its associates expect to carry out husbandry activities in the regions where we operate after Listing and therefore require local supplies of seedlings and feed products to support such business operation. Given (i) the nature of these products, which includes short shelf life and high transportation costs; and (ii) our expertise in supplying such seedlings and feed products, it is more efficient for Guangdong HAID and/or its associates to procure the relevant products directly from us in regions where we operate to facilitate their husbandry activities in the same regions, as compared with procurement from other local suppliers.

Therefore, we consider that we are well positioned to support Guangdong HAID and/or its associates with competitive and reliable products to address their business need. The Product Sales Framework Agreement will further enhance the synergies between our respective businesses and support our mutual growth.

Pricing policies

The fees payable by Guangdong HAID and/or its associates to us under the Product Sales Framework Agreement shall be determined based on the local prevailing market rate and the price at which we sell same or comparable products to Independent Third Parties. The terms under the Product Sales Framework Agreement shall be no more favorable to Guangdong HAID and/or its associates than the terms offered by our Group for the provision of same or comparable products to Independent Third Parties (if applicable), taking into account the quantity and quality of products, delivery timing and other terms such as payment terms.

Similar to other independent suppliers of Guangdong HAID and/or its associates, we are required to go through their internal procurement and approval procedures as well as commercial negotiation before becoming their suppliers. Guangdong HAID and/or its associates have the discretion to select us to be their suppliers based on their commercial needs and the suitability of the products that we offer and other objective criteria including the quantity and quality of our products and other transaction terms such as pricing terms and payment terms.

Historical amounts

Since the contemplated transactions under the Product Sales Framework Agreement are new transactions to be conducted with Guangdong HAID and/or its associates after Listing, there was no historical transaction amount for the Product Sales Framework Agreement.

Annual caps and basis of determination

The maximum aggregate annual amounts of the transaction amounts payable by Guangdong HAID and/or its associates to us under the Product Sales Framework Agreement for each of the years ending December 31, 2026, 2027 and 2028 are not expected to exceed RMB40.00 million, RMB100.00 million and RMB150.00 million, respectively.

The above annual caps were determined based on the following factors:

(i) the expected surge in the demand of Guangdong HAID and/or its associates for our local supply of seedlings and feed products, given HAID Group's expected rapid expansion plan into overseas husbandry market;

(ii) based on the current negotiations between our Company and HAID Group, the potential cooperation for one husbandry farm for the three years ending December 31, 2028, of which the estimated annual transaction amount is expected to range from RMB30.00 million to RMB40.00 million for the year ending December 31, 2026, depending on the quantity and type of the projects, and the estimated annual transaction amount is expected to increase by RMB40.00 million to RMB60.00 million per year, in line with the growth in product demand driven by the expansion of the production capacity of such husbandry farm; and

(iii) the expected growth in our production capacity as we expand our production capacity in our operating markets, allowing us to meet growing demand from both HAID Group and other customers.

Listing Rules implications

In respect of the transactions as described above under the Product Sales Framework Agreement, the highest applicable percentage ratio (other than profits ratio) is expected to exceed 0.1%, but all applicable percentage ratios are less than 5%, on an annual basis. Such transactions will, upon Listing, constitute continuing connected transactions of the Company subject to the annual reporting, announcement and annual review requirements under Chapter 14A of the Listing Rules but will be exempted from the independent Shareholders' approval requirement under Chapter 14A of the Listing Rules.

WAIVER APPLICATION FOR NON-EXEMPT CONTINUING CONNECTED TRANSACTIONS

In respect of the continuing connected transactions as described above under each of (i) the Service Procurement Framework Agreement and (ii) the Product Sales Framework Agreement, the highest applicable percentage ratio calculated for the purpose of Chapter 14A of the Listing Rules for the three years ending December 31, 2028 is expected to be more than 0.1% but less than 5% on an annual basis. Accordingly, the continuing connected transactions under such framework agreements are subject to the annual reporting requirement under Rules 14A.49 and 14A.71 of the Listing Rules, the announcement requirement under Rule 14A.35 of the Listing Rules and the annual review requirement under Rules 14A.55 and 14A.56 of the Listing Rules.

In respect of the continuing connected transactions as described above under the Product Procurement Framework Agreement, the highest applicable percentage ratio for the Product Procurement Framework Agreement calculated for the purpose of Chapter 14A of the Listing Rules for the three years ending December 31, 2028 is expected to be more than 5% on an annual basis. Accordingly, the continuing connected transactions under the Product Procurement Framework Agreement are subject to the annual reporting requirement under Rules 14A.49 and 14A.71 of the Listing Rules, the announcement requirement under Rule 14A.35 of the Listing Rules, the annual review requirement under Rules 14A.55 and 14A.56 of the Listing Rules and the independent Shareholders' approval requirement under Rule 14A.36 of the Listing Rules.

As the above Non-exempt Continuing Connected Transactions are expected to continue on a recurring and continuing basis and have been fully disclosed in this Document, our Directors consider that strict compliance with the aforesaid announcement and independent Shareholders' approval requirements would be impractical, and such requirements would lead to unnecessary administrative costs and would be unduly burdensome to us. Accordingly, we have applied to the Stock Exchange for, and the Stock Exchange [has granted] us, pursuant to Rule 14A.105 of the Listing Rules, waivers from strict compliance with: (i) the announcement requirement under Rule 14A.35 of the Listing Rules, in respect of the continuing connected transactions under the Service Procurement Framework Agreement and the Product Sales Framework Agreement; and (ii) the announcement and independent Shareholders' approval requirements under Rules 14A.35 and 14A.36 of the Listing Rules in respect of the continuing connected transactions under the Product Procurement Framework Agreement, provided that the respective aggregate transaction amounts of the Non-exempt Continuing Connected Transactions for each of the three years ending December 31, 2028 of the aforesaid framework agreements will not exceed the relevant annual caps as set out in this section.

Apart from the announcement requirements and independent Shareholders' approval requirements (as the case may be) from which waivers are sought, the Company will comply with the other applicable requirements under Chapter 14A of the Listing Rules. In the event of any future amendments to the Listing Rules imposing more stringent requirements than those applicable as of the Latest Practicable Date on the continuing connected transactions referred to in this Document, we will take immediate steps to ensure compliance with such new requirements within reasonable time.

CONFIRMATION FROM OUR DIRECTORS

Our Directors (including our independent non-executive Directors) are of the view that the Non-exempt Continuing Connected Transactions (including their respective annual caps for the three years ending December 31, 2028) have been, and will continue to be, carried out in the ordinary and usual course of business of our Group and are on normal commercial terms, fair and reasonable and in the interest of our Company and Shareholders as a whole.

CONFIRMATION FROM THE JOINT SPONSORS

The Joint Sponsors are of the view that (i) the aforesaid Non-exempt Continuing Connected Transaction, have been entered into in the ordinary and usual course of the Group's business on normal commercial terms or better, are fair and reasonable and in the interest of the Company and the Shareholders as a whole; and (ii) the proposed respective annual caps of the Non-exempt Continuing Connected Transactions are fair and reasonable and in the interests of the Company and the Shareholders as a whole.

INTERNAL CONTROL MEASURES TO SAFEGUARD SHAREHOLDERS' INTERESTS

In order to further safeguard the interests of the Shareholders as a whole (including the minority Shareholders), our Group has implemented the following internal control measures in relation to the continuing connected transactions:

- we have approved and adopted internal procedures and internal guidelines, which provide that, among others, if the value of any proposed connected transaction is expected to exceed certain thresholds, the relevant staff must report the proposed transactions to the head of the relevant business unit in order for our Company to commence the necessary additional assessment and approval procedures and ensure that we will comply with the applicable requirements under Chapter 14A of the Listing Rules. The Board and other internal departments of our Company will be jointly responsible for evaluating the terms under the framework agreements for our Group's continuing connected transactions, in particular, the fairness of the pricing policies and annual caps under each agreement;

- our Company will provide information and supporting documents to the independent non-executive Directors and the auditors in order for them to conduct an annual review of the continuing connected transaction entered into by our Company. In accordance with the requirements under the Listing Rules, the independent non-executive Directors will provide an annual confirmation to the Board as to whether the continuing connected transaction has been entered into in the ordinary and usual course of business of our Group, is on normal commercial terms and is in accordance with the agreement governing it on terms that are fair and reasonable and in the interests of the Shareholders as a whole, and the auditors will provide an annual confirmation to the Board as to whether anything has come to their attention that causes them to believe that the continuing connected transaction has not been approved by the Board, is not in accordance with the pricing policies of our Group in all material respects, is not entered into in accordance with the relevant agreement governing the transactions in all material respects or has exceeded the cap;

- when considering the fees and transaction amounts arising under the connected transactions between our connected persons and us, we will regularly review and consider the prevailing market conditions and practices, and make reference to the pricing and terms between us and Independent Third Parties for comparable products and services, or similar transactions (if available), to make sure that the terms and conditions offered by/to our connected persons based on commercial negotiations are fair and reasonable and are based on normal commercial terms or no less favorable terms to our Group; and

- when considering any renewal or revision of the agreements after Listing, the interested Directors and Shareholders shall abstain from voting on the resolutions to approve such transactions at Board meetings or Shareholders' general meetings (as the case may be). If the independent Directors' or independent Shareholders' approvals cannot be obtained, we will not continue the transactions under the framework agreement(s) to the extent that they constitute non-exempt continuing connected transactions under Chapter 14A of the Listing Rules.

SUBSTANTIAL SHAREHOLDERS

So far as our Directors are aware, immediately following the completion of the [**REDACTED**] (assuming the [**REDACTED**] is not exercised), the following persons are expected to have an interest and/or short positions in the Shares or underlying Shares of our Company which would fall to be disclosed to us pursuant to the provisions of Divisions 2 and 3 of Part XV of the SFO, or, who are, directly or indirectly, interested in 10% or more of the nominal value of any class of our share capital carrying rights to vote in all circumstances at general meetings of our Company:

Name of Shareholder	Nature of Interest	Number of Shares[2]	Approximate percentage of shareholding in our Company as of the Latest Practicable Date	Approximate percentage of shareholding in our Company immediately after the [REDACTED]
Rickworth BVI	Beneficial owner[3]	1,000,000,000	100.00%	[REDACTED]%
Lanking PTE	Interest in controlled corporation[3]	1,000,000,000	100.00%	[REDACTED]%
Kinghill Holdings	Interest in controlled corporation[3]	1,000,000,000	100.00%	[REDACTED]%
Haid International BVI	Interests held jointly with another person[3]	1,000,000,000	100.00%	[REDACTED]%
HAID International (SG)	Interests held jointly with another person[3]	1,000,000,000	100.00%	[REDACTED]%
Haid Supply Chain	Interest in controlled corporation[3]	1,000,000,000	100.00%	[REDACTED]%
Guangzhou Haid Feedstuff	Interest in controlled corporation[3]	1,000,000,000	100.00%	[REDACTED]%
Guangdong HAID	Interest in controlled corporation[3][4]	1,000,000,000	100.00%	[REDACTED]%
Guangzhou Haihao	Interest in controlled corporation[3][4]	1,000,000,000	100.00%	[REDACTED]%
Mr. Xue	Interest in controlled corporation[3][4]	1,000,000,000	100.00%	[REDACTED]%

Notes:

(1) The calculation is based on the total number of [**REDACTED**] Shares in issue immediately following the completion of the [**REDACTED**] (assuming the [**REDACTED**] is not exercised).

(2) All interests stated are long positions.

(3) As of the Latest Practicable Date, Rickworth BVI was held by Lanking PTE, Kinghill Holdings, Haid International BVI and HAID International (SG) as to 34.19%, 36.86%, 18.45% and 10.50%, respectively. Each of Lanking PTE, Kinghill Holdings and Haid International BVI was directly and wholly owned by Guangdong HAID. HAID International (SG) was a wholly owned subsidiary of Haid Supply Chain which was wholly owned by Guangzhou Haid Feedstuff, which was in turn wholly owned by Guangdong HAID. As such, under the SFO, each of Lanking PTE, Kinghill Holdings, Haid International BVI, HAID International (SG) and Guangdong HAID were deemed to be interested in the Shares of our Company held by Rickworth BVI.

(4) As of the Latest Practicable Date, Guangdong HAID was held by Guangzhou Haihao as to 54.73%, which was in turn held by Mr. Xue as to 39.75%. As such, under SFO, each of Mr. Xue and Guangzhou Haihao were deemed to be interested in the Shares of our Company held indirectly by Guangdong HAID.

Save as disclosed above, our Directors are not aware of any person who will, immediately prior to and following the completion of the [**REDACTED**] (assuming the [**REDACTED**] is not exercised), have interests or short positions in any Shares or underlying Shares, which would fall to be disclosed to us under the provisions of Divisions 2 and 3 of Part XV of the SFO, or be, directly or indirectly, interested in 10% or more of the nominal value of any class of our share capital carrying rights to vote in the circumstances at general meetings of our Company. Our Directors are not aware of any arrangement which may at a subsequent date result in a change of control of our Company.

AUTHORIZED AND ISSUED SHARE CAPITAL

The following is a description of the authorized and issued share capital of our Company as of the date of this Document and immediately following the completion of the [**REDACTED**]:

(1) Authorized Share Capital

Number of Shares	Description of Shares	Aggregate nominal value of Shares
		(US$)
2,000,000,000	Ordinary Shares of par value US$0.000025 each	50,000.00
2,000,000,000	Total	50,000.00

(2) Issued and outstanding as of the Latest Practicable Date

Number of Shares	Description of Shares	Aggregate nominal value of Shares	Approximate percentage of the issued share Capital
		(US$)	
1,000,000,000	Ordinary Shares of par value US$0.000025 each	25,000.00	100.00%
1,000,000,000	Total	25,000.00	100.00%

(3) Issued and outstanding immediately prior to the [REDACTED]

Number of Shares	Description of Shares	Aggregate nominal value of Shares	Approximate percentage of the issued share Capital
		(US$)	
1,000,000,000	Ordinary Shares of par value US$0.000025 each	25,000.00	100.00%
1,000,000,000	Total	25,000.00	100.00%

(4) Issued and outstanding following the completion of the [REDACTED]

The issued share capital of our Company immediately following the completion of the [**REDACTED**] (assuming that the [**REDACTED**] is not exercised) will be as follows:

Number of Shares	Description of Shares	Approximate aggregate nominal value of shares
		(US$)
Authorized Share Capital:		
2,000,000,000	Ordinary Shares of par value US$0.000025 each	50,000.00
Issued Share Capital:		
1,000,000,000	Ordinary Shares of par value US$0.000025 each	25,000.00
Shares to be issued under the [**REDACTED**]		
[**REDACTED**]	Ordinary Shares of par value US$0.000025 each	[**REDACTED**]
Total issued Shares immediately after completion of the [**REDACTED**]*:*		
[**REDACTED**]	Ordinary Shares of par value US$0.000025 each	[**REDACTED**]

The issued share capital of our Company immediately following the completion of the [**REDACTED**] (assuming that the [**REDACTED**] is exercised in full) will be as follows:

Number of Shares	**Description of Shares**	**Approximate aggregate nominal value of shares**
		(US$)
Authorized Share Capital:		
2,000,000,000	Ordinary Shares of par value US$0.000025 each	50,000.00
Issued Share Capital:		
1,000,000,000	Ordinary Shares of par value US$0.000025 each	25,000.00
Shares to be issued under the [**REDACTED**]		
[**REDACTED**]	Ordinary Shares of par value US$0.000025 each	[**REDACTED**]
Total issued Shares immediately after completion of the [**REDACTED**]*:*		
[**REDACTED**]	Ordinary Shares of par value US$0.000025 each	[**REDACTED**]

ASSUMPTIONS

The above tables assume that the [**REDACTED**] becomes unconditional and the Shares are issued pursuant to the [**REDACTED**]. The above tables also do not take into account any Shares which may be issued or bought back by us under the general mandates granted to our Directors as referred to below.

RANKING

The [**REDACTED**] will rank pari passu in all respects with all Shares in issue or to be issued as mentioned in this Document, and will qualify and rank equally for all dividends or other distributions declared, made or paid on the Shares on a [**REDACTED**] which falls after the date of this Document.

CIRCUMSTANCES WHERE GENERAL MEETINGS ARE REQUIRED

Our Company has only one class of Shares, namely ordinary shares, and each ranks pari passu.

Pursuant to the Cayman Companies Act and the terms of the Memorandum of Association and Articles of Association, our Company may from time to time by ordinary resolution of shareholders (i) increase its capital; (ii) consolidate and divide its capital into shares of larger amount; (iii) divide its shares into several classes; (iv) subdivide its shares into shares of smaller amount; and (v) cancel any shares which have not been taken. In addition, our Company may subject to the provisions of the Cayman Companies Act reduce its share capital or capital redemption reserve by its shareholders passing a special resolution. See the section headed "APPENDIX III — Summary of the Constitution of the Company and Cayman Islands Company Law — Summary of the Constitution of the Company — 2 Articles of Association — 2.4 Alteration of capital" for further details.

GENERAL MANDATE TO ISSUE SHARES

Subject to the [**REDACTED**] becoming unconditional, our Directors have been granted a general unconditional mandate to allot, issue and deal with Shares with an aggregate nominal value of not more than the sum of:

(i) 20% of the aggregate nominal value of the share capital of our Company in issue immediately following the completion of the [**REDACTED**] (excluding any Shares which may be issued pursuant to the [**REDACTED**]); and

(ii) the aggregate nominal value of share capital of our Company bought back by our Company (if any) under the authority referred to in the paragraph headed "— General Mandate to Buy Back Shares" in this section.

The general mandate to issue Shares will remain in effect until the earliest of:

(i) the conclusion of our Company's next annual general meeting unless otherwise renewed by an ordinary resolution of our Shareholders in a general meeting, either unconditionally or subject to conditions; or

(ii) the expiration of period within which our Company is required by any applicable laws or the Articles of Association to hold its next annual general meeting; or

(iii) the time when the mandate is varied or revoked by an ordinary resolution of our Shareholders in a general meeting.

Further details of this general mandate are set out in the section headed "Appendix IV — Statutory and General Information — A. Further Information about our Group — 4. Written resolutions of the shareholders of our Company passed on [●], 2026" in this Document.

GENERAL MANDATE TO BUY BACK SHARES

Subject to the [**REDACTED**] becoming unconditional, our Directors have been granted a general mandate to exercise all the powers of our Company to buy back shares with a total nominal value of not more than 10% of the aggregate nominal amount of the share capital of our Company in issue or to be issued immediately following the completion of the [**REDACTED**] (excluding any treasury shares of our Company and any Shares which may be issued pursuant to the exercise of the [**REDACTED**]).

This buy-back mandate only relates to purchases made on the Stock Exchange, or any other approved stock exchange(s) on which the Shares are listed (and which is recognized by the SFC and the Stock Exchange for this purpose), and which are made in accordance with all applicable laws and/or requirements under the Listing Rules. A summary of the relevant Listing Rules is set out in the section headed "Appendix IV — Statutory and General Information — A. Further Information about Our Group — 5. Buy-back of our Shares" in this Document.

The general mandate to buy back Shares will remain in effect until the earliest of:

(i) the conclusion of our Company's next annual general meeting unless otherwise renewed by an ordinary resolution of our Shareholders in a general meeting, either unconditionally or subject to conditions; or

(ii) the expiration of period within which our Company is required by any applicable laws or the Articles of Association to hold its next annual general meeting; or

(iii) the time when the mandate is varied or revoked by an ordinary resolution of our Shareholders in a general meeting.

Further details of this Share buy-back mandate are set out in the section headed "Appendix IV — Statutory and General Information — A. Further Information about Our Group — 5. Buy-back of our Shares" in this Document.

The following discussion and analysis of our financial condition and results of operations should be read in conjunction with our financial statements and notes included in the Accountants' Report in Appendix I to this Document. The financial information as set out in the Accountants' Report incorporates our financial statements during the Track Record Period. You should read the whole Accountants' Report and not rely merely on the information in this section. For the purpose of this section, unless the context otherwise requires, references to 2023 and 2024 refer to our financial years ended December 31 of such years.

The following discussion and analysis contain forward-looking statements that reflect the current views with respect to future events and financial performance. These statements are based on assumptions and analyses made by us in light of our experience and perception of historical trends, current conditions and expected future developments, as well as other factors that we believe are appropriate under the circumstances. However, whether the actual outcome and developments will meet our expectations and predictions depends on a number of risks and uncertainties over which we do not have control. In evaluating our business, you should carefully consider all of the information provided in this Document, including the sections headed "Forward-Looking Statements," "Risk Factors" and "Business" in this Document.

OVERVIEW

We are a technology-driven global agricultural company with a demonstrated track record of rapid growth. With our core competitive advantages in technology, products and services, we provide comprehensive integrated solutions throughout the value chain of the husbandry industry, with our feed business as the foundation. Our primary markets are Asia (excluding East Asia), Africa and Latin America. Leveraging our advanced agricultural technologies, extensive industry resources and deep market expertise, we empower customers to modernize husbandry practices and deliver sustainable value creation. According to Frost & Sullivan, in 2024, we were the second largest aquatic feed provider in Asia (excluding East Asia) in terms of production volume, with an output of 1.0 million tons of aquatic feed, and the third largest feed provider in Vietnam in terms of production volume, with an output of 1.7 million tons of feed products. During the Track Record Period, our revenue amounted to RMB9,024.9 million, RMB11,417.1 million, RMB8,386.8 million and RMB11,177.4 million in 2023, 2024 and the nine months ended September 30, 2024 and 2025.

BASIS OF PRESENTATION

Pursuant to the Reorganization, our Company was incorporated on September 17, 2025. See "History, Reorganization and Corporate Structure — Corporate Reorganization." Our Company and our subsidiaries now comprising our Group were under the common control of Guangdong HAID before and after the reorganization. The combined statements of profit or loss, statements of comprehensive income, statements of changes in equity and statements of cash flows of our Group for the Track Record Period include the results and cash flows of all companies now comprising our Group from the earliest date presented or since the date when the subsidiaries and/or businesses first came under the common control of Guangdong HAID, where this is a shorter period. The combined statements of financial position of our Group as of December 31, 2023 and 2024 and September 30, 2025 have been prepared to present the assets and liabilities of the subsidiaries using the existing book values from Guangdong HAID's perspective. No adjustments are made to reflect fair values or recognize any new assets or liabilities as a result of the reorganization.

Equity interest in subsidiaries held by parties other than the controlling shareholder prior to the reorganization is presented as non-controlling interest in equity in applying the principles of merger accounting.

All intra-group transactions and balances have been eliminated on combination.

As our Company was incorporated on September 17, 2025, there are no statements of financial position of our Company as of December 31, 2023 and 2024. See note 2.1 to the Accountants' Report included in Appendix I to this Document.

BASIS OF PREPARATION

The historical financial information has been prepared in accordance with IFRS Accounting Standards, which comprise all standards and interpretations approved by the International Accounting Standards Board (the "**IASB**"). All IFRS Accounting Standards effective for the accounting period commencing from January 1, 2025 together with the relevant transitional provisions, have been early adopted by our Group in the preparation of the historical financial information throughout the Track Record Period and in the periods covered by the interim financial information.

The historical financial information has been prepared under the historical cost convention, except for financial assets and liabilities at fair value through profit or loss, investment properties and biological assets which have been measured at fair value. See note 2.2 to the Accountants' Report included in Appendix I to this Document.

KEY FACTORS AFFECTING OUR RESULTS OF OPERATIONS

The success and growth of our business depend on many factors. While each of these factors presents significant opportunities for our business, they also pose important challenges that we must successfully address to optimize our results of operations and sustain our growth.

Production Capacity and Operational Efficiency

Our results of operations are significantly affected by the growth in production capacity and the utilization of our production bases. During the Track Record Period, we primarily generated revenue from Asia (excluding East Asia), particularly in Vietnam and Indonesia, and in emerging markets such as Ecuador and Egypt. In 2024, the global feed industry market size has reached 1,405.4 million tons. According to Frost & Sullivan, among all regional segments, Asia (excluding East Asia) emerged as the fastest-growing one, whose feed industry market size amounted to 163.2 million tons in terms of production volume. From the same source, the feed industry market size of Asia (excluding East Asia) is expected to reach 202.1 million tons in 2029, representing a CAGR of 4.4% from 2025 to 2029. We believe that our production capacity expansion will enable us to effectively capture emerging market growth opportunities, thereby driving sustained growth in the sales volume of our feed products, which in turn will significantly broaden our market reach and continue to drive our growth in the foreseeable future.

As of December 31, 2025, our annual production capacity was approximately 4.8 million tons, supported by 17 production bases located in six countries across the globe. The increase in production capacity will provide a key driver to increase our sales volume that caters to the rapidly growing market demand, and further enhance our market penetration. However, investment in production capacity may not be immediately offset by revenue and could negatively impact our short-term profitability.

Expansion of our Sales Network and Customer Base

Our ability to expand our sales network to attract new customers and expand into new geographic regions is a key driver of our revenue growth and overall financial performance. As of September 30, 2025, our products were sold globally, reaching markets across Asia (excluding East Asia), Africa and Latin America. To strengthen our global presence and support growth, we have developed a regionally focused sales network that aligns local production and technical services to address customer needs in key markets. We adopt a sales strategy that we partner with local distributors while also sell directly to customers to supply our products and solutions to aquaculture and livestock farmers globally. See "Business — Sales, Marketing and Distribution — Sales Model." During the Track Record Period, the revenue generated from distributors amounted to RMB6,522.8 million, RMB8,063.6 million, RMB5,960.2 million and RMB7,590.9 million, accounting for 72.3%, 70.6%, 71.1% and 67.9% of our total revenue in 2023, 2024 and the nine months ended September 30, 2024 and 2025, respectively. While this model has facilitated rapid market penetration, our reliance on local distributors exposes us to certain risks and uncertainties. Our financial performance could be materially and adversely affected by any failure to maintain good relationships with our major distributors, pricing pressure exerted by them which could compress our margins, or their failure to effectively market our products. See "Risk Factors — We engage third-party distributors to sell our products, and we have limited control over our distributors."

In addition, we also sell directly to customers to enhance customer engagement and responsiveness to specific demands. During the Track Record Period, the revenue generated from direct sales amounted to RMB2,502.1 million, RMB3,353.5 million, RMB2,426.6 million and RMB3,586.5 million, accounting for 27.7%, 29.4%, 28.9% and 32.1% of our total revenue in 2023, 2024 and the nine months ended September 30, 2024 and 2025, respectively. This sales strategy enables us to achieve broad geographic coverage and deeper market penetration, while supporting efficient payment collection and mitigating associated financial risks.

Geographic expansion is another core component of our strategy, significantly influencing our profitability. Our success in new regions is subject to uncertainties, including competition, regulatory hurdles, and the acceptance of our products by local customers. As we recognize that each region has distinct characteristics, including different protein consumption preferences and growth profile. Accordingly, our expansion strategy has involved carefully tailored product portfolio for each new region to optimize our product mix.

Animal Diseases and Natural Disasters

With the change of the environment and the development of large-scale breeding, animal diseases may occur from time to time. For example, we have seen the EMS disease in shrimp farming, the H7N9 virus in poultry farming and the blue-ear virus in hogs farming in recent years. The occurrence of these diseases may lead to a decrease in farming scale, which will directly reduce the demand for feed in the short term. In addition, outbreaks of animal diseases could significantly alter consumer confidence, resulting in reduced market demand, which in turn may adversely impact the demand for our feed products.

Additionally, our feed products mainly serve customers in the husbandry industries. Natural disasters such as high temperature, extreme cold, excessive rainfall, typhoon during the farming process could lead to significant decrease in farming scale, resulting in phased or regional demand fluctuations. For instance, excessive rainfall could lower the dissolved oxygen levels in a body of water and worsen its quality. Consequently, some aquatic animals may struggle to adapt to these sudden environmental shifts, leading to a significant decrease in farming scale and impacting short-term demand for aquatic feed.

Our product portfolio of feed business primarily covers aquatic feed, poultry feed and swine feed. Such diverse product mix enables us to mitigate the impact of animal diseases in certain single livestock or aquaculture species. In addition, our ongoing plants construction and business expansion in various emerging markets in Asia (excluding East Asia), Africa and Latin America enable us to mitigate the impact of animal diseases and natural disasters in certain regions. Moreover, our continuous improvement of the service capabilities for farmers, through the integrated empowerment of our breeding-feed-animal health solutions, provides scientific farming plans that strengthen farmers' resilience against the adverse effects arising from animal diseases and natural disasters. However, despite these mitigation measures, a large-scale or sudden outbreak of animal disease or a severe natural disaster could still materially and adversely affect our operations and financial condition.

Fluctuations in the Price of Raw Materials

During the Track Record Period, our cost of raw materials, which mainly consisted of feed ingredient costs for feed business, amounted to RMB7,437.3 million, RMB9,083.9 million, RMB6,696.5 million and RMB8,728.7 million, accounting for 94.7%, 93.7%, 94.2% and 93.9% of our total cost of sales in 2023, 2024 and the nine months ended September 30, 2024 and 2025, respectively. Feed ingredients costs, which primarily included the costs of corn, soybean meal and fish meal for our feed business, were the largest component of our cost of sales during the same periods. During the Track Record Period, we primarily procure the feed ingredients we need for our feed production from third-party suppliers.

Corn, soybean meal and fish meal are commodities that are subject to significant price fluctuations driven by various factors beyond our control, including climate changes, planting area, changes in import and export policies, international political dynamic, global and local trade relations, shipping conditions, and exchange rate fluctuations in major grain-producing countries. See "Risk Factors — Our results of operations are substantially affected by the selling prices of our feed products, fry products, and animal health products, which affect our revenue, and by fluctuations in the purchase prices of raw materials or interruption in the supply of raw materials, which affect our costs." During the Track Record Period, our average purchase prices for corn, soybean meal and fish meal fluctuated along with the market prices. We implement a combination of centralized procurement of commodities and local procurement of region-specific raw materials. This approach not only allows us to benefit from the economies of scale associated with centralized procurement of commodities, but also enables us to capture the localized advantages of rapid regional procurement.

As we primarily adopt a cost-plus pricing model for our feed business in particular, adding our expected amount of gross profit to the cost of sales per ton of feed products, the selling prices of our feed products fluctuated in line with the market prices of our key raw materials, including corn, soybean meal and fish meal. See "Business — Sales, Marketing and Distribution — Pricing." However, if we are unable to adjust our product selling prices in a timely manner to track the fluctuations in the market price of our raw materials, the gross profit margin of our business and our overall results of operations could be adversely affected in short term.

The average purchase prices for our major raw materials during the Track Record Period are set forth below:

	Year ended December 31,		Nine months ended September 30,	
	2023	2024	2024	2025
	(Thousand RMB/ton)			
Average purchase price of corn	2.3	1.9	2.0	2.0
Average purchase price of soybean meal	4.4	3.4	3.5	2.8
Average purchase price of fish meal	10.7	9.4	9.6	9.1

Foreign Exchange Rate Fluctuations

During the Track Record Period, our business operation has reached multiple countries and regions and we strategically procure raw materials from various countries, resulting in an increase in our foreign exchange transactions, mainly involving US dollar, Vietnamese dong and Indonesian rupiah. Therefore, the exchange rate fluctuation of these currencies could affect our revenue and cost of sales. According to the business scale, business model and settlement characteristics of each country and region where we operate, we carefully select the settlement currency and strive to achieve a relatively balanced regional fund inflow and outflow. Additionally, to enhance our foreign exchange risk management, we formulate settlement models in line with our procurement and sales strategies as well as the seasonal characteristics of import and export operations, and flexibly utilize financial instruments such as forward currency contracts to manage our exchange rate risks. Our Directors expect that US dollar, Vietnamese dong and Indonesian rupiah will continue to be used in our business in the foreseeable future. Therefore, foreign exchange rates fluctuations will continue to affect our financial condition and results of operations.

SIGNIFICANT ACCOUNTING POLICIES, ESTIMATES AND JUDGMENTS

The preparation of the historical financial information requires the use of accounting estimates which, by definition, may not equal the actual results. Our management also needs to exercise judgment in applying our accounting policies. Estimates and judgments are continually evaluated. They are based on historical experience and other factors, including expectations of future events that may have a financial impact on us and that are believed to be reasonable under the circumstances. For details on such estimates and judgments, see note 3 to the Accountants' Report included in Appendix I to this Document.

Our management has identified below the accounting policies, estimates and judgments that they believe are critical to the preparation of our financial statements:

Revenue Recognition

Revenue from Contracts with Customers

Revenue from contracts with customers is recognized when control of goods or services is transferred to the customers at an amount that reflects the consideration to which we expect 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 we 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 recognized will not occur when the associated uncertainty with the variable consideration is subsequently resolved.

We primarily generate our revenue from sale of goods. Further details of our revenue recognition policies are as follows:

Sale of goods

We offer a suite of products covering feed, breeding and animal health. Revenue is recognized at the point in time of delivery or pickup from warehouses when control of the product is transferred to the distributors and farmers.

Some contracts provide customers with volume rebates, giving rise to variable consideration. Volume rebates may be provided to certain customers once the quantity of products purchased during the period exceeds a threshold specified in the contract. Rebates are offset against amounts payable by the customer. To estimate the variable consideration for the expected future rebates, the most likely amount method is used for all such contracts with volume threshold. The requirements on constraining estimates of variable consideration are applied and a liability for the expected future rebates is recognized.

Other income

Interest income is recognized 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.

Government Grants

Government grants are recognized 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 recognized as income on a systematic basis over the periods that the costs, for which it is intended to compensate, are expensed.

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 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 capitalized 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, we recognize 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:

Category	Principal annual rates
Freehold lands	Not depreciated
Buildings	2.38%-19.00%
Machinery	7.92%-31.67%
Motor vehicles	19.00%
Electronic equipment	19.00%-31.67%
Office equipment and other equipment	19.00%-31.67%
Leasehold improvements	Over the lease terms

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 each financial year end.

An item of property, plant and equipment including any significant part initially recognized is derecognized upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on disposal or retirement recognized in profit or loss in the year the asset is derecognized 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.

Investments and Other Financial Assets

Initial Recognition and Measurement

Financial assets are classified, at initial recognition, as subsequently measured at amortized 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 our business model for managing them. With the exception of trade receivables that do not contain a significant financing component or for which we have applied the practical expedient of not adjusting the effect of a significant financing component, we initially measure a financial asset at our 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 we have applied the practical expedient are measured at the transaction price determined under IFRS 15 in accordance with the policies set out for "Revenue Recognition" above.

In order for a financial asset to be classified and measured at amortized 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.

Our business model for managing financial assets refers to how we manage our 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 amortized 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 recognized on the trade date, that is, the date that we commit to purchase or sell the asset.

Subsequent Measurement

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

Financial Assets Measured at Amortized Cost (debt instruments)

Financial assets at amortized cost are subsequently measured using the effective interest method and are subject to impairment. Gains and losses are recognized in the statement of profit or loss when the asset is derecognized, 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 recognized in the statements of profit or loss.

Financial Liabilities

Initial Recognition and Measurement

Financial liabilities are classified, at initial recognition, as loans and borrowings and payables, as appropriate.

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

Our financial liabilities include trade payables, other payables and accruals, interest-bearing bank borrowings, lease liabilities and financial liabilities at fair value through profit or loss.

Subsequent Measurement

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

Financial Liabilities at Fair Value through Profit or Loss

Financial liabilities at fair value through profit or loss include financial liabilities held for trading and financial liabilities designated upon initial recognition as at fair value through profit or loss.

Financial Liabilities at Amortized Cost (Trade and Other Payables, and Borrowings)

After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortized 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 recognized in profit or loss when the liabilities are derecognized as well as through the effective interest rate amortization process.

Amortized 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 amortization is included in finance costs in profit or loss.

Contract Liabilities

A contract liability is recognized when a payment is received from a customer before we transfer the related goods or services. Contract liabilities are recognized as revenue when we perform under the contract (i.e., transfers control of the related goods or services to the customer).

Share-based Payments

Guangdong HAID operates certain restricted A share incentive scheme and share option scheme. Our employees (including directors) receive remuneration in the form of share-based payments, whereby employees render services in exchange for equity instruments ("**equity-settled transactions**") of Guangdong HAID. The cost of equity-settled transactions with employees is measured by reference to the fair value at the date at which they are granted or determined by an external valuer using Black-Scholes model, further details of which are disclosed in note 33 to the Accountants' Report included in Appendix I to this Document.

Biological Assets

Biological assets are measured on initial recognition and at the end of the reporting period at their fair values less costs to sell, with any resultant gain or loss recognized in the statement of profit or loss for the period in which it arises. See note 2.4 to the Accountants' Report included in Appendix I to this Document.

RESULTS OF OPERATIONS

The following table summarizes our results of operations for the periods indicated:

	Year ended December 31,				Nine months ended September 30,			
	2023		2024		2024		2025	
	Amount	% of revenue	Amount	% of revenue	Amount	% of revenue	Amount	% of revenue
	(RMB in thousands, except for percentage)							
					(unaudited)			
Revenue	9,024,941	100.0	11,417,056	100.0	8,386,796	100.0	11,177,440	100.0
Cost of sales	(7,856,604)	(87.1)	(9,686,997)	(84.8)	(7,112,466)	(84.8)	(9,303,663)	(83.2)
Gross profit	**1,168,337**	**12.9**	**1,730,059**	**15.2**	**1,274,330**	**15.2**	**1,873,777**	**16.8**
Other income and gains	8,991	0.1	28,326	0.2	24,393	0.3	20,114	0.2
Selling and marketing expenses	(258,584)	(2.9)	(331,526)	(2.9)	(245,770)	(2.9)	(317,253)	(2.8)
Administrative expenses	(254,960)	(2.8)	(358,999)	(3.1)	(249,716)	(3.0)	(403,500)	(3.6)
Research and development expenses	(40,634)	(0.5)	(57,223)	(0.5)	(41,267)	(0.5)	(51,894)	(0.5)
Impairment losses on financial assets, net	(92,752)	(1.0)	(78,890)	(0.7)	(57,961)	(0.7)	(18,745)	(0.2)
Finance costs	(103,394)	(1.1)	(90,600)	(0.8)	(66,511)	(0.8)	(63,017)	(0.6)
Other expenses	(15,130)	(0.2)	(7,075)	(0.1)	(4,964)	(0.1)	(13,877)	(0.1)
Share of profits of a joint venture	10,826	0.1	30,534	0.3	29,641	0.4	11,501	0.1
Profit before tax	422,700	4.7	864,606	7.6	662,175	7.9	1,037,106	9.3
Income tax expenses	(63,005)	(0.7)	(129,207)	(1.1)	(107,267)	(1.3)	(168,574)	(1.5)
Profit for the year/period	**359,695**	**4.0**	**735,399**	**6.4**	**554,908**	**6.6**	**868,532**	**7.8**
Attributable to:								
Owners of the parent	312,811	3.5	670,896	5.9	505,036	6.0	797,899	7.1
Non-controlling interests	46,884	0.5	64,503	0.6	49,872	0.6	70,633	0.6
	359,695	4.0	735,399	6.4	554,908	6.6	868,532	7.8

DESCRIPTION OF KEY COMPONENTS OF OUR RESULTS OF OPERATIONS

Revenue

We experienced a steady revenue growth during the Track Record Period. In 2023, 2024 and the nine months ended September 30, 2024 and 2025, our total revenue amounted to RMB9,024.9 million, RMB11,417.1 million, RMB8,386.8 million and RMB11,177.4 million, respectively.

Revenue by Business Segment

During the Track Record Period, our revenue was derived from the sales of (i) feed products, mainly including aquatic feed, poultry feed and swine feed (ii) fry products, including shrimp fry and fish fry and (iii) animal health products, including environmental conditioners and various animal healthcare products. The following table sets forth a breakdown of our revenue by business segment for the periods indicated:

	Year ended December 31,				Nine months ended September 30,			
	2023		2024		2024		2025	
	Amount	%	Amount	%	Amount	%	Amount	%
	(RMB in thousands, except for percentage)							
					(unaudited)			
Feed business	8,696,689	96.3	11,054,323	96.9	8,105,456	96.6	10,838,473	96.9
– Aquatic feed	6,141,432	68.0	7,534,652	66.0	5,586,212	66.6	7,513,679	67.2
– Poultry feed	2,088,764	23.1	2,917,373	25.6	2,091,352	24.9	2,749,424	24.6
– Swine feed and others(1)	466,493	5.2	602,298	5.3	427,892	5.1	575,370	5.1
Breeding business	78,528	0.9	94,905	0.8	73,574	0.9	98,920	0.9
Animal health business	46,365	0.5	88,107	0.8	65,505	0.8	117,964	1.1
Others(2)	203,359	2.3	179,721	1.5	142,261	1.7	122,083	1.1
Total	**9,024,941**	**100.0**	**11,417,056**	**100.0**	**8,386,796**	**100.0**	**11,177,440**	**100.0**

Notes:

(1) Others primarily consisted of ruminant feed, which represented a small portion of our feed product portfolio during the Track Record Period.

(2) Others primarily related to the sales of our surplus raw materials and sales of scraps.

Feed Business

Our feed business forms the foundation of our operation. With over a decade of experience in the feed industry, we have established comprehensive operations that encompass feed formulation development, raw material selection and supply chain management, production and quality control, packaging and after-sale services. Our main products under this business include aquatic feed, poultry feed and swine feed. Aquatic feed contributed a majority of our revenue during the Track Record Period, accounting for 68.0%, 66.0%, 66.6% and 67.2% of our total revenue in 2023, 2024 and the nine months ended September 30, 2024 and 2025, respectively.

Breeding Business

For our breeding business, we offer shrimp fry and fish fry. During the Track Record Period, revenue generated from our breeding business accounted for 0.9%, 0.8%, 0.9% and 0.9% of our total revenue in 2023, 2024 and the nine months ended September 30, 2024 and 2025, respectively.

Animal Health Business

To address the diverse health and environmental needs of aquaculture and livestock operations, we provide targeted solutions that aim to optimize animal growth, wellbeing and husbandry efficiency. Designed for application throughout the animals' entire lifecycle, our product portfolio includes environmental conditioners and various animal healthcare products, which are complemented by technical services and integrated solutions. During the Track Record Period, the revenue generated from our animal health business accounted for 0.5%, 0.8%, 0.8% and 1.1% of our total revenue in 2023, 2024 and the nine months ended September 30, 2024 and 2025, respectively.

During the Track Record Period, we experienced robust growth in the sales volume of our products, driven by the increased production capacity resulting from the construction of new feed production bases and upgrading of production lines to meet strong market demands. The following table sets forth a breakdown of sales volume and average selling price of our feed business for the periods indicated:

	Year ended December 31,				Nine months ended September 30,			
	2023		2024		2024		2025	
	Sales volume	Average selling prices[1]	Sales volume	Average selling prices[1]	Sales volume	Average selling prices[1]	Sales volume	Average selling prices[1]
	(Thousand tons)	*(RMB/ton)*	*(Thousand tons)*	*(RMB/ton)*	*(Thousand tons)*	*(RMB/ton)*	*(Thousand tons)*	*(RMB/ton)*
Feed products	1,707	5,095[2]	2,362	4,680[2]	1,699	4,770[2]	2,505	4,326[2]
– Aquatic feed	931	6,599	1,200	6,281	881	6,340	1,307	5,750
– Poultry feed	642	3,253	965	3,023	679	3,080	998	2,754
– Swine feed and others	134	3,480	197	3,051	139	3,078	200	2,877

Notes:

(1) Average selling price is calculated through dividing revenue by the relevant sales volume during the same period, which represented the average price at which our products were sold to our customers.

(2) During the Track Record Period, we primarily adopt a cost-plus pricing model for our feed products, adding our expected amount of gross profit to the cost of sales per ton of feed products. See "Business — Sales, Marketing and Distribution — Pricing." During the Track Record Period, the average selling prices of our feed products decreased, primarily due to a decrease in the market price of our raw materials.

Revenue by Geographic Location

During the Track Record Period, we primarily generated revenue from Asia (excluding East Asia), particularly in Vietnam and Indonesia, and in emerging markets such as Ecuador and Egypt. The following table sets forth a breakdown of our revenue by geographic location for the periods indicated:

	Year ended December 31,				Nine months ended September 30,			
	2023		2024		2024		2025	
	Amount	%	Amount	%	Amount	%	Amount	%
	(RMB in thousands, except for percentage)							
					(unaudited)			
Vietnam	6,367,737	70.6	7,567,597	66.3	5,652,936	67.4	6,681,668	59.8
Indonesia	1,027,866	11.4	1,382,564	12.1	986,033	11.8	1,328,434	11.9
Ecuador	850,236	9.4	1,229,337	10.8	840,038	10.0	1,471,538	13.2
Egypt	124,440	1.4	522,331	4.6	367,633	4.4	777,809	7.0
Others[(1)]	654,662	7.2	715,227	6.2	540,156	6.4	917,991	8.1
Total	**9,024,941**	**100.0**	**11,417,056**	**100.0**	**8,386,796**	**100.0**	**11,177,440**	**100.0**

Note:

(1) Others primarily included Malaysia, India and Bangladesh.

Cost of Sales

Our cost of sales during the Track Record Period primarily consisted of (i) raw material costs, (ii) manufacturing costs and (iii) labor costs. The following table sets forth a breakdown of our cost of sales by nature for the periods indicated:

	Year ended December 31,				Nine months ended September 30,			
	2023		2024		2024		2025	
	Amount	%	Amount	%	Amount	%	Amount	%
	(RMB in thousands, except for percentage)							
					(unaudited)			
Raw material costs	7,437,298	94.6	9,083,914	93.7	6,696,534	94.2	8,728,694	93.9
Manufacturing costs	276,740	3.5	394,495	4.1	276,133	3.9	374,367	4.0
Labor costs	83,361	1.1	131,729	1.4	86,567	1.2	121,928	1.3
Others[(1)]	59,205	0.8	76,859	0.8	53,232	0.7	78,674	0.8
Total	**7,856,604**	**100.0**	**9,686,997**	**100.0**	**7,112,466**	**100.0**	**9,303,663**	**100.0**

Note:

(1) Others mainly included logistics expenses.

Gross Profit and Gross Profit Margin

Gross profit represents revenue less cost of sales and our gross profit margin represents gross profit divided by our revenue, expressed as a percentage.

Gross Profit and Gross Profit Margin by Business Segment

The following table sets forth our gross profit and gross margin by business segment for the periods indicated:

	Year ended December 31,				Nine months ended September 30,			
	2023		2024		2024		2025	
	Gross profit	Gross profit margin (%)	Gross profit	Gross profit margin (%)	Gross profit	Gross profit margin (%)	Gross profit	Gross profit margin (%)
	(RMB in thousands, except for percentage)							
					(unaudited)			
Feed business	1,141,759	13.1	1,679,084	15.2	1,235,069	15.2	1,808,828	16.7
– Aquatic feed	905,826	14.7	1,310,135	17.4	965,738	17.3	1,504,312	20.0
– Poultry feed	174,440	8.4	283,871	9.7	209,566	10.0	230,401	8.4
– Swine feed and others[1]	61,493	13.2	85,078	14.1	59,765	14.0	74,115	12.9
Breeding business	7,697	9.8	21,490	22.6	19,521	26.5	26,601	26.9
Animal health business	13,229	28.5	22,030	25.0	17,366	26.5	27,693	23.5
Others[2]	5,652	2.8	7,455	4.1	2,374	1.7	10,655	8.7
Total	**1,168,337**	**12.9**	**1,730,059**	**15.2**	**1,274,330**	**15.2**	**1,873,777**	**16.8**

Notes:

(1) Others primarily consisted of ruminant feed, which represented a small portion of our feed product portfolio during the Track Record Period.

(2) Others primarily related to the sales of our surplus raw materials and sales of scraps.

Gross Profit and Gross Profit Margin by Geographic Location

The gross profit margin of our sales of products to different markets varies. During the Track Record Period, our gross profit margin in Ecuador was relatively higher than the gross profit margin in other markets, primarily because we mainly sold aquatic feed in Ecuador, which had a relatively higher gross profit margin compared to our other products. The following table sets forth our gross profit and gross margins by geographic location for the periods indicated:

	Year ended December 31,				Nine months ended September 30,			
	2023		2024		2024		2025	
	Gross profit	Gross profit margin (%)	Gross profit	Gross profit margin (%)	Gross profit	Gross profit margin (%)	Gross profit	Gross profit margin (%)
	(RMB in thousands, except for percentage)							
					(unaudited)			
Vietnam	868,201	13.6	1,098,238	14.5	839,552	14.9	1,044,155	15.6
Indonesia	91,750	8.9	159,522	11.5	107,472	10.9	163,999	12.3
Ecuador	131,047	15.4	296,505	24.1	198,252	23.6	392,134	26.6
Egypt	14,546	11.7	58,204	11.1	37,816	10.3	95,255	12.2
Others[(1)]	62,793	9.6	117,590	16.4	91,238	16.9	178,234	19.4
Total	**1,168,337**	**12.9**	**1,730,059**	**15.2**	**1,274,330**	**15.2**	**1,873,777**	**16.8**

Note:

(1) Others primarily included Malaysia, India and Bangladesh.

Other Income and Gains

Our other income and gains primarily consisted of (i) interest income, (ii) rental income, (iii) compensation received from insurance, (iv) government grants without any unfulfilled conditions or relative contingencies and (v) foreign exchange differences, net. The following table sets forth a breakdown of our other income and gains for the periods indicated:

	Year ended December 31,				Nine months ended September 30,			
	2023		2024		2024		2025	
	Amount	%	Amount	%	Amount	%	Amount	%
	(RMB in thousands, except for percentage)							
					(unaudited)			
Other Income								
Interest income	2,796	31.1	9,701	34.2	5,414	22.2	6,034	30.0
Rental income	3,399	37.8	3,278	11.6	2,863	11.7	689	3.4
Compensation received from insurance	327	3.6	1,145	4.0	891	3.7	1,323	6.6
Government grants	136	1.5	50	0.2	35	0.1	18	0.1
Subtotal	**6,658**	**74.1**	**14,174**	**50.0**	**9,203**	**37.7**	**8,064**	**40.1**

	Year ended December 31,				Nine months ended September 30,			
	2023		2024		2024		2025	
	Amount	%	Amount	%	Amount	%	Amount	%
	(RMB in thousands, except for percentage)							
					(unaudited)			
Gains								
Foreign exchange differences, net	–	–	12,570	44.4	13,976	57.3	10,298	51.2
Others	2,333	25.9	1,582	5.6	1,214	5.0	1,752	8.7
Subtotal	**2,333**	**25.9**	**14,152**	**50.0**	**15,190**	**62.3**	**12,050**	**59.9**
Total	**8,991**	**100.0**	**28,326**	**100.0**	**24,393**	**100.0**	**20,114**	**100.0**

Selling and Marketing Expenses

Our selling and marketing expenses primarily consisted of (i) salaries and allowances, (ii) marketing and advertising expenses, (iii) travelling expenses and (iv) office expenses. The following table sets forth a breakdown of our selling and marketing expenses for the periods indicated:

	Year ended December 31,				Nine months ended September 30,			
	2023		2024		2024		2025	
	Amount	%	Amount	%	Amount	%	Amount	%
	(RMB in thousands, except for percentage)							
					(unaudited)			
Salaries and allowances	178,981	69.2	231,908	70.0	171,498	69.8	218,733	68.9
Marketing and advertising expenses	39,760	15.4	51,503	15.5	38,856	15.8	56,796	17.9
Travelling expenses	24,393	9.4	30,664	9.2	21,146	8.6	27,037	8.5
Office expenses	4,429	1.7	6,538	2.0	5,351	2.2	4,615	1.5
Others(1)	11,021	4.3	10,913	3.3	8,919	3.6	10,072	3.2
Total	**258,584**	**100.0**	**331,526**	**100.0**	**245,770**	**100.0**	**317,253**	**100.0**

Note:

(1) Others mainly included (i) consumption of low value consumables, (ii) depreciation and amortization and (iii) lease payments not included in measurement of lease liabilities.

In 2023, 2024 and the nine months ended September 30, 2024 and 2025, our selling and marketing expenses accounted for 2.9%, 2.9%, 2.9% and 2.8% of our total revenue, respectively.

Administrative Expenses

Our administrative expenses primarily consisted of (i) salaries and allowances, (ii) bank charges, (iii) depreciation and amortization and (iv) professional services fees, mainly in relation to consulting services. The following table sets forth a breakdown of our administrative expenses for the periods indicated:

	Year ended December 31,				Nine months ended September 30,			
	2023		2024		2024		2025	
	Amount	%	Amount	%	Amount	%	Amount	%
	(RMB in thousands, except for percentage)							
					(unaudited)			
Salaries and allowances	165,994	65.1	251,616	70.1	173,263	69.4	294,999	73.1
Bank charges	18,528	7.3	20,224	5.6	14,900	6.0	16,747	4.2
Depreciation and amortization	19,510	7.7	20,996	5.8	15,367	6.2	22,761	5.6
Professional services fees	8,555	3.4	11,823	3.3	6,184	2.5	10,583	2.6
Office expenses	7,924	3.1	10,697	3.0	7,073	2.8	9,532	2.4
Travelling expenses	8,371	3.3	8,685	2.4	5,687	2.3	8,563	2.1
Utility costs	5,389	2.1	6,913	1.9	4,843	1.9	7,033	1.7
Maintenance expenses	3,356	1.3	3,875	1.1	4,124	1.7	10,021	2.5
Others[1]	17,333	6.7	24,170	6.8	18,275	7.2	23,261	5.8
Total	**254,960**	**100.0**	**358,999**	**100.0**	**249,716**	**100.0**	**403,500**	**100.0**

Notes:

(1) Others mainly included (i) other tax expenses and (ii) IT maintenance and support fee.

In 2023, 2024 and the nine months ended September 30, 2024 and 2025, our administrative expenses accounted for 2.8%, 3.1%, 3.0% and 3.6% of our total revenue, respectively. The increase in our administrative expenses was primarily attributable to the increase in salaries and allowances driven by our business expansion in new markets in 2024 and 2025.

Research and Development Expenses

Our research and development expenses consisted of (i) technical services fees, (ii) salaries and allowances, (iii) professional service fees in relation to testing services, (iv) consumption of low-value consumables in relation to our research and development activities and (v) travelling expenses. The following table sets forth a breakdown of our research and development expenses for the periods indicated:

	Year ended December 31,				Nine months ended September 30,			
	2023		2024		2024		2025	
	Amount	%	Amount	%	Amount	%	Amount	%
	(RMB in thousands, except for percentage)							
					(unaudited)			
Technical services fees[1]	20,397	50.2	29,603	51.7	22,202	53.8	27,286	52.6
Salaries and allowances	11,456	28.2	16,748	29.3	11,145	27.0	15,845	30.5
Professional service fees	3,810	9.4	4,655	8.1	3,604	8.7	3,107	6.0
Consumption of low-value consumables	2,686	6.6	2,948	5.2	2,219	5.4	2,447	4.7
Travelling expenses	786	1.9	1,248	2.2	681	1.7	1,074	2.1
Others[2]	1,499	3.7	2,021	3.5	1,416	3.4	2,135	4.1
Total	**40,634**	**100.0**	**57,223**	**100.0**	**41,267**	**100.0**	**51,894**	**100.0**

Notes:

(1) Technical services fees were in relation to our procurement of technical services from Guangdong HAID. See "Connected Transactions — Non-exempt Continuing Connected Transactions — Service Procurement Framework Agreement."

(2) Others mainly included depreciation and amortization.

In 2023, 2024 and the nine months ended September 30, 2024 and 2025, our research and development expenses remained stable at 0.5% of our total revenue, respectively.

Impairment Losses on Financial Assets, Net

Our impairment losses primarily represented provision for trade and other receivables. During the Track Record Period, our impairment losses on financial assets, net, amounted to RMB92.8 million, RMB78.9 million, RMB58.0 million and RMB18.7 million in 2023, 2024 and the nine months ended September 30, 2024 and 2025, respectively.

Finance Costs

Our finance costs consisted of (i) interest on loans from related parties, (ii) interest on bank loans and (iii) interest on lease liabilities. The following table sets forth a breakdown of our finance costs for the periods indicated:

	Year ended December 31,				Nine months ended September 30,			
	2023		2024		2024		2025	
	Amount	%	Amount	%	Amount	%	Amount	%
	(RMB in thousands, except for percentage)							
					(unaudited)			
Interest on loans from related parties	62,258	60.3	58,539	64.7	43,818	65.9	36,641	58.2
Interest on bank loans	40,581	39.2	31,114	34.3	22,160	33.3	25,094	39.8
Interest on lease liabilities	555	0.5	947	1.0	533	0.8	1,282	2.0
Total	**103,394**	**100.0**	**90,600**	**100.0**	**66,511**	**100.0**	**63,017**	**100.0**

Other Expenses

Our other expenses primarily consisted of (i) loss on foreign exchange differences and (ii) loss on disposal of property, plant and equipment. In 2023, 2024 and nine months ended September 30, 2024 and 2025, our other expenses amounted to RMB15.1 million, RMB7.1 million, RMB5.0 million and RMB13.9 million, respectively.

Share of Profits of a Joint Venture

Our share of profits of a joint venture was mainly related to our investment in a joint venture in Vietnam. In 2023, 2024 and nine months ended September 30, 2024 and 2025, our share of profits of a joint venture amounted to RMB10.8 million, RMB30.5 million, RMB29.6 million and RMB11.5 million, respectively.

Income Tax Expenses

We are subject to income tax on an entity basis on profits arising in or derived from the tax jurisdictions in which members of our Group are domiciled or operate. Our income tax expense consisted of current income tax and deferred tax. In 2023, 2024 and nine months ended September 30, 2024 and 2025, our income tax expenses amounted to RMB63.0 million, RMB129.2 million, RMB107.3 million and RMB168.6 million.

Vietnam

Sheng Long Bio-tech International Company Limited has an obligation to pay the government income tax rate of 10% on its operating activities, 17% of taxable profits for microorganism-related activities and 20% on other income. Agricultural production and activities have an applicable tax rate of 15%.

Thang Long (Vinh Long) Biotech Company Limited has an obligation to pay the government income tax rate of 10% of taxable profits from 2022 to 2036. The current tax regulations allow Thang Long (Vinh Long) Biotech Company Limited to be exempted from income tax from 2022 to 2025 and entitled to a 50% reduction in income tax for the nine succeeding years from 2026 to 2034.

Vinh Long Hai Dai Company Limited has an obligation to pay the government income tax rate of 10% of taxable profits from 2021 to 2035. The current tax regulations allow Vinh Long Hai Dai Company Limited to be exempted from income tax from 2021 to 2024 and entitled to a 50% reduction in income tax for the nine succeeding years from 2025 to 2033.

Hai Duong HAID Co., Ltd has an obligation to pay the government income tax at a rate of 17% of taxable profits for the first ten years starting from the first year it generates revenue (from 2017) and 20% for the succeeding years. The current tax regulations allow Hai Duong HAID Co., Ltd to be entitled to a 50% reduction in income tax for the four succeeding years from 2020 to 2023. From 2024 onwards, Hai Duong HAID Co., Ltd is subject to a lower tax rate of 15%.

Under the terms of its investment registration certificate, Haid Feed Company Limited has an obligation to pay the corporate income tax rate of 15% of taxable profits. The usual income tax rate applicable to enterprises before any incentives is 20%.

Indonesia

Our subsidiaries registered in Indonesia are subject to a corporate income tax rate of 22% in accordance with the Indonesian tax law.

Ecuador

According to the local tax laws of Ecuador, enterprises enjoy a tax exemption period of 12 years from the issuance of the first invoice and the tax rate after the tax exemption period is 25%. Our subsidiaries registered in Ecuador are still within tax exempt period as of September 30, 2025.

Egypt

Our subsidiaries registered in Egypt are subject to a corporate income tax rate of 22.5% in accordance with the Egyptian tax law.

Global Minimum Top-up Tax

On November 29, 2023, the National Assembly of Vietnam passed a resolution to introduce Income Inclusion Rule ("**IIR**") and Qualified Domestic Minimum Top-up Tax ("**QDMTT**"), which broadly align with Pillar Two of the Global Anti-Base Erosion Model Rules of the OECD with effect from January 1, 2024. The resolution requires large multi-national enterprises to pay a global minimum corporate income tax of 15% on profit in each jurisdiction in which they operate.

See note 11 to the Accountants' Report in Appendix I to this Document.

PERIOD-TO-PERIOD COMPARISON OF RESULTS OF OPERATIONS

Nine Months Ended September 30, 2025 Compared to Nine Months Ended September 30, 2024

Revenue

Our revenue increased by 33.3% from RMB8,386.8 million in the nine months ended September 30, 2024 to RMB11,177.4 million in the same period of 2025.

Our revenue from feed business increased by 33.7% from RMB8,105.5 million in the nine months ended 2024 to RMB10,838.5 million in the same period of 2025, primarily due to an increase in the sales volume of aquatic feed and poultry feed, resulting from the expansion of our customer base driven by our continuous market development efforts, and supported by our recent production bases expansion and production capacity upgrade. See "Business — Feed Business — Feed Production — Production Base."

Our revenue from breeding business increased by 34.4% from RMB73.6 million in the nine months ended 2024 to RMB98.9 million in the same period of 2025, primarily due to an increase in the sales volume of shrimp fry driven by our further promotion of the integrated breeding-feed-animal health solutions in expanding our customer base, and supported by our recent hatchery expansion and production capacity upgrade. See "Business — Our Breeding-feed-animal Health Solutions" and "Business — Breeding Business — Fry Rearing — Hatchery."

Our revenue from animal health business increased by 80.2% from RMB65.5 million in the nine months ended 2024 to RMB118.0 million in the same period of 2025, primarily due to an increase in the sales volume of our products driven by our further promotion of the integrated breeding-feed-animal health solutions in expanding our customer base. See "Business — Our Breeding-feed-animal health Solutions."

Our revenue from others decreased by 14.2% from RMB142.3 million in the nine months ended September 30, 2024 to RMB122.1 million in the same period of 2025, primarily due to a decrease in sales of our surplus raw materials.

Cost of Sales

Our cost of sales increased by 30.8% from RMB7,112.5 million in the nine months ended September 30, 2024 to RMB9,303.7 million in the same period of 2025, primarily due to an increase in raw material costs in line with our sale growth.

Gross Profit and Gross Profit Margin

Our gross profit increased by 47.0% from RMB1,274.3 million in the nine months ended September 30, 2024 to RMB1,873.8 million in the same period of 2025, primarily due to an increase in the sales volume of our products. Our gross profit margin increased from 15.2% in the nine months ended September 30, 2024 to 16.8% in the same period of 2025, primarily due to an increase in the gross profit margin of our feed business.

The gross profit margin of our feed business increased from 15.2% in the nine months ended September 30, 2024 to 16.7% in the same period of 2025, primarily due to an increase in the gross profit margin of aquatic feed.

The gross profit margin of our breeding business remained relatively stable at 26.5% in the nine months ended September 30, 2024 and 26.9% in the same period of 2025.

The gross profit margin of our animal health business decreased from 26.5% in the nine months ended September 30, 2024 to 23.5% in the same period of 2025, primarily due to an increase in the revenue contribution of products with relatively lower gross profit margin.

The gross profit margin of others increased from 1.7% in the nine months ended September 30, 2024 to 8.7% in the same period of 2025, primarily due to sales of scraps with relatively high margin and fluctuation of the gross profit margin of raw materials we sold.

Other Income and Gains

Our other income and gains decreased by 17.6% from RMB24.4 million in the nine months ended September 30, 2024 to RMB20.1 million in the same period of 2025, primarily due to (i) a decrease in net foreign exchange gains resulting from currency exchange rate fluctuation and (ii) a decrease in rental income resulting from the reduction in the rental size of our rental property.

Selling and Marketing Expenses

Our selling and marketing expenses increased by 29.1% from RMB245.8 million in the nine months ended September 30, 2024 to RMB317.3 million in the same period of 2025, primarily due to an increase in salaries and allowances resulting from the expansion of our sales and services team.

Administrative Expenses

Our administrative expenses increased by 61.6% from RMB249.7 million in the nine months ended September 30, 2024 to RMB403.5 million in the same period of 2025, primarily due to an increase in salaries and allowances resulting from the expansion of our administrative team and an increase in average remuneration to incentivize our administrative team.

Research and Development Expenses

Our research and development expenses increased by 25.7% from RMB41.3 million in the nine months ended September 30, 2024 to RMB51.9 million in the same period of 2025, primarily due (i) an increase in technical services fees in line with our business expansion and (ii) an increase in salaries and allowances driven by the recruitment of research and development talent to expand our team.

Impairment Losses on Financial Assets, net

Our net impairment losses on financial assets decreased by 67.8% from RMB58.0 million in the nine months ended September 30, 2024 to RMB18.7 million in the same period of 2025, primarily due to the collection of trade and bills receivables aged over one year.

Finance Costs

Our finance costs remained relatively stable at RMB66.5 million in the nine months ended September 30, 2024 and RMB63.0 million in the same period of 2025.

Other Expenses

Our other expenses increased significantly from RMB5.0 million in the nine months ended September 30, 2024 to RMB13.9 million in the same period of 2025, primarily due to the fair value changes of our investment properties.

Share of Profits of a Joint Venture

Our share of profits of a joint venture decreased by 61.1% from RMB29.6 million in the nine months ended September 30, 2024 to RMB11.5 million in the same period of 2025, primarily due to a decrease in profits generated from our joint venture in Vietnam.

Income Tax Expenses

Our income tax expenses increased by 57.1% from RMB107.3 million in the nine months ended September 30, 2024 to RMB168.6 million in the same period of 2025, primarily due to an increase in our profit before tax. Our effective tax rate remained relatively stable at 16.2% in the nine months ended September 30, 2024 and 16.3% in the same period of 2025.

Profit for the Period

As a result of the foregoing, our profit for the period increased by 56.5% from RMB554.9 million in the nine months ended September 30, 2024 to RMB868.5 million in the same period of 2025.

Year Ended December 31, 2024 Compared to Year Ended December 31, 2023

Revenue

Our revenue increased by 26.5% from RMB9,024.9 million in 2023 to RMB11,417.1 million in 2024.

Our revenue from feed business increased by 27.1% from RMB8,696.7 million in 2023 to RMB11,054.3 million in 2024, primarily due to an increase in the sales volume of aquatic feed and poultry feed, resulting from the expansion of our customer base driven by our continuous market development efforts, and supported by our recent production bases expansion and production capacity upgrade. See "Business — Feed Business — Feed Production — Production Base."

Our revenue from breeding business increased by 20.9% from RMB78.5 million in 2023 to RMB94.9 million in 2024, primarily due to an increase in the sales volume of shrimp fry driven by our further promotion of the integrated breeding-feed-animal health solutions in expanding our customer base, and supported by our recent hatchery expansion and production capacity upgrade. See "Business — Our Breeding-feed-animal health Solutions" and "Business — Breeding Business — Fry Rearing — Hatchery."

Our revenue from animal health business increased by 89.9% from RMB46.4 million in 2023 to RMB88.1 million in 2024, primarily due to an increase in the sales volume of our products driven by our further promotion of the integrated breeding-feed-animal health solutions in expanding our customer base. See "Business — Our Breeding-feed-animal Health Solutions."

Our revenue from others decreased by 11.7% from RMB203.4 million in 2023 to RMB179.7 million in 2024, primarily due to a decrease in sales of our surplus raw materials.

Cost of Sales

Our cost of sales increased by 23.3% from RMB7,856.6 million in 2023 to RMB9,687.0 million in 2024, primarily due to an increase in raw material costs in line with our sales growth.

Gross Profit and Gross Profit Margin

Our gross profit increased by 48.1% from RMB1,168.3 million in 2023 to RMB1,730.1 million in 2024, primarily due to an increase in the sales volume of our products. Our gross profit margin increased from 12.9% in 2023 to 15.2% in 2024, primarily due to an increase in the gross profit margin of our feed business.

The gross profit margin of our feed business increased from 13.1% in 2023 and 15.2% in 2024, primarily due to an increase in the gross profit margin of aquatic feed.

The gross profit margin of our breeding business increased from 9.8% in 2023 to 22.6% in 2024, primarily due to a decrease in unit breeding costs as a result of increased production utilization following the ramp-up phase of our certain hatcheries.

The gross profit margin of our animal health business decreased from 28.5% in 2023 to 25.0% in 2024, primarily due to an increase in the revenue contribution of products with relatively lower gross profit margin.

Our gross profit margin of others increased from 2.8% in 2023 to 4.1% in 2024, primarily due to better pricing of raw materials that we sold in 2024.

Other Income and Gains

Our other income and gains increased significantly from RMB9.0 million in 2023 to RMB28.3 million in 2024, primarily due to (i) an increase in net foreign exchange gains resulting from currency exchange rate fluctuation and (ii) an increase in interest income mainly resulting from increased deposits in Ecuador.

Selling and Marketing Expenses

Our selling and marketing expenses increased by 28.2% from RMB258.6 million in 2023 to RMB331.5 million in 2024, primarily due to an increase in salaries and allowances resulting from the expansion of our sales and services team.

Administrative Expenses

Our administrative expenses increased by 40.8% from RMB255.0 million in 2023 to RMB359.0 million in 2024, primarily due to an increase in salaries and allowances resulting from the expansion of our administrative team and an increase in average remuneration to incentivize our administrative team.

Research and Development Expenses

Our research and development expenses increased by 40.9% from RMB40.6 million in 2023 to RMB57.2 million in 2024, primarily due to (i) an increase in technical services fees in line with our business expansion and (ii) an increase in salaries and allowances driven by the recruitment of research and development talent to expand our team and an increase in average remuneration to incentivize our research and development personnel.

Impairment Losses on Financial Assets, net

Our net impairment losses on financial assets decreased by 15.0% from RMB92.8 million in 2023 to RMB78.9 million in 2024, primarily due to the collection of trade and bills receivables aged over one year.

Finance Costs

Our finance costs decreased by 12.4% from RMB103.4 million in 2023 to RMB90.6 million in 2024, primarily due to a decrease in interest on bank loans resulting from a decrease in interest rates of our bank borrowings.

Other Expenses

Our other expenses decreased by 53.0% from RMB15.1 million in 2023 to RMB7.1 million in 2024, primarily due to a decrease in loss on foreign exchange differences at our Malaysian subsidiary resulting from currency exchange rate fluctuation.

Share of Profits of a Joint Venture

Our share of profits of a joint venture increased significantly from RMB10.8 million in 2023 to RMB30.5 million in 2024, primarily due to an increase in profits generated from our joint venture in Vietnam.

Income Tax Expenses

Our income tax expenses increased significantly from RMB63.0 million in 2023 to RMB129.2 million in 2024, primarily due to an increase in our profit before tax in 2024. Our effective tax rate remained relatively stable at 14.9% in 2023 and 14.9% in 2024.

Profit for the Period

As a result of the foregoing, our profit for the period increased by 104.4% from RMB359.7 million in 2023 to RMB735.4 million in 2024.

DISCUSSION OF SELECTED BALANCE SHEET ITEMS

The following table sets forth a summary of combined statements of financial position as of the dates indicated:

	As of December 31,		As of September 30,
	2023	2024	2025
		(RMB in thousands)	*(unaudited)*
Non-current assets			
Property, plant and equipment	1,912,659	2,300,043	2,404,539
Investment properties	3,267	45,375	35,166
Right-of-use assets	196,710	283,502	332,561
Goodwill	44,501	45,165	44,644
Other intangible assets	333	340	285
Investments in a joint venture	68,173	96,427	106,419
Deferred tax assets	41,822	50,857	42,807
Equity investments at FVTPL	142	144	142
Biological assets	–	–	79
Prepayments, other receivables and other assets	91,590	68,868	163,133
Cash and bank balances	1,426	1,139	1,211
Total non-current assets	**2,360,623**	**2,891,860**	**3,130,986**
Current assets			
Inventories	1,066,954	1,346,698	1,328,899
Biological assets	2,616	5,595	5,277
Trade and bills receivables	1,089,443	1,264,507	2,224,267
Prepayments, other receivables and other assets	91,193	129,992	240,251
Amounts due from related parties	4,670	129,261	157,100
Financial assets at FVTPL	1,314	1,512	1,658
Cash and bank balances	623,949	650,371	635,152
Total current assets	**2,880,139**	**3,527,936**	**4,592,604**
Current liabilities			
Trade payables	296,029	393,989	540,110
Other payables and accruals	234,979	390,093	366,155
Amounts due to related parties	964,552	922,998	857,282
Contract liabilities	103,659	159,169	102,129
Interest-bearing bank borrowings	379,043	315,803	875,575
Lease liabilities	3,830	4,160	10,856
Tax payables	19,277	81,203	136,488
Financial liabilities at FVTPL	–	–	8
Total current liabilities	**2,001,369**	**2,267,415**	**2,888,603**
Net Current Assets	**878,770**	**1,260,521**	**1,704,001**
Total assets less current liabilities	**3,239,393**	**4,152,381**	**4,834,987**
Non-current liabilities			
Other payables and accruals	–	2,607	4,703
Contract liabilities	15,636	10,292	11,159
Interest-bearing bank borrowings	6,197	82,511	41,034
Lease liabilities	9,683	23,218	19,404
Deferred tax liabilities	30	4,926	4,606
Total non-current liabilities	**31,546**	**123,554**	**80,906**
NET ASSETS	**3,207,847**	**4,028,827**	**4,754,081**

Net Current Assets/(Liabilities)

The following table sets forth our current assets, current liabilities and net current assets/(liabilities) as of the dates indicated:

	As of December 31,		As of September 30,	As of November 30,
	2023	2024	2025	2025
	(RMB in thousands)			
			(unaudited)	
Current assets				
Inventories	1,066,954	1,346,698	1,328,899	1,403,743
Biological assets	2,616	5,595	5,277	5,650
Trade and bills receivables	1,089,443	1,264,507	2,224,267	2,204,389
Prepayments, other receivables and other assets	91,193	129,992	240,251	281,202
Amounts due from related parties	4,670	129,261	157,100	93,626
Financial assets at FVTPL	1,314	1,512	1,658	1,993
Cash and bank balances	623,949	650,371	635,152	1,210,590
Total current assets	**2,880,139**	**3,527,936**	**4,592,604**	**5,201,193**
Current liabilities				
Trade payables	296,029	393,989	540,110	619,537
Other payables and accruals	234,979	390,093	366,155	483,545
Contract liabilities	103,659	159,169	102,129	127,398
Amounts due to related parties	964,552	922,998	857,282	4,000,591
Interest-bearing bank borrowings	379,043	315,803	875,575	1,026,558
Lease liabilities	3,830	4,160	10,856	6,488
Tax payables	19,277	81,203	136,488	148,761
Financial liabilities at FVTPL	–	–	8	125
Total current liabilities	**2,001,369**	**2,267,415**	**2,888,603**	**6,413,003**
Net Current Assets/(Liabilities)	**878,770**	**1,260,521**	**1,704,001**	**(1,211,810)**

We incurred net current liabilities of RMB1,211.8 million as of November 30, 2025, as compared to net current assets of RMB1,704.0 million as of September 30, 2025, our net current assets primarily due to an increase in amounts due to related parties as we issued promissory notes to related parties during our reorganization, partially offset by an increase in cash and bank balances resulting from the net cash inflow from operating activities and an increase in bank borrowings.

Our net current assets increased by 35.2% from RMB1,260.5 million as of December 31, 2024 to RMB1,704.0 million as of September 30, 2025, primarily due to an increase in trade and bills receivables in line with our sales growth, with a substantial portion of the new receivables being within credit term, partially offset by an increase in interest-bearing bank borrowings resulting from an increase in short-term bank loans to enhance our liquidity, supporting our business expansion.

Our net current assets increased by 43.4% from RMB878.8 million as of December 31, 2023 to RMB1,260.5 million as of December 31, 2024, primarily due to (i) an increase in inventories primarily in relation to goods in transit and raw materials driven by increased procurement volume to support our business growth and (ii) an increase in trade and bills receivables in line with our sales growth, partially offset by (i) an increase in other payables and accruals resulting from an increase in payroll and welfare payable in line with our business expansion and (ii) an increase in trade payables resulting from our purchase of raw materials in line with our sales growth.

Property, Plant and Equipment

Our property, plant and equipment consisted of buildings and freehold lands, mainly including our plants, machinery, construction in progress, motor vehicles, electronic equipment, office equipment and other equipment and leasehold improvements. The following table sets forth the breakdown of our property, plant and equipment as of the dates indicated:

	As of December 31,		As of September 30,
	2023	2024	2025
	(RMB in thousands)		
			(unaudited)
Buildings and freehold lands	911,255	1,223,559	1,293,963
Machinery	735,415	815,077	897,345
Construction in progress	203,428	187,451	120,626
Motor vehicles	30,888	33,071	40,272
Electronic equipment	13,253	18,365	21,960
Office equipment and other equipment	14,907	18,051	20,611
Leasehold improvements	3,513	4,469	9,762
Total	**1,912,659**	**2,300,043**	**2,404,539**

Our property, plant and equipment increased by 20.2% from RMB1,912.7 million as of December 31, 2023 to RMB2,300.0 million as of December 31, 2024 primarily due to an increase in buildings and freehold lands resulting from the expansion and upgrade of our feed production bases. Our property, plant and equipment increased by 4.5% from RMB2,300.0 million as of December 31, 2024 to RMB2,404.5 million as of September 30, 2025, primarily due to increases in machinery and buildings and freehold lands resulting from the expansion and upgrade of our feed production bases, partially offset by a decrease in the corresponding construction in progress.

Right-of-use Assets

Our right-of-use assets represented the carrying amounts of leasehold lands, buildings, machinery and motor vehicles for our operations. Our right-of-use assets increased by 44.1% from RMB196.7 million as of December 31, 2023 to RMB283.5 million as of December 31, 2024 and further increased by 17.3% to RMB332.6 million as of September 30, 2025, primarily due to our leases for new parcels of land and buildings as plants.

Inventories

Our inventories primarily comprised (i) raw materials, mainly including corn, soybean meal and fish meal, (ii) goods in transit, mainly including purchased raw materials not yet delivered and (iii) finished goods. Net realizable value of our inventories is based on estimated selling prices less any estimated costs to be incurred to completion and disposal. See note 2.4 to the Accountants' Report in Appendix I to this Document. The following table sets forth a breakdown of our inventories as of the dates indicated:

	As of December 31,		As of September 30,
	2023	2024	2025
	(RMB in thousands)		
			(unaudited)
Raw materials	718,773	801,552	793,742
Goods in transit	168,111	335,485	245,971
Finished goods	180,266	209,661	289,838
Provision for impairment of inventories	(196)	–	(652)
Total	**1,066,954**	**1,346,698**	**1,328,899**

Our inventories increased by 26.2% from RMB1,067.0 million as of December 31, 2023 to RMB1,346.7 million as of December 31, 2024, primarily due to an increase in goods in transit and raw materials resulting from the increased procurement volume to support our business expansion. Our inventories remained relatively stable at RMB1,346.7 million as of December 31, 2024 and RMB1,328.9 million as of September 30, 2025.

The following table sets forth an aging analysis of our inventories based on recognition date as of the dates indicated:

	As of December 31,		As of September 30,
	2023	2024	2025
	(RMB in thousands)		
			(unaudited)
Within one year	1,048,791	1,321,304	1,308,664
Over one year	18,163	25,394	20,235
Total	**1,066,954**	**1,346,698**	**1,328,899**

The following table sets forth our inventory turnover days for the periods indicated:

	Year ended December 31,		Nine months ended September 30,
	2023	2024	2025
	(days)		
			(unaudited)
Inventory turnover days(1)	45.7	45.5	38.8

Note:

(1) Inventory turnover days equal the average of opening balance and closing balance of the inventories for relevant period divided by cost of sales for the same period and multiplied by 365 days (for a year) or 270 days (for nine months).

Our inventory turnover days remained stable at 45.7 days in 2023 and 45.5 days in 2024. Our inventory turnover days decreased from 45.5 days in 2024 to 38.8 days for the nine months ended September 30, 2025, primarily due to our enhanced inventory management.

As of November 30, 2025, RMB958.4 million, or approximately 72.1%, of our inventories as of September 30, 2025 had been subsequently sold or utilized.

Trade and Bills Receivables

Our trade and bills receivables represented amounts due from customers for products and services we provided. We have adopted the expected credit loss model to evaluate the impairment of financial assets. The application of the expected credit loss model requires significant judgements and estimates and the consideration of all reasonable and soundly based information, including forward-looking information. In making such judgements and estimates, we estimate the projected movements of the debtor's credit risk according to factors mainly including past repayment records, economic policies, macro-economic indicators and industry risks. See note 2.4 to the Accountants' Report in Appendix I to this Document. The following table sets forth our trade and bills receivables as of the dates indicated:

	As of December 31,		As of September 30,
	2023	2024	2025
		(RMB in thousands)	
			(unaudited)
Trade receivables	1,243,142	1,465,773	2,438,266
Bill receivables, at amortized cost	6,510	5,892	8,080
Impairment	(160,209)	(207,158)	(222,079)
Total	**1,089,443**	**1,264,507**	**2,224,267**

Our trade and bills receivables increased by 16.1% from RMB1,089.4 million as of December 31, 2023 to RMB1,264.5 million as of December 31, 2024, generally in line with our sales growth in 2024. Our trade and bills receivables increased by 75.9% from RMB1,264.5 million as of December 31, 2024 to RMB2,224.3 million as of September 30, 2025, primarily in line with our sales growth, with a substantial portion of the new receivables being within credit term.

The following table sets forth an aging analysis of our trade and bills receivables, taking into account related provision for impairment, based on the recognition date as of the dates indicated:

	As of December 31,		As of September 30,
	2023	2024	2025
		(RMB in thousands)	
			(unaudited)
Within one year	995,910	1,197,042	2,167,035
One to two years	92,456	58,275	40,483
Two to three years	1,077	9,190	15,292
Over three years	–	–	1,457
Total	**1,089,443**	**1,264,507**	**2,224,267**

The following table sets forth the turnover days of our trade and bills receivables for the periods indicated:

	As of December 31,		As of September 30,
	2023	2024	2025
		(days)	
			(unaudited)
Trade and bills receivables turnover days(1)	42.6	37.6	42.1

Note:

(1) Trade and bills receivables turnover days equal the average of opening balance and closing balance of trade and bills receivables for relevant period divided by total revenue for the same period and multiplied by 365 days (for a year) or 270 days (for nine months).

Our trade and bills receivables turnover days decreased from 42.6 days in 2023 to 37.6 days in 2024, primarily due to an increase in revenue contribution from customers with relatively shorter payment cycle. Our trade and bills receivables turnover days increased from 37.6 days in 2024 to 42.1 days for the nine months ended September 30, 2025, primarily due to our sales growth, with a substantial portion of the new receivables being within credit term.

As of November 30, 2025, RMB1,340.5 million, or approximately 60.3%, of our trade and bills receivables as of September 30, 2025 had been subsequently settled.

Prepayments, Other Receivables and Other Assets

Our prepayments, other receivables and other assets primarily consisted of (i) advance payment of corporate income tax mainly in relation to the withholding corporate income tax required by the local authority in Ecuador, (ii) prepayments to suppliers for purchase of raw materials and production machinery, (iii) recoverable value-added tax and (iv) deposits. The table below sets forth the breakdown of our prepayments, other receivables and other assets as of the dates indicated:

	As of December 31,		As of September 30,
	2023	2024	2025
		(RMB in thousands)	
			(unaudited)
Current			
Advance payment of corporate income tax	35,673	50,593	41,493
Prepayments to suppliers	36,366	36,192	183,225
Deposits	2,442	24,328	3,176

	As of December 31,		As of September 30,
	2023	2024	2025
	(RMB in thousands)		
			(unaudited)
Recoverable value-added tax	12,862	14,017	6,313
Other receivables	4,057	7,601	8,066
Others	270	575	256
Impairment allowance	(477)	(3,314)	(2,278)
Subtotal	**91,193**	**129,992**	**240,251**
Non-current			
Prepayments for long-term assets	83,697	61,064	155,213
Deposits	7,563	6,656	6,835
Other assets	330	1,148	1,085
Subtotal	**91,590**	**68,868**	**163,133**
Total	**182,783**	**198,860**	**403,384**

Our prepayments, other receivables and other assets increased by 8.8% from RMB182.8 million as of December 31, 2023 to RMB198.9 million as of December 31, 2024, primarily due to (i) an increase in deposits and (ii) an increase in advance payments of corporate income tax in line with our sales growth in Ecuador. Our prepayments, other receivables and other assets increased by 102.8% from RMB198.9 million as of December 31, 2024 to RMB403.4 million as of September 30, 2025, primarily due to an increase in prepayments to suppliers resulting from the purchase of raw materials and prepayments for long-term assets to support our business expansion.

Amounts Due from Related Parties

Our amounts due from related parties were primarily non-trade in nature, which were mainly derived from the financial assistance we provided to certain of our related companies. Our amounts due from related parties amounted to RMB4.7 million, RMB129.3 million, RMB157.1 million and RMB93.6 million as of December 31, 2023, December 31, 2024, September 30, 2025 and November 30, 2025, respectively. We expect to settle the non-trade portion of our amounts due from related parties prior to Listing.

Financial Assets at FVTPL

Financial assets at FVTPL primarily consisted of foreign exchange forward and interest rate swap contracts. As of December 31, 2023 and 2024 and September 30, 2025, our financial assets at FVTPL remained relatively stable at RMB1.3 million, RMB1.5 million and RMB1.7 million, respectively.

Trade Payables

Our trade payables primarily consisted of outstanding amounts due to our suppliers. Our trade payables increased by 33.1% from RMB296.0 million as of December 31, 2023 to RMB394.0 million as of December 31, 2024 and further increased by 37.1% to RMB540.1 million as of September 30, 2025, primarily due to our purchase of raw materials in line with our sales growth.

The following table sets forth an aging analysis of our trade payables as of the dates indicated:

	As of December 31,		As of September 30,
	2023	2024	2025
	(RMB in thousands)		*(unaudited)*
Within one year	293,105	393,811	539,910
Over one year	2,924	178	200
Total	**296,029**	**393,989**	**540,110**

The following table sets forth the turnover days of our trade payables for the periods indicated:

	As of December 31,		As of September 30,
	2023	2024	2025
	(days)		*(unaudited)*
Trade payables turnover days[(1)]	12.3	13.0	13.6

Note:

(1) Trade payables turnover days equal the average of the opening and closing balances of trade payables for relevant period divided by total cost of sales for the same period and multiplied by 365 days (for a year) or 270 days (for nine months).

Our trade payables turnover days remained relatively stable at 12.3 days in 2023, 13.0 days in 2024 and 13.6 days for the nine months ended September 30, 2025.

As of November 30, 2025, RMB505.8 million, or approximately 93.6%, of our trade payables as of September 30, 2025 had been subsequently settled.

Other Payables and Accruals

Our other payables and accruals primarily consisted of (i) payroll and welfare payable, (ii) payables for purchase of property, plant and equipment, (iii) accrued expenses and (iv) other taxes payables. The table below sets forth the breakdown of our other payables and accruals as of the dates indicated:

	As of December 31,		As of September 30,
	2023	2024	2025
	(RMB in thousands)		
			(unaudited)
Current			
Payroll and welfare payable	89,389	158,912	179,302
Payables for purchase of property, plant and equipment	64,125	117,655	82,264
Accrued expenses	23,776	30,702	53,222
Other taxes payable	50,419	74,311	9,055
Deposits	1,458	2,824	8,221
Dividends payable	–	–	28,649
Other payables	5,812	5,689	5,442
Subtotal	**234,979**	**390,093**	**366,155**
Non-current			
Payroll and welfare payable	–	2,607	4,703
Total	**234,979**	**392,700**	**370,858**

Our other payables and accruals increased by 67.1% from RMB235.0 million as of December 31, 2023 to RMB392.7 million as of December 31, 2024, primarily due to (i) an increase in payroll and welfare payable in line with our business expansion and (ii) an increase in payables for purchase of property, plant and equipment resulting from construction of new production bases and production line expansion. Our other payables and accruals decreased by 5.6% from RMB392.7 million as of December 31, 2024 to RMB370.9 million as of September 30, 2025, primarily due to a decrease in other taxes payable as a result of our payment.

Contract Liabilities

Contract liabilities mainly arise from the payments made by customers before we recognize the related revenue. Our contract liabilities increased by 42.1% from RMB119.3 million as of December 31, 2023 to RMB169.5 million as of December 31, 2024, primarily in line with our business expansion in 2024. Our contract liabilities decreased by 33.2% from RMB169.5 million as of December 31, 2024 to RMB113.3 million as of September 30, 2025, primarily because we performed a substantial number of contracts prior to the fourth quarter in 2025.

Amounts Due to Related Parties

Our amounts due to related parties were primarily non-trade in nature, which were primarily derived from the financial assistance provided to us by certain of our related companies. Our amounts due to related parties amounted to RMB964.6 million, RMB923.0 million and RMB857.3 million as of December 31, 2023, 2024 and September 30, 2025, respectively. Our amounts due to related parties increased to RMB4,000.6 million as of November 30, 2025 as we issued promissory notes to related parties during our reorganization. As of the Latest Practicable Date, all such promissory notes had been set off and settled. See "History, Reorganization and Corporate Structure — Share Subdivision and Share Issuance by Our Company." We expect to settle the non-trade portion of our amounts due to related parties prior to Listing.

LIQUIDITY AND CAPITAL RESOURCES

Working Capital Sufficiency

Our Directors are of the view that taking into account our available resources including cash and cash equivalents on hand, operating cash flows, available banking facilities and the net estimated proceeds from the [**REDACTED**], we have sufficient working capital for our present requirements and for the next 12 months from the date of this Document.

During the Track Record Period and up to the Latest Practicable Date, we primarily funded our cash requirements from cash from operations. As of November 30, 2025, we had cash and bank balances of RMB1,211.0 million.

Cash Flows

The following table sets forth selected cash flow statement information for the periods indicated:

	Year ended December 31,		Nine months ended September 30,	
	2023	2024	2024	2025
	(RMB in thousands)			
			(unaudited)	
Net cash flows generated from operating activities	675,519	859,819	39,185	300,096
Net cash flows used in investing activities	(482,871)	(757,130)	(577,703)	(548,562)
Net cash flows generated from/(used in) financing activities	21,192	(58,010)	471,402	243,575
Net increase/(decrease) in cash and cash equivalents	213,840	44,679	(67,116)	(4,891)
Cash and cash equivalents at beginning of year/period	410,514	623,343	623,343	648,721
Effect of foreign exchange rate changes, net	(1,011)	(19,301)	(18,549)	(17,051)
Cash and cash equivalents at end of year/period	623,343	648,721	537,678	626,779

Net Cash Flows Generated from Operating Activities

For the nine months ended September 30, 2025, we had net cash flows generated from operating activities of RMB300.1 million, which represents our profit before tax of RMB1,037.1 million, adjustments of non-cash and non-operating items, movements in working capital and income tax paid of RMB98.9 million. Adjustments of non-cash and non-operating items primarily comprised (i) depreciation of property, plant and equipment of RMB137.0 million and (ii) shareholder contribution of RMB208.5 million. Our movements in working capital primarily comprised increase in trade and bills receivables of RMB1,060.3 million.

For the year ended December 31, 2024, we had net cash flows generated from operating activities of RMB859.8 million, which represents our profit before tax of RMB864.6 million, adjustments of non-cash and non-operating items, movements in working capital and income tax paid of RMB86.6 million. Adjustments of non-cash and non-operating items primarily comprised (i) shareholder contribution of RMB183.2 million and (ii) depreciation of property, plant and equipment of RMB150.1 million. Our movements in working capital primarily comprised (i) increase in other payables and accruals of RMB136.0 million and (ii) increase in trade payables of RMB98.0 million, partially offset by (i) increase in trade and bills receivables of RMB356.1 million and (ii) increase in inventories of RMB279.4 million.

For the year ended December 31, 2023, we had net cash flows generated from operating activities of RMB675.5 million, which represents our profit before tax of RMB422.7 million, adjustments of non-cash and non-operating items, movements in working capital and income tax paid of RMB81.4 million. Adjustments of non-cash and non-operating items primarily comprised (i) depreciation of property, plant and equipment of RMB129.7 million and (ii) shareholder contribution of RMB125.1 million. Our movements in working capital primarily comprised increase in other payables and accruals of RMB80.8 million, partially offset by (i) increase in trade and bills receivables of RMB193.0 million and (ii) increase in inventories of RMB166.7 million.

Net Cash Flows Used in Investing Activities

For the nine months ended September 30, 2025, we had net cash flows used in investing activities of RMB548.6 million, primarily due to (i) purchases of items of property, plant and equipment of RMB437.4 million, (ii) purchases of items of leasehold lands of RMB79.3 million and (iii) loans to related parties of RMB72.3 million.

For the year ended December 31, 2024, we had net cash flows used in investing activities of RMB757.1 million, primarily due to (i) purchases of items of property, plant and equipment of RMB564.3 million and (ii) loans to related parties of RMB205.2 million.

For the year ended December 31, 2023, we had net cash flows used in investing activities of RMB482.9 million, primarily due to (i) purchases of items of property, plant and equipment of RMB428.4 million and (ii) purchases of items of leasehold lands of RMB46.8 million.

Net Cash Flows Generated from/(used in) Financing Activities

For the nine months ended September 30, 2025, we had net cash flows generated from financing activities of RMB243.6 million, primarily due to new bank borrowings of RMB1,755.4 million, partially offset by (i) repayments of bank borrowings of RMB1,205.6 million and (ii) dividends paid of RMB432.7 million.

For the year ended December 31, 2024, we had net cash flows used in financing activities of RMB58.0 million, primarily due to (i) repayments of bank borrowings of RMB2,252.9 million and (ii) repayments of borrowings from related parties of RMB340.0 million, partially offset by new bank borrowings of RMB2,279.9 million.

For the year ended December 31, 2023, we had net cash flows generated from financing activities of RMB21.2 million, primarily due to (i) new bank borrowings of RMB1,911.2 million and (ii) capital injection from then shareholders of RMB347.6 million, partially offset by repayments of bank borrowings of RMB2,092.6 million.

INDEBTEDNESS

The table below sets forth a breakdown of our indebtedness as of the dates indicated:

	As of December 31,		As of September 30,	As of November 30,
	2023	**2024**	**2025**	**2025**
	(RMB in thousands)			
			(unaudited)	
Current				
Interest-bearing bank borrowings	379,043	315,803	875,575	1,026,558
Lease liabilities	3,830	4,160	10,856	6,488
Non-current				
Interest-bearing bank borrowings	6,197	82,511	41,034	41,033
Lease liabilities	9,683	23,218	19,404	53,612
Total	**398,753**	**425,692**	**946,869**	**1,127,691**

Interest-bearing Bank Borrowings

Our interest-bearing bank borrowings remained relatively stable at RMB385.2 million as of December 31, 2023 and RMB398.3 million as of December 31, 2024. Our interest-bearing bank borrowings significantly increased from RMB398.3 million as of December 31, 2024 to RMB916.6 million as of September 30, 2025 and further increased by 16.5% to RMB1,067.6 million as of November 30, 2025, primarily due to an increase in short-term bank loans to enhance our liquidity and support our business expansion. Our interest-bearing bank borrowings are mainly denominated in Vietnamese dong and Indonesian rupiah. The interest rate on our interest-bearing bank borrowings ranges from 2.60% to 11.00%, 3.10% to 8.70%, 3.50% to 8.39% and 3.60% to 7.40% as of December 31, 2023, December 31, 2024, September 30, 2025 and November 30, 2025,. This variation is primarily attributable to the different interest rate levels among the regions where we operate. As of November 30, 2025, our total banking facilities amounted to RMB3,641.8 million and our unutilized banking facilities amounted to RMB2,557.1 million.

Our Directors confirm that, there was no material covenant on any of our outstanding debt and we did not experience any unusual difficulty in obtaining bank loans and other borrowings during the Track Record Period and up to the Latest Practicable Date.

Lease Liabilities

Our lease liabilities are primarily in relation to properties that we lease to use as our plants. Our lease liabilities increased from RMB13.5 million as of December 31, 2023 to RMB27.4 million as of December 31, 2024 and further increased by 10.6% to RMB30.3 million, primarily due to our new leases for land and buildings as plants. Our lease liabilities increased significantly from RMB30.3 million as of September 30, 2025 to RMB60.1 million as of November 30, 2025, primarily due to our new leases for land and buildings as plants.

Save as disclosed above, as of November 30, 2025, being the most recent practicable date for determining our indebtedness, we did not have any outstanding mortgages, charges, debentures, other issued debt capital, bank overdrafts, borrowings, liabilities under acceptance or other similar indebtedness, hire purchase commitments, guarantees or other material contingent liabilities. Our Directors have confirmed that there had been no material change in our indebtedness since November 30, 2025 and up to the date of this Document.

CAPITAL EXPENDITURES

Our capital expenditures were RMB475.2 million, RMB644.0 million, RMB460.6 million and RMB516.7 million in 2023, 2024 and the nine months ended September 30, 2024 and 2025, respectively. The following table sets forth our capital expenditures for the periods indicated:

	Year ended December 31,		Nine months ended September 30,	
	2023	2024	2024	2025
	(RMB in thousands)			
			(unaudited)	
Purchases of items of property, plant and equipment	428,351	564,297	396,472	437,432
Purchases of items of leasehold land	46,817	79,742	64,123	79,269
Total	**475,168**	**644,039**	**460,595**	**516,701**

We funded our capital expenditure requirements during the Track Record Period mainly from cash flow generated from operating activities, and equity and debt financing. We intend to fund our future capital expenditures with a combination of operating cashflow, equity and debt financing and net proceeds received from the [**REDACTED**]. We may adjust our capital expenditures for any given year according to our development plans or in light of market conditions and other factors we believe to be appropriate.

CAPITAL COMMITMENTS

Our capital commitments represent capital expenditure contracted, but not provided, for purchase of property, plant and equipment. During the Track Record Period, our capital commitments amounted to RMB551.5 million, RMB272.6 million and RMB401.1 million as of December 31, 2023, 2024 and September 30, 2025, respectively.

Our Directors confirm that there had been no material change in our capital commitments since September 30, 2025 and up to the Latest Practicable Date.

CONTINGENT LIABILITIES

As of December 31, 2023, 2024 and September 30, 2025, we did not have any significant contingent liabilities. Our Directors confirmed that there had not been any material change in the contingent liabilities of our Company since September 30, 2025 and up to the Latest Practicable Date.

KEY FINANCIAL RATIOS

The following table sets forth our key financial ratios as of the dates or for the years indicated:

	Year ended December 31/ as of December 31,		Nine months ended September 30/ as of September 30,
	2023	2024	2025
			(unaudited)
Gross profit margin (%)[1]	12.9	15.2	16.8
Net profit margin (%)[2]	4.0	6.4	7.8
Current ratio[3]	1.4	1.6	1.6
Quick ratio[4]	0.9	1.0	1.1
Return on assets (%)[5]	6.5	11.5	15.3
Return on equity (%)[6]	14.7	19.6	25.9

Notes:

(1) Gross profit margin is calculated as revenue less cost of sales, divided by revenue, then multiplied by 100%.

(2) Net profit margin is calculated as profit for the period, divided by revenue, then multiplied by 100%.

(3) Current ratio is calculated as total current assets divided by total current liabilities as of the date indicated.

(4) Quick ratio is calculated by subtracting inventories from current assets and then dividing the result by current liabilities as of the dates indicated.

(5) Return on assets is calculated as profit attributable to owners of the parent for the period divided by average total asset, then multiplied by 100%. For the nine months ended September 30, 2025, the ratio is annualized by multiplying by 365 days divided by 270 days.

(6) Return on equity is calculated as profit attributable to owners of the parent for the period divided by average equity attributable to owners of the parent then multiplied by 100%. For the nine months ended September 30, 2025, the ratio is annualized by multiplying by 365 days divided by 270 days.

FINANCIAL RISK MANAGEMENT

Our principal financial instruments comprised, cash and bank balances and interest-bearing bank borrowings. We have various other financial assets and liabilities such as trade and bills receivables and trade payables, which arise directly from our operations. The key risks associated with our financial instruments include interest rate risk, foreign currency risk, credit risk, and liquidity risk. Our Directors regularly review these risks and establish policies to manage and mitigate their impact effectively. For details, see note 40 to the Accountants' Report included in Appendix I to this Document.

Interest Rate Risk

Our exposure to the risk of changes in market interest rates relates primarily to our bank borrowings with a floating interest rate.

Foreign Currency Risk

We have transactional currency exposures. Such exposures arise from sales, purchases or borrowings by operating units in currencies other than the units' functional currencies.

Credit Risk

We trade only with recognized and creditworthy third parties. It is our policy that all customers who wish to trade on credit terms are subject to credit verification procedures. In addition, receivable balances are monitored on an ongoing basis and our management consider our exposure to bad debts is not significant.

Liquidity Risk

We monitor and maintain a level of cash and cash equivalent deemed adequate by our management to finance the operations and mitigate the effects of fluctuations of cash flows.

OFF-BALANCE SHEET ARRANGEMENTS

As of the Latest Practicable Date, we did not have any outstanding off-balance sheet arrangements.

TRANSFER PRICING ARRANGEMENTS

We operate through subsidiaries in various countries and regions, mainly including Vietnam, Indonesia, Ecuador and Egypt. These subsidiaries are mainly engaged in producing, product sales and providing supporting services. We conduct intra-group transactions among our subsidiaries. Transfer pricing arrangements for such intra-group transactions should be on an arm's length basis according to the transfer pricing guidelines for multinational enterprises and tax administrations (the "**OECD Transfer Pricing Guidelines**") promulgated by the Organization for Economic Cooperation and Development (the "**OECD**"), an international organization of international cooperation. In this regard, we have engaged a professional tax consultancy firm (the "**Transfer Pricing Adviser**") to review, analyze, and evaluate potential risks in accordance with the OECD Transfer Pricing Guideline and applicable laws and regulations. After assessing our transfer pricing arrangements during the Track Record Period, and as advised by our Transfer Pricing Adviser, these transfer pricing arrangements were, in all material respects, broadly consistent with the arm's length principle under OECD Transfer Pricing Guideline and the relevant transfer pricing laws and regulations. Accordingly, the risk that our Group will be required to make formal transfer pricing adjustment or pay additional taxes in significant amounts is considered to be remote.

During the Track Record Period and up to the Latest Practicable Date, we had not been made aware of any inquiries, audits, or challenges by the relevant tax authorities in the jurisdictions in which we operate with respect to our intra-group transactions.

RELATED PARTY TRANSACTIONS

Related party transactions are set out in note 37 to the Accountants' Report in Appendix I to this Document. Our Directors believe that these transactions were conducted on normal commercial terms and on an arm's length basis in the ordinary and usual course of business, and did not distort our results of operations or make our historical results not reflective of our future performance.

Our non-trade related party balances as of September 30, 2025 represented amounts due from and due to related parties, which we expect to settle prior to Listing.

BIOLOGICAL ASSETS AND VALUATION

Our biological assets include (i) productive biological assets and (ii) consumptive biological assets and were measured on initial recognition and at the end of the reporting period at their fair values less costs to sell, with any resultant gain or loss recognized in the statement of profit or loss for the period in which it arises. Productive biological assets represent shrimp broodstock and fish broodstock held for own use to produce fry. Consumptive biological assets represent shrimp fry and fish fry.

Our biological assets accounted for less than 0.2% of our net assets as of December 31, 2023, 2024 and September 30, 2025. Our Directors are of the view that our biological assets are not of material significance to our net assets.

Changes in fair value of biological assets represent changes in the fair value of our shrimp fry, fish fry, shrimp broodstock and fish broodstock less costs to sell of biological assets. Our results of operation are affected by changes in fair values of our biological assets. During the Track Record Period, our profit for the period excluding unrealized fair value differences on biological assets amounted to RMB359.4 million, RMB735.2 million, RMB554.9 million and RMB868.7 million, respectively. See note 2.4 to the Accountants' Report in Appendix I to this document.

The following table sets forth the fair value of our biological assets as of the dates indicated:

	As of December 31,		As of September 30,
	2023	2024	2025
	(RMB in thousands)		
Shrimp fry	933	3,551	3,506
Fish fry	–	–	45
Shrimp broodstock	1,683	2,044	1,726
Fish broodstock	–	–	79
Total	**2,616**	**5,595**	**5,356**

The following table sets forth the volume of our biological assets as of the dates indicated:

	As of December 31,		As of September 30,
	2023	2024	2025
	(thousand tails)		
Shrimp fry	139,200	688,513	838,884
Fish fry	–	–	4,220
Shrimp broodstock	4	4	7
Fish broodstock	–	–	1
Total	**139,204**	**688,517**	**843,112**

Our biological assets increased from RMB2.6 million as of December 31, 2023 to RMB5.6 million as of December 31, 2024, primarily due to an increase in hatcheries of shrimp fry and shrimp broodstock. Our biological assets remained relatively stable at RMB5.6 million as of December 31, 2024 and RMB5.4 million as of September 30, 2025. As of the Latest Practicable Date, we had obtained all permits and licenses that are material to the agricultural activities with respect to the biological assets.

Stock-take and Internal Control

We have established standard procedures to ensure the accuracy of the quantity and other relevant information of our biological assets.

At the end of each month, we estimate the stock levels in our hatcheries. Following review and confirmation, we record the finalized data, including the quantity, health, and other relevant information of our shrimp fry, fish fry, shrimp broodstock and fish broodstock, as well as the reproduction rate and fry production volume of our shrimp broodstock, into our enterprise resource planning system.

Valuation

We have engaged Asia-Pacific Consulting and Appraisal Limited (the "**Valuer**"), an independent qualified professional valuer not connected with us, which has appropriate qualifications and experiences in valuation of biological assets, to determine the fair value of our biological assets as of December 31, 2023, 2024 and September 30, 2025 (the "**Valuation Date(s)**") respectively.

Valuation Methodology

In arriving at the assessed value, the market approach as a generally accepted approach has been adopted by the Valuer.

The market approach considers prices recently paid for similar assets, with adjustments made to market prices to reflect condition and utility of the appraised assets relative to the market comparative. Assets for which there is an established secondary market may be valued by this approach. The Valuer understands from us that the most recent market-based prices for vannamei and tilapia at certain age exist as of the Valuation Dates, therefore the fair values of other vannamei and tilapia are developed through the application of market approach with reasonable adjustments to reflect the age differences.

Key Assumptions

In determining the fair values of our biological assets, the assumptions considered to have significant sensitivity effects in this valuation have been evaluated in order to provide a more accurate and reasonable basis for arriving at the Valuer's assessed values. The key assumptions made are as follows:

Classification

In order to reasonably determine the fair values of biological assets, in this valuation, the Valuer has classified the biological assets into following categories according to the feeding stage and feeding mode respectively: shrimp fry, fish fry, shrimp broodstock and fish broodstock, based on the data information provided by us.

Quantity

In conducting the valuation of the biological assets, the Valuer has relied on the tails provided by us as of the Valuation Dates.

Market Price

Recent selling prices and purchase prices of biological assets as of the Valuation Dates are referred in determining the fair values of biological assets. The market price information is based on the latest selling records or purchase contracts provided by us.

Feeding cost

For the biological assets at different ages, feeding costs are considered and used as adjustments to market prices to reasonably estimate the fair value. Feeding cost information is based on the historical average feeding data provided by us.

Risk adjustments

The short-term risk-free rates are used to reflect the reasonably required return during the feeding period before selling.

Other Assumptions

The valuation is also premised on the following:

– In order to realize the growth potential in the yield of the biological assets and maintain a competitive edge, additional manpower, equipment and facilities may be required. For this valuation exercise, the Valuer has assumed that the necessary facilities are available for future growth.

– The Valuer has assumed that there will be no material change in the existing political, legal, technological, fiscal or economic condition which may adversely affect the operation of the biological assets.

– Disease, natural disaster and extreme weather conditions can potentially have a negative impact on the production or the life of the biological assets.

Sensitivity Analysis

A significant increase/decrease in the estimated selling price would result in an increase/decrease in the fair value of the biological assets. As of December 31, 2023, 2024 and September 30, 2025, if the estimated selling price increases by 5%, the estimated fair value of our biological assets would have increased by 5.3% or RMB0.1 million, 6.7% or RMB0.4 million and 4.9% or RMB0.3 million, respectively, and if the estimated selling price decreases by 5%, the estimated fair value of our biological assets would have decreased by 5.3% or RMB0.1 million, 6.7% or RMB0.4 million and 4.9% or RMB0.3 million, respectively.

Having considered the market reputation of the Valuer and relevant background research, our Directors and the Joint Sponsors are satisfied that the Valuer is independent from us and is competent in conducting the valuation of the biological assets.

The Reporting Accountant has performed its work on our historical financial information for each of the years ended December 31, 2023, 2024 and the nine months ended September 30, 2025 in accordance with Hong Kong Standard on Investment Circular Reporting Engagements 200, Accountants' Reports on Historical Financial Information in Investment Circular. As part of its work on the historical financial information, the Reporting Accountant has considered the results of audit procedures performed in connection with the valuation techniques and key inputs used in valuation of the biological assets. The Reporting Accountant has satisfied itself in respect of the valuation technique chosen and the key inputs used in the valuation for the purpose of forming an opinion on the historical financial information as a whole.

The Joint Sponsors have reviewed and considered the relevant qualifications and valuation experience of the Valuer and its professional valuers, and had various discussions with the Valuer to understand its valuation techniques and procedures, valuation bases and assumptions, and the information used in preparing its valuation report. In addition, the Joint Sponsors noted from their discussions with the Reporting Accountant that the Reporting Accountant had considered the valuation prepared by the Valuer and performed its audit procedures in accordance with the relevant auditing standards. The Joint Sponsors are satisfied that the valuation techniques chosen and the inputs used in the valuation are appropriate and reasonable.

DIVIDEND

As advised by our Cayman Islands legal advisor, under Cayman Islands law, a position of accumulated loss and deficits in equity does not necessarily restrict our Company from declaring and paying dividends to our Shareholders out of either our profit or our share premium account, provided this would not result in our Company being unable to pay its debts as they fall due in the ordinary course of business. As our Company is a holding company incorporated under the laws of the Cayman Islands, the payment and amount of any future dividends will also depend on the availability of dividends received from our subsidiaries. Any dividends our Company pays will be determined at the absolute discretion of our Board, taking into account factors including our actual and expected results of operations, cash flow and financial position, general business conditions and business strategies, expected working capital requirements and future expansion plans, legal, regulatory and other contractual restrictions, and other factors that our Board deems to be appropriate. Our Shareholders may approve, in a general meeting, any declaration of dividends, which must not exceed the amount recommended by our Board. Certain of our subsidiaries declared dividends of RMB77.5 million, RMB229.6 million and RMB461.3 million in 2023, 2024 and the nine months ended September 30, 2025, which will be fully settled upon Listing. Throughout the Track Record Period, our Company did not pay or declare any dividend. Currently, our Company does not have a formal dividend policy or a fixed dividend distribution ratio.

DISTRIBUTABLE RESERVES

As of September 30, 2025, our reserves were RMB4,513.0 million, which represented our distributable reserves as of the same date.

UNAUDITED [REDACTED] COMBINED NET TANGIBLE ASSETS

See Unaudited [**REDACTED**] Financial Information in Appendix II to this Document for details.

LISTING EXPENSES

Listing expenses represent professional fees, [**REDACTED**] commission and other fees incurred in connection with the [**REDACTED**]. Listing expenses to be borne by us are estimated to be approximately RMB[**REDACTED**] (HK$[**REDACTED**]), comprising: (i) [**REDACTED**] fees of RMB[**REDACTED**] (HK$[**REDACTED**]); and (ii) [**REDACTED**]-related expenses of RMB[**REDACTED**] (HK$[**REDACTED**]), which are further categorized into: (a) fees and expenses of legal advisors and accountants of RMB[**REDACTED**] (HK$[**REDACTED**]); and (b) other fees and expenses of RMB[**REDACTED**] (HK$[**REDACTED**]), assuming the [**REDACTED**] is not exercised and based on the [**REDACTED**] of HK$[**REDACTED**] per [**REDACTED**] (being the mid-point of the [**REDACTED**] range), approximately RMB[**REDACTED**] (HK$[**REDACTED**]) of which was charged or is expected to be charged to our combined statements of profit or loss, and approximately RMB[**REDACTED**] (HK$[**REDACTED**]) of which is expected to be deducted from equity upon the completion of the [**REDACTED**]. The listing expenses are expected to represent approximately [**REDACTED**]% of the gross proceeds of the [**REDACTED**], assuming an [**REDACTED**] of HK$[**REDACTED**] per [**REDACTED**] (being the mid-point of the indicative [**REDACTED**] range) and that the [**REDACTED**] is not exercised. The listing expenses above are the latest practicable estimate for reference only, and the actual amount may differ from this estimate.

NO MATERIAL ADVERSE CHANGE

After performing sufficient due diligence work that our Directors consider appropriate and after due and careful consideration, our Directors confirm that, up to the date of this Document, there has been no material adverse change in our financial or trading position or prospects since September 30, 2025 (being the end date of the period reported on in the Accountants' Report in Appendix I to this Document) and there has been no event since September 30, 2025 that would materially affect the information as set out in the Accountants' Report in Appendix I to this Document.

DISCLOSURE REQUIRED UNDER THE LISTING RULES

Our Directors confirm that as of the Latest Practicable Date, there was no circumstance that would give rise to a disclosure requirement under Rules 13.13 to 13.19 of the Listing Rules.

FUTURE PLANS

See "Business — Our Growth Strategies" for a detailed description of our future plans.

USE OF PROCEEDS

Assuming that [**REDACTED**] is not exercised, after deducting the [**REDACTED**] commissions and other estimated offering expenses payable by us in connection with the [**REDACTED**], and assuming an [**REDACTED**] of HK$[**REDACTED**] per [**REDACTED**] (being the mid-point of the indicative [**REDACTED**] range of HK$[**REDACTED**] and HK$[**REDACTED**]), we estimate that we will receive net proceeds of approximately HK$[**REDACTED**] (equivalent to RMB[**REDACTED**]) from the [**REDACTED**]. We intend to use the proceeds from the [**REDACTED**] for the purposes and in the amounts set forth below:

(i) approximately [70.0]%, or HK$[**REDACTED**] million, will be used to expand and optimize our manufacturing network. We intend to optimize and expand our production capacity globally, further strengthen our production capabilities in key markets and thereby more effectively meeting the growing demands of the local customers. Specifically,

(A) approximately [45.0]%, or HK$[**REDACTED**] million, will be used to expand our production capacity in key strategic regions to enhance localized production output capacity. We intend to construct new production lines for our feed and animal health products across five countries in our primary markets. By increasing our production capacity in these regions, we aim to increase feed production capacity in these key strategic regions by an additional 3.0 million tons over the next three years by 2028, thereby further reducing our production costs through economies of scale. In addition, we intend to construct new hatcheries in Indonesia and Ecuador to facilitate our breeding business.

The following table summarizes details of our planned production capacity expansion.

Location	Number of Production Lines	Year of Commencement of Production[(1)]	Product Type
Vietnam	15	2026-2028	Feed, animal health products
Indonesia . . .	16	2026-2027	Feed
Egypt	5	2027-2028	Feed
Ecuador	4	2027	Feed
Bangladesh . .	3	2026-2027	Feed

Note:

(1) Refers to commencement of production spans from the earliest production line commencement to the latest.

The following table summarizes details of our planned hatcheries.

Location	Number of Hatchery	Year of Commencement of Production	Product Type
Indonesia . . .	4	2026-2027	Aquatic fry, chicks
Ecuador	1	2026	Shrimp fry

(B) approximately [25.0]%, or HK$[**REDACTED**] million, will be used to expand our production capacity in certain emerging markets with high growth potential in which we have no existing production bases or hatcheries as of the Latest Practicable Date, including Thailand, Malaysia, Nigeria, Tanzania and Bangladesh. By leveraging our successful experience in our existing markets such as Vietnam, we aim to rapidly achieve global market penetration and capacity deployment, enhance regional coverage and influence, and better meet the rapidly growing demand in local and regional markets. Specifically, we intend to construct new production lines for our feed business across four countries. We aim to increase production capacity by an additional 1.1 million tons over the next three years by 2028. In addition, we intend to construct one hatchery in Bangladesh to facilitate our breeding business.

The following table summarizes details of our planned feed production capacity expansion.

Location	Number of Production Lines	Year of Commencement of Production	Product Type
Thailand	5	2027	Feed
Malaysia	4	2028	Feed
Nigeria	5	2027	Feed
Tanzania	2	2027	Feed

The following table summarizes details of our planned hatcheries.

Location	Number of Hatchery	Year of Commencement of Production	Product Type
Bangladesh . .	1	2027	Chicks

(ii) approximately [10.0]%, or HK$[**REDACTED**] million, will be used for partially repay the principal and accrued interest of certain of our bank borrowings. Such borrowings bear interest at rates ranging from approximately 3.6 per cent to 7.3 per cent and will mature between May 2026 and April 2027. We incurred these bank borrowings to supplement our working capital.

(iii) approximately [10.0]%, or HK$[**REDACTED**] million, will be used to upgrade our global sales and service network to further expand our geographic coverage and establish localized research centers. Specifically,

(A) approximately [7.0]%, or HK$[**REDACTED**] million, will be used to support the development of localized R&D capabilities. Specifically, we intend to upgrade our existing local R&D centers, and to establish no less than ten new R&D centers in Vietnam, Indonesia, Ecuador, Egypt and India. In addition, we plan to recruit approximately 100 local R&D personnel specializing in animal nutrition, veterinary science, broodstock selection and bioengineering by 2029. We aim to combine our accumulated product reserves and technological advantages with local market needs to launch more feed, breeding stock, and animal health products that address local farming challenges; and.

(B) approximately [3.0]%, or HK$[**REDACTED**] million, will be used to establish localized sales and service networks, including setting up local sales offices and technical service stations, and hiring experienced sales and service teams to provide customized technical services and on-site guidance to farming customers, with the aim of further improving customer loyalty and satisfaction. We plan to recruit approximately 200 to 300 personnel with sales and technical service experience by 2029. Additionally, we intend to conduct targeted marketing and promotion activities in local markets to further deepen our relationship with major customers, local distributors, and strategic business partners.

(iv) approximately [10.0]%, or HK$[**REDACTED**] million, will be used for working capital and general corporate purposes.

In the event that the [**REDACTED**] is set at the [**REDACTED**] or the minimum [**REDACTED**] of the indicative [**REDACTED**] range (assuming the [**REDACTED**] is not exercised), the net proceeds of the [**REDACTED**] will increase or decrease by approximately HK$[**REDACTED**] million (after deducting [**REDACTED**] fees and expenses related to the [**REDACTED**]), respectively.

The additional net proceeds that we would receive if the [**REDACTED**] were exercised in full would be (i) HK$[**REDACTED**] (assuming an [**REDACTED**] of HK$[**REDACTED**] per [**REDACTED**], being the [**REDACTED**] of the indicative [**REDACTED**] range), (ii) HK$[**REDACTED**] (assuming an [**REDACTED**] of HK$[**REDACTED**] per [**REDACTED**], being the mid-point of the indicative [**REDACTED**] range), and (iii) HK$[**REDACTED**] (assuming an [**REDACTED**] of HK$[**REDACTED**] per [**REDACTED**], being the minimum [**REDACTED**] of the indicative [**REDACTED**] range).

To the extent that the net proceeds from the [**REDACTED**] are either more or less than expected, we will adjust our allocation of the net proceeds for the above purposes on a pro rata basis.

To the extent that the net proceeds of the [**REDACTED**] are not immediately used for the above purposes or if we are unable to effect any part of our future development plans as intended, we will only deposit such funds into short-term interest-bearing accounts at licensed commercial banks and/or other authorized financial institutions (as defined under the Securities and Futures Ordinance or the applicable laws and regulations in other jurisdictions). In such event, we will comply with the appropriate disclosure requirements under the Listing Rules.

If any part of our development plan does not proceed as planned for reasons such as changes in government policies that would hinder the development of any of our projects, or the occurrence of force majeure events, the Directors will carefully evaluate the situation and may reallocate the net proceeds from the [**REDACTED**].

[**REDACTED**]

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[**REDACTED**]

JOINT SPONSORS' INDEPENDENCE

The Joint Sponsors satisfied the independence criteria applicable to sponsors set out in Rule 3A.07 of the Listing Rules.

GF Securities Co., Ltd. ("**GF Securities**"), the controlling shareholder of GF Capital (Hong Kong) Limited ("**GF Capital**") (one of the Joint Sponsors), acted as the independent spin-off financial adviser ("**Spin-off Financial Adviser**") to HAID Group in connection with the spin-off and listing of the Company's Shares pursuant to the Spin-off Rules for Listed Companies (For Trial Implementation) 《上市公司分拆規則(試行)》 and Trial Measures for the Administration on Overseas Securities Offering and Listing by Domestic Companies 《境內企業境外發行證券和上市管理試行辦法》 promulgated by the CSRC. Notwithstanding the above, considering that (i) the work of Spin-off Financial Adviser is a restricted one purely to satisfy the regulatory requirements imposed by the CSRC and the role of Spin-off Financial Adviser of GF Securities is not in conflict with GF Capital's role as an independent sponsor for the Listing (such work is also in line with that undertaken by other financial advisers in similar spin-off cases); and (ii) the fee from the service of Spin-off Financial Adviser is immaterial, such relationship between GF Securities and HAID Group would not be reasonably considered to affect GF Capital's independence as sponsor to the Company in performing its duties, and should not reasonably give rise to a perception that GF Capital's independence would be so affected under Rule 3A.07(9) of the Listing Rules, and there are no other circumstances affecting GF Capital's independence under Rule 3A.07 of the Listing Rules.

[REDACTED]

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The following is the text of a report, prepared for inclusion in this document, received from the independent reporting accountants of the Company, Ernst & Young, Certified Public Accountants, Hong Kong, for the purpose of incorporation in this document.

ACCOUNTANTS' REPORT ON HISTORICAL FINANCIAL INFORMATION TO THE DIRECTORS OF HAID INTERNATIONAL HOLDINGS LIMITED

Introduction

We report on the historical financial information of Haid International Holdings Limited (the "Company") and its subsidiaries (together, the "Group") set out on pages I-[●] to I-[●], which comprises the combined statements of profit or loss, the combined statements of comprehensive income, the combined statements of changes in equity and the combined statements of cash flows of the Group for each of the years ended 31 December 2023 and 2024 (the "Relevant Periods"), and the combined statements of financial position of the Group as at 31 December 2023 and 2024 and material accounting policy information and other explanatory information (together, the "Historical Financial Information"). The Historical Financial Information set out on pages I-[●] to I-[●] forms an integral part of this report, which has been prepared for inclusion in the document of the Company dated [●] (the "Document") in connection with the initial listing of the shares of the Company on the Main Board of The Stock Exchange of Hong Kong Limited (the "Stock Exchange").

Directors' responsibility for the Historical Financial Information

The directors of the Company are responsible for the preparation of the Historical Financial Information that gives a true and fair view in accordance with the basis of presentation and the basis of preparation set out in notes 2.1 and 2.2 to the Historical Financial Information, respectively, and for such internal control as the directors determine is necessary to enable the preparation of the Historical Financial Information that is free from material misstatement, whether due to fraud or error.

Reporting accountants' responsibility

Our responsibility is to express an opinion on the Historical Financial Information and to report our opinion to you. We conducted our work in accordance with Hong Kong Standard on Investment Circular Reporting Engagements 200 *Accountants' Reports on Historical Financial Information in Investment Circulars* issued by the Hong Kong Institute of Certified Public Accountants ("HKICPA"). This standard requires that we comply with ethical standards and plan and perform our work to obtain reasonable assurance about whether the Historical Financial Information is free from material misstatement.

Our work involved performing procedures to obtain evidence about the amounts and disclosures in the Historical Financial Information. The procedures selected depend on the reporting accountants' judgement, including the assessment of risks of material misstatement of the Historical Financial Information, whether due to fraud or error. In making those risk assessments, the reporting accountants consider internal control relevant to the entity's preparation of the Historical Financial Information that gives a true and fair view in accordance with the basis of presentation and the basis of preparation set out in notes 2.1 and 2.2 to the Historical Financial Information, respectively, in order to design procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Our work also included evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the directors, as well as evaluating the overall presentation of the Historical Financial Information.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Opinion

In our opinion, the Historical Financial Information gives, for the purposes of the accountants' report, a true and fair view of the financial position of the Group as at 31 December 2023 and 2024 of the financial performance and cash flows of the Group for each of the Relevant Periods in accordance with the basis of presentation and preparation set out in notes 2.1 and 2.2 to the Historical Financial Information, respectively.

Review of Interim Financial Information

We have reviewed the interim financial information of the Group which comprises the combined statements of profit or loss, the combined statements of comprehensive income, the combined statements of changes in equity and the combined statements of cash flows of the Group for the nine months ended 30 September 2024 and 2025, and the combined statement of financial position of the Group and the statement of financial position of the Company as at 30 September 2025 and other explanatory information (the "Interim Financial Information"). The directors of the Company are responsible for the preparation and presentation of the Interim Financial Information in accordance with the basis of presentation and the basis of preparation set out in notes 2.1 and 2.2 to the Historical Financial Information, respectively. Our responsibility is to express a conclusion on the Interim Financial Information based on our review. We conducted our review in accordance with Hong Kong Standard on Review Engagements 2410 *Review of Interim Financial Information Performed by the Independent Auditor of the Entity* issued by the HKICPA. A review consists of making inquiries, primarily of persons responsible for financial and accounting matters, and applying analytical and other review procedures. A review is substantially less in scope than an audit conducted in accordance with Hong Kong Standards on Auditing and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in an audit. Accordingly, we do not express an audit opinion. Based on our review, nothing has come to our attention that causes us to believe that the Interim Financial Information, for the purpose of the accountants' report, is not prepared, in all material respects, in accordance with the basis of presentation and the basis of preparation set out in notes 2.1 and 2.2 to the Historical Financial Information, respectively.

Report on matters under the Rules Governing the Listing of Securities on the Stock Exchange and the Companies (Winding Up and Miscellaneous Provisions) Ordinance

Adjustments

In preparing the Historical Financial Information, no adjustments to the Underlying Financial Statements as defined on page I-[●] have been made.

Dividends

We refer to note 12 to the Historical Financial Information which states that no dividends have been paid by the Company in respect of the Relevant Periods.

No historical financial statements for the Company

As at the date of this report, no statutory financial statements have been prepared for the Company since its date of incorporation.

Certified Public Accountants
Hong Kong
[●], 2026

I. HISTORICAL FINANCIAL INFORMATION

Preparation of Historical Financial Information

Set out below is the Historical Financial Information which forms an integral part of this accountants' report.

The financial statements of the Group for the Relevant Periods, on which the Historical Financial Information is based, were audited by Ernst & Young in accordance with Hong Kong Standards on Auditing issued by the HKICPA (the "Underlying Financial Statements").

The unaudited Interim Financial Information in this report was prepared based on management accounts of the Group for the nine months ended 30 September 2024 and 2025.

The Historical Financial Information is presented in Renminbi ("RMB"), and all values are rounded to the nearest thousand (RMB'000) except when otherwise indicated.

COMBINED STATEMENTS OF PROFIT OR LOSS

	Notes	Year ended 31 December		Nine months ended 30 September	
		2023	2024	2024	2025
		RMB'000	*RMB'000*	*RMB'000* (Unaudited)	*RMB'000* (Unaudited)
REVENUE	*5*	9,024,941	11,417,056	8,386,796	11,177,440
Cost of sales		(7,856,604)	(9,686,997)	(7,112,466)	(9,303,663)
Gross profit		1,168,337	1,730,059	1,274,330	1,873,777
Other income and gains	*6*	8,991	28,326	24,393	20,114
Selling and marketing expenses		(258,584)	(331,526)	(245,770)	(317,253)
Administrative expenses		(254,960)	(358,999)	(249,716)	(403,500)
Research and development expenses		(40,634)	(57,223)	(41,267)	(51,894)
Impairment losses on financial assets, net		(92,752)	(78,890)	(57,961)	(18,745)
Finance costs	*8*	(103,394)	(90,600)	(66,511)	(63,017)
Other expenses		(15,130)	(7,075)	(4,964)	(13,877)
Share of profits of a joint venture		10,826	30,534	29,641	11,501
PROFIT BEFORE TAX	*7*	422,700	864,606	662,175	1,037,106
Income tax expenses	*11*	(63,005)	(129,207)	(107,267)	(168,574)
PROFIT FOR THE YEAR/PERIOD		359,695	735,399	554,908	868,532
Attributable to:					
Owners of the parent		312,811	670,896	505,036	797,899
Non-controlling interests		46,884	64,503	49,872	70,633
		359,695	735,399	554,908	868,532
EARNINGS PER SHARE ATTRIBUTABLE TO ORDINARY EQUITY HOLDERS OF THE PARENT					
Basic and diluted	*13*	N/A	N/A	N/A	N/A

COMBINED STATEMENTS OF COMPREHENSIVE INCOME

	Year ended 31 December		Nine months ended 30 September	
	2023	2024	2024	2025
	RMB'000	*RMB'000*	*RMB'000* *(Unaudited)*	*RMB'000* *(Unaudited)*
PROFIT FOR THE YEAR/PERIOD	359,695	735,399	554,908	868,532
OTHER COMPREHENSIVE INCOME				
Other comprehensive income that may be reclassified to profit or loss in subsequent periods:				
Exchange difference:				
Exchange differences on translation of foreign operations	(32,477)	(196,484)	(174,418)	(156,352)
OTHER COMPREHENSIVE INCOME FOR THE YEAR/PERIOD, NET OF TAX	(32,477)	(196,484)	(174,418)	(156,352)
TOTAL COMPREHENSIVE INCOME FOR THE YEAR/PERIOD	327,218	538,915	380,490	712,180
Attributable to:				
Owners of the Company	283,945	483,196	336,209	653,763
Non-controlling interests	43,273	55,719	44,281	58,417
	327,218	538,915	380,490	712,180

COMBINED STATEMENTS OF FINANCIAL POSITION

	Notes	31 December 2023	31 December 2024	30 September 2025
		RMB'000	RMB'000	RMB'000 (Unaudited)
NON-CURRENT ASSETS				
Property, plant and equipment	14	1,912,659	2,300,043	2,404,539
Investment properties	15	3,267	45,375	35,166
Right-of-use assets	16(a)	196,710	283,502	332,561
Goodwill	17	44,501	45,165	44,644
Other intangible assets	18	333	340	285
Investments in a joint venture	19	68,173	96,427	106,419
Deferred tax assets	20	41,822	50,857	42,807
Equity investments at fair value through profit or loss		142	144	142
Biological assets	22	–	–	79
Prepayments, other receivables and other assets	24	91,590	68,868	163,133
Cash and bank balances	26	1,426	1,139	1,211
Total non-current assets		2,360,623	2,891,860	3,130,986
CURRENT ASSETS				
Inventories	21	1,066,954	1,346,698	1,328,899
Biological assets	22	2,616	5,595	5,277
Trade and bills receivables	23	1,089,443	1,264,507	2,224,267
Prepayments, other receivables and other assets	24	91,193	129,992	240,251
Amounts due from related parties	37	4,670	129,261	157,100
Financial assets at fair value through profit or loss	25	1,314	1,512	1,658
Cash and bank balances	26	623,949	650,371	635,152
Total current assets		2,880,139	3,527,936	4,592,604
CURRENT LIABILITIES				
Trade payables	27	296,029	393,989	540,110
Other payables and accruals	28	234,979	390,093	366,155
Amounts due to related parties	37	964,552	922,998	857,282
Contract liabilities	29	103,659	159,169	102,129
Interest-bearing bank borrowings	30	379,043	315,803	875,575
Lease liabilities	16(b)	3,830	4,160	10,856
Tax payable		19,277	81,203	136,488
Financial liabilities at fair value through profit or loss		–	–	8
Total current liabilities		2,001,369	2,267,415	2,888,603
NET CURRENT ASSETS		878,770	1,260,521	1,704,001
TOTAL ASSETS LESS CURRENT LIABILITIES		3,239,393	4,152,381	4,834,987

	Notes	31 December 2023	31 December 2024	30 September 2025
		RMB'000	*RMB'000*	*RMB'000 (Unaudited)*
NON-CURRENT LIABILITIES				
Other payables and accruals	*28*	–	2,607	4,703
Contract liabilities	*29*	15,636	10,292	11,159
Interest-bearing bank borrowings	*30*	6,197	82,511	41,034
Lease liabilities	*16(b)*	9,683	23,218	19,404
Deferred tax liabilities	*20*	30	4,926	4,606
Total non-current liabilities		31,546	123,554	80,906
Net assets		3,207,847	4,028,827	4,754,081
EQUITY				
Equity attributable to owners of the parent				
Share capital	*31*	–	–	–
Reserves	*32*	3,023,297	3,817,459	4,512,977
		3,023,297	3,817,459	4,512,977
Non-controlling interests		184,550	211,368	241,104
Total equity		3,207,847	4,028,827	4,754,081

COMBINED STATEMENTS OF CHANGES IN EQUITY

Year ended 31 December 2023

	Attributable to owners of the parent							
	Share capital	Capital reserve*	Share-based payment reserve*	Exchange fluctuation reserve*	Retained profits*	Total	Non-controlling interests	Total equity
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
	(note 31)	*(note 32)*	*(note 32)*	*(note 32)*				
At 1 January 2023	–	604,243	11,205	(80,770)	699,561	1,234,239	125,139	1,359,378
Profit for the year	–	–	–	–	312,811	312,811	46,884	359,695
Other comprehensive income for the year: Exchange differences on translation of foreign operations	–	–	–	(28,866)	–	(28,866)	(3,611)	(32,477)
Total comprehensive income for the year	–	–	–	(28,866)	312,811	283,945	43,273	327,218
Capital contribution	–	346,954	–	–	–	346,954	694	347,648
Share-based payment arrangements	–	–	(2,559)	–	–	(2,559)	(23)	(2,582)
Dividends declared *(note 12)*	–	–	–	–	(70,119)	(70,119)	(7,356)	(77,475)
Deemed contribution from the controlling shareholder	–	1,230,837	–	–	–	1,230,837	22,823	1,253,660
At 31 December 2023	–	2,182,034	8,646	(109,636)	942,253	3,023,297	184,550	3,207,847

Year ended 31 December 2024

	Attributable to owners of the parent							
	Share capital	**Capital reserve***	**Share-based payment reserve***	**Exchange fluctuation reserve***	**Retained profits***	**Total**	**Non-controlling interests**	**Total equity**
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
	(note 31)	*(note 32)*	*(note 32)*	*(note 32)*				
At 1 January 2024	–	2,182,034	8,646	(109,636)	942,253	3,023,297	184,550	3,207,847
Profit for the year	–	–	–	–	670,896	670,896	64,503	735,399
Other comprehensive income for the year:								
Exchange differences on translation of foreign operations	–	–	–	(187,700)	–	(187,700)	(8,784)	(196,484)
Total comprehensive income for the year	–	–	–	(187,700)	670,896	483,196	55,719	538,915
Capital contribution	–	326,560	–	–	–	326,560	1,453	328,013
Share-based payment arrangements	–	–	411	–	–	411	108	519
Dividends declared *(note 12)*	–	–	–	–	(199,179)	(199,179)	(30,462)	(229,641)
Deemed contribution from the controlling shareholder	–	183,174	–	–	–	183,174	–	183,174
At 31 December 2024	–	2,691,768	9,057	(297,336)	1,413,970	3,817,459	211,368	4,028,827

Nine months ended 30 September 2024

	Attributable to owners of the parent							
	Share capital	Capital reserve	Share-based payment reserve	Exchange fluctuation reserve	Retained profits	Total	Non-controlling interests	Total equity
	RMB'000 *(Unaudited)*	*RMB'000* *(Unaudited)*	*RMB'000* *(Unaudited)*	*RMB'000* *(Unaudited)*	*RMB'000* *(Unaudited)*	*RMB'000* *(Unaudited)*	*RMB'000* *(Unaudited)*	*RMB'000* *(Unaudited)*
At 1 January 2024	–	2,182,034	8,646	(109,636)	942,253	3,023,297	184,550	3,207,847
Profit for the period	–	–	–	–	505,036	505,036	49,872	554,908
Other comprehensive income for the period: Exchange differences on translation of foreign operations	–	–	–	(168,827)	–	(168,827)	(5,591)	(174,418)
Profit and total comprehensive income for the period	–	–	–	(168,827)	505,036	336,209	44,281	380,490
Capital contribution	–	270,223	–	–	–	270,223	1,146	271,369
Share-based payment arrangements	–	–	1,200	–	–	1,200	278	1,478
Dividends declared *(note 12)*	–	–	–	–	(198,734)	(198,734)	(30,394)	(229,128)
Deemed contribution from the controlling shareholder	–	137,380	–	–	–	137,380	–	137,380
At 30 September 2024	–	2,589,637	9,846	(278,463)	1,248,555	3,569,575	199,861	3,769,436

Nine months ended 30 September 2025

	Attributable to owners of the parent							
	Share capital	**Capital reserve***	**Share-based payment reserve***	**Exchange fluctuation reserve***	**Retained profits***	**Total**	**Non-controlling interests**	**Total equity**
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
	(Unaudited)	*(Unaudited)*	*(Unaudited)*	*(Unaudited)*	*(Unaudited)*	*(Unaudited)*	*(Unaudited)*	*(Unaudited)*
	(note 31)	*(note 32)*	*(note 32)*	*(note 32)*				
At 1 January 2025	–	2,691,768	9,057	(297,336)	1,413,970	3,817,459	211,368	4,028,827
Profit for the period	–	–	–	–	797,899	797,899	70,633	868,532
Other comprehensive income for the period: Exchange differences on translation of foreign operations	–	–	–	(144,136)	–	(144,136)	(12,216)	(156,352)
Profit and total comprehensive income for the period	–	–	–	(144,136)	797,899	653,763	58,417	712,180
Capital contribution	–	266,607	–	–	–	266,607	136	266,743
Share-based payment arrangements	–	–	(853)	–	–	(853)	57	(796)
Dividends declared *(note 12)*	–	–	–	–	(432,456)	(432,456)	(28,874)	(461,330)
Deemed contribution from the controlling shareholder	–	208,457	–	–	–	208,457	–	208,457
At 30 September 2025	–	3,166,832	8,204	(441,472)	1,779,413	4,512,977	241,104	4,754,081

* These reserve accounts comprise the combined reserves of RMB3,023,297,000, RMB3,817,459,000 and RMB4,512,977,000 (Unaudited) in the combined statements of financial position as at 31 December 2023 and 2024 and as at 30 September 2025, respectively.

COMBINED STATEMENTS OF CASH FLOWS

	Notes	Year ended 31 December		Nine months ended 30 September	
		2023	2024	2024	2025
		RMB'000	RMB'000	RMB'000 (Unaudited)	RMB'000 (Unaudited)
CASH FLOWS FROM OPERATING ACTIVITIES					
Profit before tax		422,700	864,606	662,175	1,037,106
Adjustments for:					
Interest income	6	(2,796)	(9,701)	(5,414)	(6,034)
Share of profits of a joint venture	7	(10,826)	(30,534)	(29,641)	(11,501)
Fair value (gains)/losses on biological assets	22	(338)	(244)	–	214
Losses arising from changes in financial liabilities at fair value through profit or loss		–	–	–	8
Finance costs	8	103,394	90,600	66,511	63,017
Losses/(gains) on disposal of items of property, plant and equipment	7	1,073	912	331	(244)
Losses on early termination of leases	7	236	611	458	528
Impairment losses on trade and bills receivables	23	93,119	75,973	56,040	19,082
Impairment losses/(reversal of impairment losses) on financial assets including in prepayments, other receivables and other assets	7	(367)	2,917	1,921	(337)
Changes in fair value of investment properties	15	–	–	–	9,646
Write-down/(reversal) of inventories to net realisable value	21	197	(138)	(192)	672
Depreciation of property, plant and equipment	14	129,717	150,078	106,185	137,032
Depreciation of right-of-use assets	16(a)	9,568	12,405	9,304	12,841
Amortisation of other intangible assets	18	127	68	65	44
Equity-settled share-based payments	7	(2,582)	519	1,478	(796)
Foreign exchange differences, net	7	6,503	(12,570)	(13,976)	(10,298)
Shareholder contribution		125,104	183,174	137,380	208,457
		874,829	1,328,676	992,625	1,459,437

	Notes	Year ended 31 December		Nine months ended 30 September	
		2023	2024	2024	2025
		RMB'000	*RMB'000*	*RMB'000* *(Unaudited)*	*RMB'000* *(Unaudited)*
(Increase)/decrease in inventories		(166,685)	(279,422)	(56,094)	17,407
Decrease/(increase) in biological assets		1,055	(2,733)	461	57
Increase in trade and bills receivables		(192,978)	(356,085)	(825,005)	(1,060,300)
Decrease/(increase) in prepayments, other receivables and other assets		54,366	(27,332)	(107,538)	(133,234)
Decrease/(increase) in restricted deposits		719	(821)	335	(5,119)
Increase in trade payables		62,455	97,960	91,558	146,121
Increase in other payables and accruals		80,776	135,967	39,588	30,758
Increase/(decrease) in contract liabilities		42,354	50,166	(37,378)	(56,173)
Cash generated from operations		756,891	946,376	98,552	398,954
Income tax paid		(81,372)	(86,557)	(59,367)	(98,858)
Net cash flows from operating activities		675,519	859,819	39,185	300,096
CASH FLOWS FROM INVESTING ACTIVITIES					
Proceeds from disposal of items of property, plant and equipment		2,629	1,569	1,019	1,156
Proceeds from disposal of financial assets at fair value through profit or loss		2,602	1,311	1,292	1,824
Withdrawal of time deposits		–	567	26	541
Placement of time deposits		(26)	(541)	(541)	(2,155)
Purchases of items of property, plant and equipment	*14*	(428,351)	(564,297)	(396,472)	(437,432)
Purchases of items of leasehold lands	*16*	(46,817)	(79,742)	(64,123)	(79,269)
Purchases of items of other intangible assets		(106)	(101)	(79)	(4)
Repayments of loans to related parties		13,206	79,602	78,255	33,118
Loans to related parties		(15,476)	(205,237)	(204,565)	(72,313)
Purchases of financial assets at fair value through profit or loss		(142)	–	–	–
Investment in a joint venture		(13,368)	–	–	–
Interest received		2,978	9,739	7,485	5,972
Net cash flows used in investing activities		(482,871)	(757,130)	(577,703)	(548,562)

		Year ended 31 December		Nine months ended 30 September	
	Notes	**2023**	**2024**	**2024**	**2025**
		RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
				(Unaudited)	*(Unaudited)*
CASH FLOWS FROM FINANCING ACTIVITIES					
Capital injection from the then shareholders		347,648	328,013	271,369	266,743
New bank borrowings		1,911,154	2,279,910	1,714,077	1,755,399
Repayments of bank borrowings		(2,092,598)	(2,252,947)	(1,105,918)	(1,205,575)
Payments of lease liabilities	*16*	(3,200)	(6,858)	(5,144)	(4,347)
Borrowings from related parties		72,617	234,501	109,659	155,987
Repayments of borrowings from related parties		(62,014)	(340,038)	(244,240)	(211,307)
Interest paid		(74,940)	(70,950)	(39,273)	(80,644)
Dividends paid	*12*	(77,475)	(229,641)	(229,128)	(432,681)
Net cash flows from/(used in) financing activities		21,192	(58,010)	471,402	243,575
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS		213,840	44,679	(67,116)	(4,891)
Cash and cash equivalents at beginning of year/period		410,514	623,343	623,343	648,721
Effect of foreign exchange rate changes, net		(1,011)	(19,301)	(18,549)	(17,051)
CASH AND CASH EQUIVALENTS AT END OF YEAR/PERIOD	*26*	623,343	648,721	537,678	626,779
ANALYSIS OF BALANCES OF CASH AND CASH EQUIVALENTS					
Cash and bank balances		594,136	648,721	537,678	586,439
Non-pledged time deposits with original maturity of less than three months when acquired		29,207	–	–	40,340
Cash and cash equivalents as stated in the statement of cash flows		623,343	648,721	537,678	626,779

STATEMENT OF FINANCIAL POSITION OF THE COMPANY

	30 September 2025
	RMB'000 *(Unaudited)*
NON-CURRENT ASSETS	
Investments in subsidiaries	–
CURRENT ASSETS	
Cash and bank balances	–
Net assets	–
Equity	
Share capital	–
Reserves	–
Total equity	–

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION

1. CORPORATE AND GROUP INFORMATION

Haid International Holdings Limited (the "Company") was registered in Cayman Islands on 17 September 2025 as a limited liability company. The registered office of the Company is located at PO Box 309, Ugland House, Grand Cayman, KY1-1104, Cayman Islands.

During the Relevant Periods and the nine months ended 30 September 2024 and 2025, the Company was acting as an investment holding company and its subsidiaries (together as the "Group") address a broad spectrum of needs across the agricultural industry through an integrated suite of products and services covering feed, breeding and animal health.

The Company and its subsidiaries now comprising the Group underwent the reorganisation as set out in the paragraph headed "CORPORATE REORGANIZATION" in the section headed "HISTORY, REORGANIZATION AND CORPORATE STRUCTURE" in the Document (the "Reorganisation"). The Company became the holding company of the subsidiaries now comprising the Group in September 2025. Apart from the Reorganisation, the Company has not commenced any business or operation since its incorporation.

As at 30 September 2025, the Company is planning to establish the Group including the principal subsidiaries as defined below to hold direct and indirect interests in its subsidiaries, all of which are private limited liability companies. The particulars of principal subsidiaries are set out below:

Name	Place and date of registration and place of business	Issued ordinary/registered share capital	Percentage of equity attributable to the Company		Principal activities
			Direct	Indirect	
Sheng Long Bio-Tech International Company Limited *(i)*	Vietnam, 28 April 2008	USD49,200,000	–	80%	Aquatic feed production and sales
Thang Long (Vinh Long) Biotech Company Limited *(i)*	Vietnam, 7 January 2019	USD19,711,416	–	80%	Aquatic feed production and sales
Vinh Long Hai Dai Company Limited *(i)*	Vietnam, 10 September 2018	VND793,137,050,000	–	100%	Feed production and sales
Long Sheng International Co., Ltd *(i)*	Vietnam, 1 June 1999	USD2,580,000	–	80%	Feed and animal health product production and sales
Hai Duong HAID Co., Ltd *(i)*	Vietnam, 24 November 2016	USD17,000,000	–	100%	Aquatic feed production and sales
Haid Feed Company Limited *(i)*	Vietnam, 14 August 2015	VND184,019,000,000	–	100%	Aquatic feed production and sales
PT Haida Agriculture Indonesia *(i)*	Indonesia, 13 September 2017	Rp521,793,552,000	–	100%	Poultry feed production and sales
Haid (Ecuador) Feed Cia. Ltda. *(i)*	Ecuador, 4 July 2017	USD59,200,000	–	100%	Shrimp feed production

The above table lists the subsidiaries of the Company which, in the opinion of the directors, principally affected the results of the Relevant Periods and the nine months ended 30 September 2024 and 2025 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:

(i) The statutory financial statements of these companies for the years ended 31 December 2023 and 2024 prepared in accordance with the Local GAAP were audited by KPMG Limited and PwC.

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

2.1 BASIS OF PRESENTATION

Pursuant to the Reorganisation, as more fully explained in the paragraph headed "CORPORATE REORGANISATION" in the section headed "HISTORY, REORGANISATION AND CORPORATE STRUCTURE" in the Document, the Company was incorporated on 17 September 2025. The Company and the subsidiaries now comprising the Group were under the common control of Guangdong Haid Group Co., Limited before and after the Reorganisation.

The combined statements of profit or loss, statements of comprehensive income, statements of changes in equity and statements of cash flows of the Group for the Relevant Periods and the nine months ended 30 September 2024 and 2025 include the results and cash flows of all companies now comprising the Group from the earliest date presented or since the date when the subsidiaries and/or businesses first came under the common control of Guangdong Haid Group Co., Limited, where this is a shorter period. The combined statements of financial position of the Group as at 31 December 2023 and 2024 and at 30 September 2025 have been prepared to present the assets and liabilities of the subsidiaries using the existing book values from Guangdong Haid Group Co., Limited's perspective. No adjustments are made to reflect fair values or recognise any new assets or liabilities as a result of the Reorganisation.

Equity interest in subsidiaries held by parties other than the controlling shareholder prior to the Reorganisation is presented as non-controlling interest in equity in applying the principles of merger accounting.

All intra-group transactions and balances have been eliminated on combination.

As the Company was incorporated on 17 September 2025, there are no statements of financial position of the Company as at 31 December 2023 and 2024.

2.2 BASIS OF PREPARATION

The Historical Financial Information has been prepared in accordance with IFRS Accounting Standards, which comprise all standards and interpretations approved by the International Accounting Standards Board (the "IASB").

All IFRS Accounting Standards effective for the accounting period commencing from 1 January 2025 together with the relevant transitional provisions, have been early adopted by the Group in the preparation of the Historical Financial Information throughout the Relevant Periods and in the periods covered by the Interim Financial Information.

The Historical Financial Information has been prepared under the historical cost convention, except for financial assets and liabilities at fair value through profit or loss, investment properties and biological assets which have been measured at fair value.

2.3 ISSUED BUT NOT YET EFFECTIVE IFRS ACCOUNTING STANDARDS

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

IFRS 18	*Presentation and Disclosure in Financial Statements*[2]
IFRS 19 and its amendments	*Subsidiaries without Public Accountability: Disclosures*[2]
Amendments to IFRS 9 and IFRS 7	*Amendments to the Classification and Measurement of Financial Instruments*[1]
Amendments to IFRS 9 and IFRS 7	*Contracts Referencing Nature-dependent Electricity*[1]
Amendments to IFRS 10 and IAS 28	*Sale or Contribution of Assets between an Investor and its Associate or Joint Venture*[3]
Amendments to HKAS 21	*Translation to a Hyperinflationary Presentation Currency*[2]
Annual Improvements to IFRS Accounting Standards – Volume 11	Amendments to IFRS 1, IFRS 7, IFRS 9, IFRS 10 and IAS 7[1]

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

2.3 ISSUED BUT NOT YET EFFECTIVE IFRS ACCOUNTING STANDARDS (continued)

[1] Effective for annual periods beginning on or after 1 January 2026

[2] Effective for annual/reporting periods beginning on or after 1 January 2027

[3] No mandatory effective date yet determined but available for adoption

The Group is in the process of making an assessment of the impact of these new and amended IFRS Accounting Standards upon initial application. So far, the Group considers that the new and amended IFRS Accounting Standards, except for IFRS 18, are unlikely to have a significant impact on the Group's results of operations and financial position in the period of initial application. The application of IFRS 18 is not expected to have a material impact on the financial position of the Group but is expected to affect the presentation of the statements of profit or loss and other comprehensive income and statements of cash flows and disclosures in the future financial information. The Group will continue to assess the impact of IFRS 18 on the Group's financial information.

2.4 MATERIAL ACCOUNTING POLICY INFORMATION

Subsidiaries

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).

When the Company has, directly or indirectly, 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 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. The results of subsidiaries are included in the Company's profit or loss to the extent of dividends received and receivable. The Company's investments in subsidiaries are stated at cost less any impairment losses.

Investments in a joint venture

A joint venture is a type of joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint venture. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control.

The Group's investment in a joint venture is stated in the combined 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 joint ventures is included in the combined statement of profit or loss and combined other comprehensive income, respectively. In addition, when there has been a change recognised directly in the equity of the joint venture, the Group recognises its share of any changes, when applicable, in the combined statement of changes in equity. Unrealised gains and losses

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

2.4 MATERIAL ACCOUNTING POLICY INFORMATION (continued)

Investments in a joint venture (continued)

resulting from transactions between the Group and its joint venture are eliminated to the extent of the Group's investment in the joint venture, except where unrealised losses provide evidence of an impairment of the assets transferred. Goodwill arising from the acquisition of the joint ventures is included as part of the Group's investment in the joint venture.

Business combinations of entities under common control

Business combinations of entities under common control are accounted for using the pooling of interests method. The results of subsidiaries are combined from the beginning of the Relevant Periods or the date on which a subsidiary first came under the common control of the controlling shareholder, whichever is later, and continue to be combined until the date that the Company's control ceases. The assets and liabilities of the combining entities are reflected at their existing carrying values at the date of combination. No amount is recognised in respect of goodwill or excess of the acquirer's interest in the net fair value of the acquiree's identifiable assets, liabilities and contingent liabilities over cost at the time of common control combination, which, instead, is recorded as part of equity.

Goodwill

Goodwill is initially measured at cost, being the excess of the aggregate of the consideration transferred, the amount recognised for non-controlling interests and any fair value of the Group's previously held equity interests in the acquiree over the identifiable assets acquired and liabilities assumed. If the sum of this consideration and other items is lower than the fair value of the net assets acquired, the difference is, after reassessment, recognised in profit or loss as a gain on bargain purchase.

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. Goodwill is tested for impairment annually or more frequently if events or changes in circumstances indicate that the carrying value may be impaired. The Group performs its annual impairment test of goodwill as at 31 December. For the purpose of impairment testing, goodwill acquired in a business combination other than under common control is, from the acquisition date, allocated to each of the Group's cash-generating units, or groups of cash-generating units, that are expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the Group are assigned to those units or groups of units.

Impairment is determined by assessing the recoverable amount of the cash-generating unit (group of cash-generating units) to which the goodwill relates. Where the recoverable amount of the cash-generating unit (group of cash-generating units) is less than the carrying amount, an impairment loss is recognised. An impairment loss recognised for goodwill is not reversed in a subsequent period.

Where goodwill has been allocated to a cash-generating unit (or group of cash-generating units) and part of the operation within that unit is disposed of, the goodwill associated with the operation disposed of is included in the carrying amount of the operation when determining the gain or loss on the disposal. Goodwill disposed of in these circumstances is measured based on the relative value of the operation disposed of and the portion of the cash-generating unit retained.

Fair value measurement

The Group measures its investment properties, biological assets, certain of financial assets and liabilities at fair value at the end of each 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.

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

2.4 MATERIAL ACCOUNTING POLICY INFORMATION (continued)

Fair value measurement (continued)

A 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 Historical Financial Information 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 Historical Financial Information on a recurring basis, the Group determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Impairment of non-financial assets

Where an indication of impairment exists, or when annual impairment testing for an asset is required (other than inventories, deferred tax assets, financial assets and investment properties), 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 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.

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

2.4 MATERIAL ACCOUNTING POLICY INFORMATION (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 a joint venture 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;

(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.

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 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.

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

2.4 MATERIAL ACCOUNTING POLICY INFORMATION (continued)

Property, plant and equipment and depreciation (continued)

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:

Category	Principal annual rates
Freehold lands	Not depreciated
Buildings	2.38%-19.00%
Machinery	7.92%-31.67%
Motor vehicles	19.00%
Electronic equipment	19.00%-31.67%
Office equipment and other equipment	19.00%-31.67%
Leasehold improvements	Over the lease terms

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 each financial year end.

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 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.

Investment properties

Investment properties are interests in land held to earn rental income and/or for capital appreciation. Such properties are measured initially at cost, including transaction costs. Subsequent to initial recognition, investment properties are stated at fair value, which reflects market conditions at the end of the reporting period.

Gains or losses arising from changes in the fair values of investment properties are included in the statement of profit or loss in the year in which they arise.

Any gains or losses on the retirement or disposal of an investment property are recognised in the statement of profit or loss in the year of the retirement or disposal.

Intangible assets (other than goodwill)

Intangible assets acquired separately are measured on initial recognition at cost. 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 amortisation method for an intangible asset with a finite useful life are reviewed at least at each financial year end.

Intangible assets with indefinite useful lives are tested for impairment annually either individually or at the cash generating unit level. Such intangible assets are not amortised. The useful life of an intangible asset with an indefinite life is reviewed annually to determine whether the indefinite life assessment continues to be supportable. If not, the change in the useful life assessment from indefinite to finite is accounted for on a prospective basis.

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

2.4 MATERIAL ACCOUNTING POLICY INFORMATION (continued)

Intangible assets (other than goodwill) (continued)

Research and development costs

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

Software

Software is stated at cost less any impairment losses and is amortised on the straight-line basis over its estimated useful life of 2 to 20 years based on the Group's past experiences and different purposes on usages of the software and the authorised period for such uses.

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 (that is 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. 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:

Leasehold lands	1.42 to 48 years
Buildings	1.25 to 10 years
Machinery	1.83 to 4 years
Motor vehicles	1.83 to 7 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.

(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 accretion 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.

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

2.4 MATERIAL ACCOUNTING POLICY INFORMATION (continued)

Leases (continued)

Group as a lessee (continued)

(c) Short-term leases

The Group applies the short-term lease recognition exemption to its short-term leases of machinery and equipment, and motor vehicles (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).

Lease payments on short-term leases are recognised as an expense on a straight-line basis over the lease term.

Group as a lessor

When the Group acts as a lessor, it classifies at lease inception (or when there is a lease modification) each of its leases as either an operating lease or a finance lease.

Leases in which the Group does not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. When a contract contains lease and non-lease components, the Group allocates the consideration in the contract to each component on a relative stand-alone selling price basis. Rental income is accounted for on a straight-line basis over the lease term and is included in revenue in the statement of profit or loss due to its operating nature. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income. Contingent rents are recognised as revenue in the period in which they are earned.

Biological assets

Biological assets are measured on initial recognition and at the end of the reporting period at their fair values less costs to sell, with any resultant gain or loss recognised in the statement of profit or loss for the period in which it arises.

Biological assets include (i) shrimp fry and fish fry which are classified as consumptive biological assets and (ii) shrimp broodstock and fish broodstock held for own use to produce fry which are classified as productive biological assets.

Productive biological assets are classified into immature productive biological assets and mature productive biological assets according to different stages. The two stages refer to the breeding stage and the production stage, respectively. Breeding costs and other related costs (such as labour costs, depreciation and amortisation expenses and utility cost) are capitalised at the breeding stage until normal production is achieved.

Agricultural produce harvested from biological assets is measured at its fair value less costs to sell at the point of harvest. A gain or loss arising from agricultural produce at the point of harvest at fair value less costs to sell is included in profit or loss for the period in which they arise.

The fair value is determined based on their present location and condition and is determined independently by professional valuers. The fair value of consumptive biological assets is determined by reference to the quoted market prices. The fair value of productive biological assets is determined by reference to the replacement costs.

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

2.4 MATERIAL ACCOUNTING POLICY INFORMATION (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 that the Group commits to purchase or sell the asset.

Subsequent measurement

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

Financial assets measured 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 statements of profit or loss.

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

2.4 MATERIAL ACCOUNTING POLICY INFORMATION (continued)

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.

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 the Group's 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).

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 that there has been a significant increase in credit risk when contractual payments are more than 30 days past due.

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.

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

2.4 MATERIAL ACCOUNTING POLICY INFORMATION (continued)

Impairment of financial assets (continued)

General approach (continued)

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 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

Simplified approach

For trade receivables 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 loans and borrowings and 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 borrowings, lease liabilities and financial liabilities at fair value through profit or loss.

Subsequent measurement

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

Financial liabilities at fair value through profit or loss

Financial liabilities at fair value through profit or loss include financial liabilities held for trading and financial liabilities designated upon initial recognition as at fair value through profit or loss.

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

2.4 MATERIAL ACCOUNTING POLICY INFORMATION (continued)

Financial liabilities (continued)

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

After initial recognition, interest-bearing loans and 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 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 profit or loss.

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 statements of profit or loss.

Derivative financial instruments and hedge accounting

Initial recognition and subsequent measurement

The Group uses derivative financial instruments, such as forward currency contracts and interest rate swaps, to hedge its foreign currency risk and interest rate risk, respectively. Such derivative financial instruments are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently remeasured at fair value. Derivatives are carried as assets when the fair value is positive and as liabilities when the fair value is negative.

Hedges which meet all the qualifying criteria for hedge accounting are accounted for as follows:

Fair value hedges

The change in the fair value of a hedging instrument is recognised in the statement of profit or loss as other expenses. The change in the fair value of the hedged item attributable to the risk hedged is recorded as a part of the carrying amount of the hedged item and is also recognised in the statement of profit or loss as other expenses.

For fair value hedges relating to items carried at amortised cost, the adjustment to carrying value is amortised through the statement of profit or loss over the remaining term of the hedge using the effective interest rate method. Effective interest rate amortisation may begin as soon as an adjustment exists and shall begin no later than when the hedged item ceases to be adjusted for changes in its fair value attributable to the risk being hedged. If the hedged item is derecognised, the unamortised fair value is recognised immediately in the statement of profit or loss.

When an unrecognised firm commitment is designated as a hedged item, the subsequent cumulative change in the fair value of the firm commitment attributable to the hedged risk is recognised as an asset or liability with a corresponding gain or loss recognised in the statement of profit or loss. The changes in the fair value of the hedging instrument are also recognised in the statement of profit or loss.

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

2.4 MATERIAL ACCOUNTING POLICY INFORMATION (continued)

Inventories

Inventories are stated at the lower of cost and net realisable value. Cost of inventories is determined on the weighted average cost basis. 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 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 combined 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.

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 reporting period, taking into consideration interpretations and practices prevailing in the countries in which the Group operates.

Deferred tax is provided, using the liability method, on all temporary differences at the end of each reporting period between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes, except that deferred tax is not recognised for the Pillar Two income taxes.

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 associates, 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 carryforward 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, the carryforward 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 associates, 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.

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

2.4 MATERIAL ACCOUNTING POLICY INFORMATION (continued)

Income tax (continued)

The carrying amount of deferred tax assets is reviewed at the end of each 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 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 asset 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 at the end of each 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.

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.

Sale of goods

The Group offers a suite of products covering feed, breeding and animal health. Revenue is recognised at the point in time of delivery or pickup from warehouses when control of the product is transferred to the distributors and farmers.

Some contracts provide customers with volume rebates, giving rise to variable consideration. Volume rebates may be provided to certain customers once the quantity of products purchased during the period exceeds a threshold specified in the contract. Rebates are offset against amounts payable by the customer. To estimate the variable consideration for the expected future rebates, the most likely amount method is used for all such contracts with volume threshold. The requirements on constraining estimates of variable consideration are applied and a liability for the expected future rebates is recognised.

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.

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

2.4 MATERIAL ACCOUNTING POLICY INFORMATION (continued)

Contract liabilities

A contract liability is recognised when a payment is received 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).

Share-based payments

Guangdong Haid Group Co., Limited operates certain restricted A share incentive scheme and share option scheme. Employees (including directors) of the Group receive remuneration in the form of share-based payments, whereby employees render services in exchange for equity instruments ("equity-settled transactions") of Guangdong Haid Group Co., Limited. The cost of equity-settled transactions with employees is measured by reference to the fair value at the date at which they are granted or determined by an external valuer using Black-Scholes model, further details of which are given in note 33 to the Historical Financial Information.

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 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.

Other employee benefits

Pension scheme

The employees of the Group's subsidiaries which operate overseas are required to participate in a central pension scheme operated by the local municipal government. Contributions are made based on a percentage of the employees' salaries and are charged to the statement of profit or loss as they become payable. The contributions are charged to the statement of profit or loss as they become payable in accordance with the rules of the central pension scheme.

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.

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

2.4 MATERIAL ACCOUNTING POLICY INFORMATION (continued)

Foreign currencies

The Historical Financial Information is presented in RMB, and the Company's functional currency is United States Dollar ("USD"). Each entity in the Group determines its own functional currency and items included in the Historical Financial Information 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 Relevant Periods. Differences arising on settlement or translation of monetary items are recognised in the statements 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 differences 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.

The functional currencies of overseas subsidiaries and a joint venture 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 combined statement of cash flows, the cash flows of overseas subsidiaries are translated into RMB at the exchange rates that approximate to those prevailing at the dates of the transactions. Frequently recurring cash flows of overseas subsidiaries which arise throughout the year are translated into RMB at the average exchange rates for the year.

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

3. SIGNIFICANT ACCOUNTING JUDGEMENT AND ESTIMATES

The preparation of the Group's Historical Financial Information 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.

Judgement

In the process of applying the Group's accounting policies, management has made the following judgement, apart from those involving estimations, which has the most significant effect on the amounts recognised in the Historical Financial Information:

Deferred tax assets

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. Further details are included in note 20 to the Historical Financial Information.

Estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of each 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.

Impairment of trade and bills receivables

The Group has adopted the expected credit loss model to evaluate the impairment of financial assets. The application of the expected credit loss model requires significant judgements and estimates and the consideration of all reasonable and soundly based information, including forward-looking information. In making such judgements and estimates, the Group estimates the projected movements of the debtor's credit risk according to past repayment records, economic policies, macro-economic indicators and industry risks, etc. Different estimates may affect the impairment provision, and the amount of impairment provision may not equal to the actual amount of impairment loss in the future.

Impairment of goodwill

The Group determines whether goodwill is impaired at least on an annual basis. This requires an estimation of the value in use of the cash-generating units to which the goodwill is allocated. Estimating the value in use requires the Group to make an estimate of the expected future cash flows from the cash-generating units and also to choose a suitable discount rate in order to calculate the present value of those cash flows. Further details are given in note 17 to the Historical Financial Information.

Impairment of non-financial assets (other than goodwill)

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 the Relevant Periods. 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.

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

4. OPERATING SEGMENT INFORMATION

For management purposes, the Group is organised into business units based on their products and services and has four reportable operating segments as follows:

(a) the feed business segment produces animal feed for sales;

(b) the breeding business segment rears fry for sales of fry products;

(c) the animal health business segment produces animal health products for sales; and

(d) the "others" segment comprises, principally, the Group's sales of raw materials and scraps.

Management monitors the results of the Group's operating segments separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on reportable segment profit/loss, which is a measure of adjusted profit/loss before tax. The adjusted profit/loss before tax is measured consistently with the Group's profit before tax except that interest income from related parties, non-lease-related finance costs, fair value gains/losses from the Group's financial instruments, fair value changes of investment properties as well as head office and corporate expenses are excluded from such measurement.

Segment assets exclude deferred tax assets, investment properties and amounts due from related parties.

Segment liabilities exclude deferred tax liabilities, interest-bearing bank borrowings and amounts due to related parties.

Intersegment sales and transfers are transacted with reference to the selling prices used for sales made to third parties at the then prevailing market prices.

	Feed business	Animal health business	Breeding business	Others	Total
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
Year ended 31 December 2023					
Segment revenue *(note 5)*					
Sales to external customers	8,696,689	46,365	78,528	203,359	9,024,941
Intersegment sales	896,988	6,360	3,109	241,082	1,147,539
Total segment revenue	9,593,677	52,725	81,637	444,441	10,172,480
Reconciliation:					
Elimination of intersegment sales					(1,147,539)
Revenue					9,024,941
Segment results	801,519	(441)	(9,286)	44,398	836,190
Reconciliation:					
Elimination of intersegment results					(186,883)
Non-lease-related finance costs					(102,839)
Interest income from related parties					9
Corporate and other unallocated expenses					(123,777)
Profit before tax					422,700
Segment assets	6,895,133	30,176	108,885	910,569	7,944,763
Reconciliation:					
Elimination					(2,755,074)
Corporate and other unallocated assets					51,073
Total assets					5,240,762

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

4. OPERATING SEGMENT INFORMATION (continued)

	Feed business	Animal health business	Breeding business	Others	Total
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
Segment liabilities	655,055	5	3,773	35,287	694,120
Reconciliation:					
Elimination					(11,027)
Corporate and other unallocated liabilities					1,349,822
Total liabilities					2,032,915

	Feed business	Animal health business	Breeding business	Others	Total
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
Year ended 31 December 2024					
Segment revenue *(note 5)*					
Sales to external customers	11,054,323	88,107	94,905	179,721	11,417,056
Intersegment sales	936,792	14,997	3,679	225,802	1,181,270
Total segment revenue	11,991,115	103,104	98,584	405,523	12,598,326
Reconciliation:					
Elimination of intersegment sales					(1,181,270)
Revenue					11,417,056
Segment results	1,565,245	(414)	5,547	90,139	1,660,517
Reconciliation:					
Elimination					(524,764)
Non-lease-related finance costs					(89,653)
Interest income from related parties					151
Corporate and other unallocated expenses					(181,645)
Profit before tax					864,606
Segment assets	8,523,882	28,399	120,120	913,194	9,585,595
Reconciliation:					
Elimination					(3,392,804)
Corporate and other unallocated assets					227,005
Total assets					6,419,796
Segment liabilities	1,107,177	24	7,252	14,576	1,129,029
Reconciliation:					
Elimination					(64,298)
Corporate and other unallocated liabilities					1,326,238
Total liabilities					2,390,969

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

4. OPERATING SEGMENT INFORMATION (continued)

	Feed business	Animal health business	Breeding business	Others	Total
	RMB'000 *(Unaudited)*	*RMB'000* *(Unaudited)*	*RMB'000* *(Unaudited)*	*RMB'000* *(Unaudited)*	*RMB'000* *(Unaudited)*
Nine months ended 30 September 2024					
Segment revenue ***(note 5)***					
Sales to external customers	8,105,456	65,505	73,574	142,261	8,386,796
Intersegment sales	761,918	10,857	3,070	187,402	963,247
Total segment revenue	8,867,374	76,362	76,644	329,663	9,350,043
Reconciliation:					
Elimination of intersegment sales					(963,247)
Revenue					8,386,796
Segment results	1,346,376	(298)	5,822	88,195	1,440,095
Reconciliation:					
Elimination					(574,880)
Non-lease-related finance costs					(65,978)
Interest income from related parties					117
Corporate and other unallocated expenses					(137,179)
Profit before tax					662,175
Segment assets	8,500,493	28,631	115,244	147,899	8,792,267
Reconciliation:					
Elimination					(2,520,351)
Corporate and other unallocated assets					192,699
Total assets					6,464,615
Segment liabilities	859,839	12	5,089	10,659	875,599
Reconciliation:					
Elimination					(1,711)
Corporate and other unallocated liabilities					1,821,291
Total liabilities					2,695,179

	Feed business	Animal health business	Breeding business	Others	Total
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
Nine months ended 30 September 2025					
Segment revenue ***(note 5)***					
Sales to external customers	10,838,473	117,964	98,920	122,083	11,177,440
Intersegment sales	767,246	–	3,919	164,290	935,455
Total segment revenue	11,605,719	117,964	102,839	286,373	12,112,895
Reconciliation:					
Elimination of intersegment sales					(935,455)
Revenue					11,177,440
Segment results	1,825,280	(1,256)	4,554	96,588	1,925,166

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

4. OPERATING SEGMENT INFORMATION (continued)

	Feed business	Animal health business	Breeding business	Others	Total
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
Reconciliation:					
Elimination					(610,407)
Non-lease-related finance costs					(61,735)
Interest income from related parties					144
Losses on fair value changes of investment properties					(9,646)
Corporate and other unallocated expenses					(206,416)
Profit before tax					1,037,106
Segment assets	10,052,978	34,675	128,699	214,278	10,430,630
Reconciliation:					
Elimination					(2,943,771)
Corporate and other unallocated assets					236,731
Total assets					7,723,590
Segment liabilities	1,204,059	182	7,910	20,269	1,232,420
Reconciliation:					
Elimination					(41,416)
Corporate and other unallocated liabilities					1,778,505
Total liabilities					2,969,509

Geographical information

(i) Revenue from external customers

	Year ended 31 December		Nine months ended 30 September	
	2023	2024	2024	2025
	RMB'000	*RMB'000*	*RMB'000* (Unaudited)	*RMB'000* (Unaudited)
Vietnam	6,367,737	7,567,597	5,652,936	6,681,668
Ecuador	850,236	1,229,337	840,038	1,471,538
Indonesia	1,027,866	1,382,564	986,033	1,328,434
Egypt	124,440	522,331	367,633	777,809
India	165,153	239,740	190,495	293,329
Malaysia	425,269	385,556	289,462	290,836
Bangladesh	–	–	–	256,043
Other countries	64,240	89,931	60,199	77,783
Total	9,024,941	11,417,056	8,386,796	11,177,440

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

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

4. OPERATING SEGMENT INFORMATION (continued)

Geographical information (continued)

(ii) Non-current assets

	31 December		30 September
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000* *(Unaudited)*
Vietnam	1,133,929	1,237,815	1,315,755
Singapore	73,415	166,807	227,227
Indonesia	348,201	461,948	460,734
Ecuador	409,311	436,752	455,032
Egypt	103,273	157,443	213,921
Bangladesh	80,238	219,816	217,720
India	132,998	123,349	114,222
Others	28,305	29,134	75,380
Total	2,309,670	2,833,064	3,079,991

The non-current asset information above is based on the locations of the assets and excludes financial assets and deferred tax assets.

Information about major customers

No sales to a single customer accounted for more than 10% of the Group's total revenue during each of the Relevant Periods and the nine months ended 30 September 2024 and 2025.

5. REVENUE

An analysis of revenue is as follows:

(i) Disaggregated revenue information

	Year ended 31 December		Nine months ended 30 September	
	2023	2024	2024	2025
	RMB'000	*RMB'000*	*RMB'000* *(Unaudited)*	*RMB'000* *(Unaudited)*
Types of goods or services*				
Sale of goods	9,024,728	11,416,569	8,386,436	11,177,053
Provision of services	213	487	360	387
Total	9,024,941	11,417,056	8,386,796	11,177,440
Geographical markets*				
Vietnam	6,736,393	7,938,712	5,926,695	6,956,503
Ecuador	850,236	1,230,158	840,038	1,474,521
Indonesia	1,025,998	1,382,099	985,741	1,328,434
Egypt	124,440	522,331	367,633	777,809
India	166,524	240,493	191,248	294,489
Bangladesh	–	–	–	256,043
Other countries	121,350	103,263	75,441	89,641
Total	9,024,941	11,417,056	8,386,796	11,177,440

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

5. REVENUE (continued)

(i) Disaggregated revenue information (continued)

	Year ended 31 December		Nine months ended 30 September	
	2023	2024	2024	2025
	RMB'000	*RMB'000*	*RMB'000* *(Unaudited)*	*RMB'000* *(Unaudited)*
Timing of revenue recognition				
Goods transferred at a point in time	9,024,728	11,416,569	8,386,436	11,177,053
Services provided at a point in time	213	487	360	387
Total	9,024,941	11,417,056	8,386,796	11,177,440

* Revenue by geographical market is based on the locations where the Company and its subsidiaries operate.

The following table illustrates the amounts of revenue recognised in the Relevant Periods and the nine months ended 30 September 2024 and 2025 that were included in the contract liabilities at the beginning of each of the Relevant Periods and the nine months ended 30 September 2024 and 2025:

	Year ended 31 December		Nine months ended 30 September	
	2023	2024	2024	2025
	RMB'000	*RMB'000*	*RMB'000* *(Unaudited)*	*RMB'000* *(Unaudited)*
Sale of goods	66,076	84,628	81,549	146,469

(ii) Performance obligations

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

Sale of goods

The performance obligation is satisfied upon delivery of the products and payment is generally due within 30 to 90 days from delivery, except for new customers, where payment in advance is normally required. Some contracts provide customers with volume rebates which give rise to variable consideration subject to constraint.

The amounts of transaction prices allocated to the remaining performance obligations (unsatisfied or partially unsatisfied) as at the end of each of the Relevant Periods and the nine months ended 30 September 2024 and 2025 are as follows:

	31 December		30 September	
	2023	2024	2024	2025
	RMB'000	*RMB'000*	*RMB'000* *(Unaudited)*	*RMB'000* *(Unaudited)*
Amounts expected to be recognised as revenue:				
Within one year	103,659	159,169	75,975	102,129
After one year	15,636	10,292	5,942	11,159
Total	119,295	169,461	81,917	113,288

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

6. OTHER INCOME AND GAINS

	Year ended 31 December		Nine months ended 30 September	
	2023	2024	2024	2025
	RMB'000	*RMB'000*	*RMB'000* *(Unaudited)*	*RMB'000* *(Unaudited)*
Other income				
Rental income	3,399	3,278	2,863	689
Interest income	2,796	9,701	5,414	6,034
Compensation received from insurance	327	1,145	891	1,323
Government grants	136	50	35	18
Total other income	6,658	14,174	9,203	8,064
Gains				
Foreign exchange differences, net	–	12,570	13,976	10,298
Others	2,333	1,582	1,214	1,752
Total gains	2,333	14,152	15,190	12,050
Total other income and gains	8,991	28,326	24,393	20,114

7. PROFIT BEFORE TAX

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

	Notes	Year ended 31 December		Nine months ended 30 September	
		2023	2024	2024	2025
		RMB'000	*RMB'000*	*RMB'000* *(Unaudited)*	*RMB'000* *(Unaudited)*
Cost of inventories sold		7,856,196	9,686,165	7,111,633	9,303,162
Cost of services provided		408	832	833	501
Depreciation of right-of-use assets**	*16(a)*	9,568	12,405	9,304	12,841
Depreciation of property, plant and equipment**	*14*	129,717	150,078	106,185	137,032
Amortisation of other intangible assets**	*18*	127	68	65	44
Employee benefit expenses:**					
Wages and salaries		426,772	616,847	431,635	635,980
Pension scheme contributions*		13,020	15,154	10,838	15,525
Share-based payment expenses		(2,582)	519	1,478	(796)
Expenses relating to short-term leases	*16(c)*	3,559	3,768	2,975	4,180
Impairment losses on trade and bills receivables, net	*23*	93,119	75,973	56,040	19,082
Impairment losses/(reversal of impairment losses) on financial assets included in prepayments, other receivables and other assets, net		(367)	2,917	1,921	(337)
Fair value changes of investment properties	*15*	–	–	–	9,646
Losses/(gains) on disposal of items of property, plant and equipment		1,073	912	331	(244)
Losses on early termination of leases	*16(c)*	236	611	458	528
Foreign exchange differences, net		6,503	(12,570)	(13,976)	(10,298)

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

7. PROFIT BEFORE TAX (continued)

* There are no forfeited contributions that may be used by the Group as the employer to reduce the existing level of contributions.

** The depreciation of property, plant and equipment and right-of-use assets, the amortisation of other intangible assets and employee benefit expenses were included in "Cost of sales", "Selling and marketing expenses", "Administrative expenses" and "Research and development expenses" in the statement of profit or loss, respectively.

8. FINANCE COSTS

An analysis of finance costs is as follows:

	Year ended 31 December		Nine months ended 30 September	
	2023	2024	2024	2025
	RMB'000	*RMB'000*	*RMB'000* *(Unaudited)*	*RMB'000* *(Unaudited)*
Interest on bank loans	40,581	31,114	22,160	25,094
Interest on loans from related parties	62,258	58,539	43,818	36,641
Interest on lease liabilities	555	947	533	1,282
Total	103,394	90,600	66,511	63,017

9. DIRECTORS' AND CHIEF EXECUTIVE'S REMUNERATION

The Company did not have any chief executive, executive directors, non-executive directors and independent non-executive directors at any time before the Company was incorporated on 17 September 2025.

The remuneration of each of the Company's directors as recorded since the Company was incorporated on 17 September 2025 is set out below:

	Year ended 31 December		Nine months ended 30 September	
	2023	2024	2024	2025
	RMB'000	*RMB'000*	*RMB'000* *(Unaudited)*	*RMB'000* *(Unaudited)*
Fees	–	–	–	–
Other emoluments:				
Salaries, allowances and benefits in kind	–	–	–	–
Equity-settled share-based payment expenses	–	–	–	–
Pension scheme contributions	–	–	–	–
Total	–	–	–	–

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

9. DIRECTORS' AND CHIEF EXECUTIVE'S REMUNERATION (continued)

(a) Executive directors

Details of the emoluments paid or payable to the chief executive, executive directors of the Company for their services provided to the Group during the Relevant Periods and the nine months ended 30 September 2024 and 2025 are as follows:

	Nine months ended 30 September 2025					
	Fees	Salaries	Allowances and benefits in kind	Pension scheme contributions	Share-based payment expenses	Total
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
Chief executive and executive directors:						
Mr. Zhang Guijun	–	–	–	–	–	–
Total	–	–	–	–	–	–

(a) Mr. Zhang Guijun was appointed as a chief executive and director on 17 September 2025.

10. FIVE HIGHEST PAID EMPLOYEES

Details of the remuneration of the five highest paid employees who are neither a director nor chief executive of the Group for the years ended 31 December 2023 and 2024 and the nine months ended 30 September 2024 and 2025 are as follows:

	Year ended 31 December		Nine months ended 30 September	
	2023	2024	2024	2025
	RMB'000	*RMB'000*	*RMB'000* *(Unaudited)*	*RMB'000* *(Unaudited)*
Salaries, allowances and benefits in kind	10,601	21,136	15,852	18,321
Equity-settled share-based payments	–	523	392	581
Pension scheme contributions	26	57	43	50
Total	10,627	21,716	16,287	18,952

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

10. FIVE HIGHEST PAID EMPLOYEES (continued)

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

	Year ended 31 December		Nine months ended 30 September	
	2023	2024	2024	2025
	RMB'000	*RMB'000*	*RMB'000 (Unaudited)*	*RMB'000 (Unaudited)*
Nil to HK$1,000,000	–	–	–	–
HK$1,000,001 to HK$1,500,000	–	–	–	–
HK$1,500,001 to HK$2,000,000	2	–	–	–
HK$2,000,001 and HK$2,500,000	1	–	–	–
HK$2,500,001 and HK$3,000,000	2	–	–	–
HK$3,000,001 and HK$3,500,000	–	–	3	1
HK$3,500,001 and HK$4,000,000	–	–	1	1
HK$4,000,001 and HK$4,500,000	–	2	1	2
HK$4,500,001 and HK$5,000,000	–	2	–	–
HK$5,000,001 and HK$5,500,000	–	–	–	–
HK$5,500,001 and HK$6,000,000	–	1	–	1
Total	5	5	5	5

11. INCOME TAX

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

Vietnam enterprise income tax

Sheng Long Bio-tech International Company Limited has an obligation to pay the government income tax at a rate of 10% on its operating activities, 17% of taxable profits for microorganisms-related activities and 20% on other income. Agricultural production and activities have an applicable tax rate of 15%.

Thang Long (Vinh Long) Biotech Company Limited has an obligation to pay the government income tax at a rate of 10% of taxable profits from 2022 to 2036. The current tax regulations allow Thang Long (Vinh Long) Biotech Company Limited to be exempted from income tax from 2022 to 2025 and entitled to a 50% reduction in income tax for the 9 succeeding years from 2026 to 2034.

Vinh Long Hai Dai Company Limited has an obligation to pay the government income tax at a tax rate of 10% of taxable profits from 2021 to 2035. The current tax regulations allow Vinh Long Hai Dai Company Limited to be exempted from income tax from 2021 to 2024 and entitled to a 50% reduction in income tax for the 9 succeeding years from 2025 to 2033.

Hai Duong HAID Co., Ltd has an obligation to pay the government income tax at a rate of 17% of taxable profits for the first 10 years starting from the first year it generates revenue (from 2017) and 20% for the succeeding years. The current tax regulations allow Hai Duong HAID Co., Ltd to be entitled to a 50% reduction in income tax for the 4 succeeding years from 2020 to 2023. From 2024 onwards, Hai Duong HAID Co., Ltd is subject to a lower tax rate of 15%.

Long Sheng International Co, Ltd has an obligation to pay the corporate income tax at a rate of 15% of taxable profits under the terms of its Investment License.

Under the terms of its Investment Registration Certificate, Haid Feed Company Limited has an obligation to pay the corporate income tax at a rate of 15% of taxable profits. The usual income tax rate applicable to enterprises before any incentives is 20%.

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

11. INCOME TAX (continued)

Regions with income tax exemption

According to the local tax laws of Ecuador, enterprises enjoy a tax exemption period of 12 years from the issuance of the first invoice, and the tax rate after the tax exemption period is 25%. Subsidiaries of the Group registered in Ecuador is still within tax exemption period as of the end of the Relevant Periods and the nine months ended 30 September 2024 and 2025.

Other regions' income tax

Subsidiaries of the Group registered in Indonesia are subject to a corporate income tax rate of 22% in accordance with the Indonesian tax law.

Subsidiaries of the Group registered in Egypt are subject to a corporate income tax rate of 22.5% in accordance with the Egyptian tax law.

In accordance with the local tax laws of the British Virgin Islands, the Group's subsidiaries registered in the jurisdiction are exempt from corporate income tax.

Global minimum top-up tax

On 29 November 2023, the National Assembly of Vietnam passed a resolution to introduce Income Inclusion Rule ("IIR") and Qualified Domestic Minimum Top-up Tax ("QDMTT"), which broadly align with Pillar Two of the Global Anti-Base Erosion Model Rules of the OECD with effect from 1 January 2024. The resolution requires large multi-national enterprises to pay a global minimum corporate income tax of 15% on profit in each jurisdiction in which they operate.

	Year ended 31 December		Nine months ended 30 September	
	2023	2024	2024	2025
	RMB'000	*RMB'000*	*RMB'000* *(Unaudited)*	*RMB'000* *(Unaudited)*
Current income tax	75,699	105,985	87,725	128,289
Pillar Two income taxes – current tax	–	27,578	20,899	34,954
Deferred tax *(note 20)*	(12,694)	(4,356)	(1,357)	5,331
Total tax charge for the year/period	63,005	129,207	107,267	168,574

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

11. INCOME TAX (continued)

A reconciliation of the tax expense applicable to profit before tax at the statutory rate for the jurisdiction in which the Company and its subsidiaries are domiciled to the tax expense at the effective tax rate is as follows:

	Year ended 31 December		Nine months ended 30 September	
	2023	2024	2024	2025
	RMB'000	*RMB'000*	*RMB'000* *(Unaudited)*	*RMB'000* *(Unaudited)*
Profit before tax	422,700	864,606	662,175	1,037,106
Tax at the statutory tax rates	87,345	189,342	137,149	220,608
Effect of preferential tax rates of subsidiaries	(39,044)	(108,111)	(65,481)	(134,768)
Pillar Two income taxes	–	27,578	20,899	34,954
Adjustments in respect of current tax of the previous year	3,770	388	1,426	6,720
Income not subject to tax	(26,183)	(28,408)	(17,952)	(15,755)
Expenses not deductible for tax	33,292	48,567	28,116	57,863
Tax losses and temporary differences not recognised	3,825	(149)	3,110	(1,048)
Tax charge at the effective rate	63,005	129,207	107,267	168,574

12. DIVIDENDS

No dividend was paid or declared by the Company during the Relevant Periods and the nine months ended 30 September 2024 and 2025.

During the Relevant Periods and the nine months ended 30 September 2024 and 2025, below dividends were approved by the then shareholders of the subsidiaries.

	Year ended 31 December		Nine months ended 30 September	
	2023	2024	2024	2025
	RMB'000	*RMB'000*	*RMB'000* *(Unaudited)*	*RMB'000* *(Unaudited)*
Dividends declared	77,475	229,641	229,128	461,330

13. EARNINGS PER SHARE ATTRIBUTABLE TO ORDINARY EQUITY HOLDERS OF THE PARENT

No earnings per share information is presented for the purpose of this report as its inclusion is not considered meaningful having regard to the Reorganisation of the Group and the result of the Group for the Relevant Periods and the nine months ended 30 September 2024 and 2025 that is prepared on a combined basis as set out in Note 2.1.

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

14. PROPERTY, PLANT AND EQUIPMENT

Group

	Buildings and freehold lands	Machinery	Motor vehicles	Electronic equipment	Office equipment and other equipment	Leasehold improvements	Construction in progress	Total
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
31 December 2023								
At 1 January 2023:								
Cost	861,520	729,134	58,491	27,017	28,181	14,750	317,462	2,036,555
Accumulated depreciation	(107,138)	(223,066)	(29,331)	(12,121)	(13,453)	(11,282)	–	(396,391)
Net carrying amount	754,382	506,068	29,160	14,896	14,728	3,468	317,462	1,640,164
At 1 January 2023, net of accumulated depreciation	754,382	506,068	29,160	14,896	14,728	3,468	317,462	1,640,164
Additions	11,480	14,260	9,136	1,713	4,244	2,112	357,534	400,479
Depreciation provided during the year	(33,527)	(75,184)	(7,440)	(3,934)	(7,565)	(2,067)	–	(129,717)
Transfers	176,437	292,895	582	552	4,267	–	(474,733)	–
Disposals	–	(2,454)	(475)	(76)	(697)	–	–	(3,702)
Exchange realignment	2,483	(170)	(75)	102	(70)	–	3,165	5,435
At 31 December 2023, net of accumulated depreciation	911,255	735,415	30,888	13,253	14,907	3,513	203,428	1,912,659
At 31 December 2023:								
Cost	1,051,605	1,028,177	66,106	29,123	35,650	16,862	203,428	2,430,951
Accumulated depreciation	(140,350)	(292,762)	(35,218)	(15,870)	(20,743)	(13,349)	–	(518,292)
Net carrying amount	911,255	735,415	30,888	13,253	14,907	3,513	203,428	1,912,659

	Buildings and freehold lands	Machinery	Motor vehicles	Electronic equipment	Office equipment and other equipment	Leasehold improvements	Construction in progress	Total
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
31 December 2024								
At 1 January 2024:								
Cost	1,051,605	1,028,177	66,106	29,123	35,650	16,862	203,428	2,430,951
Accumulated depreciation	(140,350)	(292,762)	(35,218)	(15,870)	(20,743)	(13,349)	–	(518,292)
Net carrying amount	911,255	735,415	30,888	13,253	14,907	3,513	203,428	1,912,659
At 1 January 2024, net of accumulated depreciation	911,255	735,415	30,888	13,253	14,907	3,513	203,428	1,912,659
Additions	2,487	9,266	11,310	5,950	3,422	6,600	597,230	636,265
Depreciation provided during the year	(25,653)	(102,031)	(10,207)	(2,830)	(3,713)	(5,644)	–	(150,078)
Transfers	378,176	201,022	2,683	2,782	4,161	–	(588,824)	–
Disposals	(470)	(1,614)	(371)	(10)	(16)	–	–	(2,481)
Exchange realignment	(42,236)	(26,981)	(1,232)	(780)	(710)	–	(24,383)	(96,322)
At 31 December 2024, net of accumulated depreciation	1,223,559	815,077	33,071	18,365	18,051	4,469	187,451	2,300,043
At 31 December 2024:								
Cost	1,385,638	1,199,557	74,416	36,462	41,913	23,462	187,451	2,948,899
Accumulated depreciation	(162,079)	(384,480)	(41,345)	(18,097)	(23,862)	(18,993)	–	(648,856)
Net carrying amount	1,223,559	815,077	33,071	18,365	18,051	4,469	187,451	2,300,043

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

14. PROPERTY, PLANT AND EQUIPMENT (continued)

	Buildings and freehold lands	Machinery	Motor vehicles	Electronic equipment	Office equipment and other equipment	Leasehold improvements	Construction in progress	Total
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
	(Unaudited)	*(Unaudited)*	*(Unaudited)*	*(Unaudited)*	*(Unaudited)*	*(Unaudited)*	*(Unaudited)*	*(Unaudited)*
30 September 2025								
At 1 January 2025:								
Cost	1,385,638	1,199,557	74,416	36,462	41,913	23,462	187,451	2,948,899
Accumulated depreciation	(162,079)	(384,480)	(41,345)	(18,097)	(23,862)	(18,993)	–	(648,856)
Net carrying amount	1,223,559	815,077	33,071	18,365	18,051	4,469	187,451	2,300,043
At 1 January 2025, net of accumulated depreciation	1,223,559	815,077	33,071	18,365	18,051	4,469	187,451	2,300,043
Additions	52,157	61,187	15,977	6,522	5,198	6,110	174,821	321,972
Depreciation provided during the period	(27,412)	(93,364)	(8,498)	(3,605)	(3,336)	(817)	–	(137,032)
Transfers	90,763	144,704	1,129	1,307	1,518	–	(239,421)	–
Disposals	(338)	(300)	(206)	(49)	(19)	–	–	(912)
Exchange realignment	(44,766)	(29,959)	(1,201)	(580)	(801)	–	(2,225)	(79,532)
At 30 September 2025, net of accumulated depreciation	1,293,963	897,345	40,272	21,960	20,611	9,762	120,626	2,404,539
At 30 September 2025:								
Cost	1,475,888	1,355,032	85,114	42,641	46,660	29,572	120,626	3,155,533
Accumulated depreciation	(181,925)	(457,687)	(44,842)	(20,681)	(26,049)	(19,810)	–	(750,994)
Net carrying amount	1,293,963	897,345	40,272	21,960	20,611	9,762	120,626	2,404,539

As at 31 December 2023 and 2024 and as at 30 September 2025, the Group is in the process of applying for the title to certain freehold lands with a total carrying amount of RMB8,667,000, RMB5,350,000 and RMB12,340,000, respectively.

15. INVESTMENT PROPERTIES

	31 December		30 September
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
			(Unaudited)
At 1 January	3,228	3,267	45,375
Additions	–	42,151	–
Net loss from a fair value adjustment	–	–	(9,646)
Exchange realignment	39	(43)	(563)
At 31 December/30 September	3,267	45,375	35,166

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

16. LEASES

The Group as a lessee

The Group has lease contracts for items of factories, office premises, warehouses and motor vehicles used in its operations. Lump sum payments were made upfront to acquire certain leasehold lands with periods between 5 years to 39 years, and no ongoing payments will be made under the terms of these leasehold lands. Leases of certain leasehold lands have lease terms between 1.42 years and 48 years. Leases of factories, office premises, warehouses and motor vehicles generally have lease terms between 1.25 years and 10 years.

(a) Right-of-use assets

Group

The carrying amounts of right-of-use assets and the movements during the Relevant Periods and the nine months ended 30 September 2025 are as follows:

	Leasehold lands	Buildings	Machinery	Motor vehicles	Total
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
At 1 January 2023	149,215	9,889	1,485	–	160,589
Additions	46,869	719	457	558	48,603
Termination	–	(748)	–	–	(748)
Depreciation charge	(5,595)	(3,071)	(823)	(79)	(9,568)
Exchange realignment	(1,835)	(59)	(270)	(2)	(2,166)
At 31 December 2023 and 1 January 2024	188,654	6,730	849	477	196,710
Additions	92,515	12,219	–	434	105,168
Termination	(523)	(192)	–	(343)	(1,058)
Depreciation charge	(8,255)	(3,405)	(615)	(130)	(12,405)
Exchange realignment	(4,367)	(299)	(234)	(13)	(4,913)
At 31 December 2024 and 1 January 2025	268,024	15,053	–	425	283,502
Additions	70,381	2,162	–	–	72,543
Termination	–	(1,046)	–	–	(1,046)
Depreciation charge	(9,475)	(3,234)	–	(132)	(12,841)
Exchange realignment	(8,953)	(621)	–	(23)	(9,597)
At 30 September 2025	319,977	12,314	–	270	332,561

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

16. LEASES (continued)

(b) Lease liabilities

The carrying amounts of lease liabilities and the movements during the Relevant Periods and the nine months ended 30 September 2025 are as follows:

Group

	Year ended 31 December		Nine months ended 30 September
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000* (Unaudited)
At 1 January	12,704	13,513	27,378
New leases	4,278	21,231	7,354
Accretion of interest recognised during the year/period	555	947	1,282
Termination	(512)	(447)	(518)
Payments	(3,200)	(6,858)	(4,347)
Exchange realignment	(312)	(1,008)	(889)
At 31 December/30 September	13,513	27,378	30,260
Analysed into:			
Current portion	3,830	4,160	10,856
Non-current portion	9,683	23,218	19,404

The maturity analysis of lease liabilities is disclosed in note 40 to the Historical Financial Information.

(c) The amounts recognised in profit or loss in relation to leases are as follows:

Group

	Year ended 31 December		Nine months ended 30 September	
	2023	2024	2024	2025
	RMB'000	*RMB'000*	*RMB'000* (Unaudited)	*RMB'000* (Unaudited)
Interest on lease liabilities	555	947	533	1,282
Depreciation charge of right-of-use assets	9,568	12,405	9,304	12,841
Lease payments not included in the measurement of lease liabilities	3,559	3,768	2,975	4,180
Losses on early termination of leases	236	611	458	528
Total amount recognised in profit or loss	13,918	17,731	13,270	18,831

(d) The total cash outflows for leases are disclosed in note 34(c) to the Historical Financial Information.

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

17. GOODWILL

	RMB'000
At 1 January 2023:	
Cost	49,748
Accumulated impairment	(5,990)
Net carrying amount	43,758
Cost at 1 January 2023, net of accumulated impairment	43,758
Exchange realignment	743
Cost and net carrying amount at 31 December 2023	44,501
At 1 January 2024:	
Cost	50,592
Accumulated impairment	(6,091)
Net carrying amount	44,501
Cost at 1 January 2024, net of accumulated impairment	44,501
Exchange realignment	664
Cost and net carrying amount at 31 December 2024	45,165
At 1 January 2025:	
Cost	51,347
Accumulated impairment	(6,182)
Net carrying amount	45,165
Cost at 1 January 2025, net of accumulated impairment	45,165
Exchange realignment	(521)
Cost and net carrying amount at 30 September 2025 (Unaudited)	44,644

Impairment testing of goodwill

Goodwill acquired through business combinations is allocated to the following cash-generating units for impairment testing:

- PANASIA TRADING RESOURCES LIMITED cash-generating unit.
- KEMBANG SUBUR INTERNATIONAL LTD cash-generating unit.
- SHENG LONG BIO-TECH INTERNATIONAL CO., LTD cash-generating unit.

Prior to the Relevant Periods, the goodwill of KEMBANG SUBUR INTERNATIONAL LTD and SHENG LONG BIO-TECH INTERNATIONAL CO., LTD cash-generating units was fully impaired.

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

17. GOODWILL (continued)

PANASIA TRADING RESOURCES LIMITED cash-generating unit

The recoverable amount of the PANASIA TRADING RESOURCES LIMITED cash-generating unit 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 board of directors. The pre-tax discount rate applied to the cash flow projections is 11.41%, 20.54% and 19.53% for each of the years ended 31 December 2023 and 2024 and the nine months ended 30 September 2025, respectively. The growth rate used to extrapolate the cash flows of the cash-generating unit beyond the five-year period is nil.

The carrying amount of goodwill allocated to PANASIA TRADING RESOURCES LIMITED cash-generating unit is as follows:

	31 December		30 September
	2023	**2024**	**2025**
	RMB'000	*RMB'000*	*RMB'000* *(Unaudited)*
Carrying amount of goodwill	44,501	45,165	44,644

Assumptions were used in the value in use calculation of PANASIA TRADING RESOURCES LIMITED cash-generating unit for the Relevant Periods and the nine months ended 30 September 2025. The following describes each key assumption on which management has based its cash flow projections to undertake impairment testing of goodwill:

Budgeted gross margins — The basis used to determine the value assigned to the budgeted gross margins is the average gross margins achieved in the year immediately before the budget year, increased for expected efficiency improvements, and expected market development.

Discount rates — The discount rates used are before tax and reflect specific risks relating to the relevant unit.

The values assigned to the key assumptions on market development of PANASIA TRADING RESOURCES LIMITED, discount rates and budgeted gross margins are consistent with external information sources.

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

18. OTHER INTANGIBLE ASSETS

Group

	Software
	RMB'000
31 December 2023	
At 1 January 2023:	
Cost	1,070
Accumulated amortisation	(691)
Net carrying amount	379
Cost at 1 January 2023, net of accumulated amortisation	379
Additions	106
Amortisation provided during the year	(127)
Exchange realignment	(25)
Cost at 31 December 2023, net of accumulated amortisation	333
At 31 December 2023:	
Cost	1,149
Accumulated amortisation	(816)
Net carrying amount	333

	Software
	RMB'000
31 December 2024	
At 1 January 2024:	
Cost	1,149
Accumulated amortisation	(816)
Net carrying amount	333
Cost at 1 January 2024, net of accumulated amortisation	333
Additions	101
Amortisation provided during the year	(68)
Exchange realignment	(26)
Cost at 31 December 2024, net of accumulated amortisation	340
At 31 December 2024:	
Cost	1,184
Accumulated amortisation	(844)
Net carrying amount	340

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

18. OTHER INTANGIBLE ASSETS (continued)

	Software
	RMB'000 *(Unaudited)*
30 September 2025	
At 1 January 2025:	
Cost	1,184
Accumulated amortisation	(844)
Net carrying amount	340
Cost at 1 January 2025, net of accumulated amortisation	340
Additions	4
Amortisation provided during the period	(44)
Exchange realignment	(15)
Cost at 30 September 2025, net of accumulated amortisation	285
At 30 September 2025:	
Cost	1,137
Accumulated amortisation	(852)
Net carrying amount	285

19. INVESTMENTS IN A JOINT VENTURE

	31 December		30 September
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000* *(Unaudited)*
Share of net assets	68,173	96,427	106,419

The Group's trade receivable balances due from the joint venture are disclosed in note 37 to the Historical Financial Information.

Particulars of the Group's joint venture are as follows:

			Percentage of			
Name	Registered capital	Place of registration	Ownership interest	Voting power	Profit sharing	Principal activities
HAID CHERRY VALLEY VIET NAM COMPANY LIMITED	USD17 million	Vietnam	40%	40%	40%	Poultry farming

HAID CHERRY VALLEY VIET NAM COMPANY LIMITED is primarily engaged in livestock and poultry farming in Vietnam and Indonesia, and is accounted for using the equity method.

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

19. INVESTMENTS IN A JOINT VENTURE (continued)

The following table illustrates the summarised financial information in respect of HAID CHERRY VALLEY VIET NAM COMPANY LIMITED adjusted for any differences in accounting policies and reconciled to the carrying amount in the financial statements:

	31 December		30 September
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000* *(Unaudited)*
Total assets	196,043	291,984	294,596
Total liabilities	25,610	50,469	27,800
Net assets	170,433	241,515	266,796
Reconciliation to the Group's interest in the joint venture:			
Proportion of the Group's ownership	40%	40%	40%
Carrying amount of the investment	68,173	96,427	106,419

20. DEFERRED TAX

The movements in deferred tax liabilities and assets during the Relevant Periods and the nine months ended 30 September 2025 are as follows:

Group

Deferred tax liabilities

	Right-of-use assets	Depreciation of property, plant and equipment	Gains from financial assets at fair value through profit or loss	Others	Total
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
At 1 January 2023	–	3,417	639	–	4,056
Deferred tax charged/(credited) to the statements of profit or loss during the year	150	553	(319)	–	384
Exchange realignment	(3)	40	8	–	45
Gross deferred tax liabilities at 31 December 2023	147	4,010	328	–	4,485
At 1 January 2024	147	4,010	328	–	4,485
Deferred tax charged to the statements of profit or loss during the year	57	3,556	55	4,660	8,328
Exchange realignment	(65)	(273)	(5)	(686)	(1,029)
Gross deferred tax liabilities at 31 December 2024	139	7,293	378	3,974	11,784
At 1 January 2025	139	7,293	378	3,974	11,784
Deferred tax (credited)/charged to the statements of profit or loss during the period	–	(121)	56	–	(65)
Exchange realignment	7	(227)	(19)	181	(58)
Gross deferred tax liabilities at 30 September 2025	146	6,945	415	4,155	11,661

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

20. DEFERRED TAX (continued)

Deferred tax assets

	Losses available for offsetting against future taxable profits	Impairment of trade and bills receivables	Impairment of inventories	Unpaid salaries and welfare	Accrued expenses	Lease liabilities	Provision for sales rebates	Depreciation of property, plant and equipment	Others	Total
	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
As at 1 January 2023	14,406	6,952	–	25	–	–	11,759	–	10	33,152
Deferred tax credited/(charged) to the statements of profit or loss during the year	8,780	400	43	–	–	126	3,649	87	(7)	13,078
Exchange realignment	147	60	–	–	–	(2)	(157)	(1)	–	47
Gross deferred tax assets at 31 December 2023	23,333	7,412	43	25	–	124	15,251	86	3	46,277
As at 1 January 2024	23,333	7,412	43	25	–	124	15,251	86	3	46,277
Deferred tax (charged)/credited to the statements of profit or loss during the year	(2,727)	6,703	(42)	1,202	906	20	6,644	(20)	(2)	12,684
Exchange realignment	(331)	(239)	(1)	(10)	(7)	(51)	(576)	(30)	(1)	(1,246)
Gross deferred tax assets at 31 December 2024	20,275	13,876	–	1,217	899	93	21,319	36	–	57,715
As at 1 January 2025	20,275	13,876	–	1,217	899	93	21,319	36	–	57,715
Deferred tax (charged)/credited to the statements of profit or loss during the period	(2,788)	1,758	–	16	58	–	(4,440)	–	–	(5,396)
Exchange realignment	(798)	(699)	–	(57)	(44)	5	(865)	1	–	(2,457)
Gross deferred tax assets at 30 September 2025	16,689	14,935	–	1,176	913	98	16,014	37	–	49,862

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

20. DEFERRED TAX (continued)

For presentation purposes, certain deferred tax assets and liabilities have been offset in the combined statements of financial position. The following is an analysis of the deferred tax balances of the Group for financial reporting purposes:

	31 December		30 September
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000* *(Unaudited)*
Net deferred tax assets recognised in the combined statements of financial position	41,822	50,857	42,807
Net deferred tax liabilities recognised in the combined statements of financial position	30	4,926	4,606

21. INVENTORIES

Group

	31 December		30 September
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000* *(Unaudited)*
Raw materials	718,773	801,552	793,742
Finished goods	180,266	209,661	289,838
Goods in transit	168,111	335,485	245,971
	1,067,150	1,346,698	1,329,551
Provision for impairment of inventories	(196)	–	(652)
Total	1,066,954	1,346,698	1,328,899

For the years ended 31 December 2023 and 2024 and the nine months ended 30 September 2025, the impairment of inventories recognised in cost of sales amounted to RMB197,000, RMB(138,000) and RMB672,000, respectively.

22. BIOLOGICAL ASSETS

	31 December		30 September
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000* *(Unaudited)*
Shrimp fry	933	3,551	3,506
Fish fry	–	–	45
Shrimp broodstock	1,683	2,044	1,726
Fish broodstock	–	–	79
Total	2,616	5,595	5,356

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

23. TRADE AND BILLS RECEIVABLES

Group

	31 December		30 September
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000* *(Unaudited)*
Trade receivables	1,243,142	1,465,773	2,438,266
Bills receivable, at amortised cost	6,510	5,892	8,080
	1,249,652	1,471,665	2,446,346
Impairment	(160,209)	(207,158)	(222,079)
Net carrying amount	1,089,443	1,264,507	2,224,267

The Group's trading terms with its customers are mainly on credit, except for new customers, where payment in advance is normally required. The credit period is generally within three months, extending up to six months for major customers. Each customer has a maximum credit limit. The Group seeks to maintain strict control over its outstanding receivables and to minimise credit risk. Overdue balances are reviewed regularly by senior management. In view of the aforementioned and the fact that the Group's trade receivables relate to various diversified customers, there is no significant concentration of credit risk. The balances of trade receivables are non-interest-bearing.

An ageing analysis of trade and bills receivables as at 31 December 2023 and 2024 and as at 30 September 2025, based on the invoice date and net of loss allowance, is as follows:

	31 December		30 September
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000* *(Unaudited)*
Within 1 year	995,910	1,197,042	2,167,035
1 to 2 years	92,456	58,275	40,483
2 to 3 years	1,077	9,190	15,292
Over 3 years	–	–	1,457
Total	1,089,443	1,264,507	2,224,267

The movements in the loss allowance for impairment of trade and bills receivables are as follows:

	Year ended 31 December		Nine months ended 30 September
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000* *(Unaudited)*
At the beginning of the year/period	90,350	160,209	207,158
Impairment losses, net *(note 7)*	93,119	75,973	19,082
Amount written-off as uncollectible	(24,648)	(30,216)	(137)
Exchange realignment	1,388	1,192	(4,024)
At the end of the year/period	160,209	207,158	222,079

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

23. TRADE AND BILLS RECEIVABLES (continued)

The Group applies the simplified approach in calculating expected credit losses for trade and bills receivables. Trade and bills receivables relating to customers not sharing similar credit risk with others are assessed individually for impairment allowance, for instance, customers with known financial difficulties or significant doubt on collection. The remaining trade and bills receivables are grouped and collectively assessed for impairment allowance. Under the collective approach, an impairment analysis is performed at each reporting date using a provision matrix to measure expected credit losses. The provision rates are based on past due information for grouping of customers that have 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.

Set out below is the information about the credit risk exposure on the Group's trade and bills receivables using a provision matrix:

	As at 31 December 2023				
	Within 1 year	1 to 2 years	2 to 3 years	Over 3 years	Total
On a collective basis:					
Expected credit loss rate	2.87%	32.38%	82.22%	100.00%	6.33%
Gross carrying amount (RMB'000)	1,013,731	110,184	5,522	2,337	1,131,774
Expected credit losses (RMB'000)	29,055	35,675	4,540	2,337	71,607
On an individual basis:					
Expected credit loss rate					75.16%
Gross carrying amount (RMB'000)					117,878
Expected credit losses (RMB'000)					88,602

	As at 31 December 2024				
	Within 1 year	1 to 2 years	2 to 3 years	Over 3 years	Total
On a collective basis:					
Expected credit loss rate	2.64%	40.48%	78.09%	100.00%	5.73%
Gross carrying amount (RMB'000)	1,214,374	50,895	20,550	5,218	1,291,037
Expected credit losses (RMB'000)	32,099	20,603	16,048	5,218	73,968
On an individual basis:					
Expected credit loss rate					73.74%
Gross carrying amount (RMB'000)					180,628
Expected credit losses (RMB'000)					133,190

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

23. TRADE AND BILLS RECEIVABLES (continued)

	As at 30 September 2025				
	Within 1 year	1 to 2 years	2 to 3 years	Over 3 years	Total
On a collective basis:					
Expected credit loss rate	2.37%	41.45%	76.61%	100.00%	4.36%
Gross carrying amount (RMB'000)	2,218,428	49,588	20,243	11,743	2,300,002
Expected credit losses (RMB'000)	52,485	20,554	15,509	11,743	100,291
On an individual basis:					
Expected credit loss rate					83.22%
Gross carrying amount (RMB'000)					146,344
Expected credit losses (RMB'000)					121,788

During the year ended 31 December 2024, the increase in impairment losses was mainly due to certain customers encountering with financial difficulties where the trade receivables are assessed to be uncollectable.

24. PREPAYMENTS, OTHER RECEIVABLES AND OTHER ASSETS

Group

	31 December		30 September
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000* *(Unaudited)*
Current:			
Prepayments to suppliers	36,366	36,192	183,225
Recoverable value-added tax	12,862	14,017	6,313
Advance payments of corporate income tax	35,673	50,593	41,493
Deposits	2,442	24,328	3,176
Other receivables	4,057	7,601	8,066
Others	270	575	256
	91,670	133,306	242,529
Impairment allowance	(477)	(3,314)	(2,278)
Total	91,193	129,992	240,251
Non-current:			
Prepayments for long-term assets	83,697	61,064	155,213
Deposits	7,563	6,656	6,835
Other assets	330	1,148	1,085
Total	91,590	68,868	163,133

An impairment analysis is performed at the end of each of the Relevant Periods and as at 30 September 2025. Impairment allowance for other receivables was mainly due to the uncollectability of these receivables as at 31 December 2023 and 2024 and as at 30 September 2025, respectively.

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

25. FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS

Group

	31 December		30 September
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000* *(Unaudited)*
Foreign exchange forward and interest rate swap contracts, at fair value	1,314	1,512	1,658

26. CASH AND BANK BALANCES

Group

	31 December		30 September
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000* *(Unaudited)*
Current:			
Cash and cash equivalents	623,343	648,721	626,779
Time deposits with original maturity of more than three months when acquired	26	–	1,614
Restricted deposits	580	1,650	6,759
Total	623,949	650,371	635,152
Non-current:			
Restricted deposits	1,426	1,139	1,211
Total	1,426	1,139	1,211
Denominated in:			
USD	171,010	220,057	256,992
VND	385,515	294,673	232,262
EGP	5,258	36,213	48,211
IDR	24,730	75,711	31,993
BDT	1,606	3,186	31,678
INR	11,584	10,447	26,631
CNY	4,210	3,459	4,274
MYR	20,104	4,881	2,860
Other foreign currencies	1,358	2,883	1,462
Total	625,375	651,510	636,363

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 month and one year when acquired depending on the immediate cash requirements of the Group and earn interest at the respective short term time deposit rates. As at 31 December 2023, 2024 and at 30 September 2025, the Group placed security deposits of RMB2,006,000, RMB2,789,000 and RMB7,970,000 for bank guarantee.

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

27. TRADE PAYABLES

An ageing analysis of the trade payables as at the end of the Relevant Periods and as at 30 September 2025, based on the invoice date, is as follows:

Group

	31 December		30 September
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000* *(Unaudited)*
Within 1 year	293,105	393,811	539,910
Over 1 year	2,924	178	200
Total	296,029	393,989	540,110

Trade payables are non-interest-bearing and normally settled on terms of 15 to 45 days.

28. OTHER PAYABLES AND ACCRUALS

Group

	31 December		30 September
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000* *(Unaudited)*
Current:			
Payroll and welfare payable	89,389	158,912	179,302
Accrued expenses	23,776	30,702	53,222
Dividends payable	–	–	28,649
Other taxes payable	50,419	74,311	9,055
Deposits	1,458	2,824	8,221
Payables for purchases of property, plant and equipment	64,125	117,655	82,264
Other payables	5,812	5,689	5,442
Total	234,979	390,093	366,155
Non-current:			
Payroll and welfare payable	–	2,607	4,703

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

29. CONTRACT LIABILITIES

Group

	1 January	31 December		30 September
	2023	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000 (Unaudited)*
Current:				
Advances received from customers				
Sale of goods	68,967	103,659	159,169	102,129
Non-current:				
Advances received from customers				
Sale of goods	8,243	15,636	10,292	11,159

Contract liabilities of the Group mainly arise from the advance payments received from customers for sale of goods. The increase in contract liabilities as at 31 December 2023 and 2024 was mainly due to the increase of short-term advances received from customers in relation to the sale of goods at the end of each of the Relevant Periods.

30. INTEREST-BEARING BANK BORROWINGS

Group

	31 December						30 September		
	2023			2024			2025		
	Effective interest rate	*Maturity*	*RMB'000*	*Effective interest rate*	*Maturity*	*RMB'000*	*Effective interest rate (Unaudited)*	*Maturity (Unaudited)*	*RMB'000 (Unaudited)*
Current									
Bank loans – unsecured	3.50%-4.00%	2024	38,587	3.10%	2025	18,640	3.60%-3.80%	2025-2026	132,843
Bank loans – secured	2.60%-11.00%	2024	340,456	3.30%-8.70%	2025	297,163	3.50%-8.39%	2025-2026	742,732
Total			379,043			315,803			875,575
Non-current									
Bank loans – secured	3.59%	2025	6,197	3.70%	2026-2027	82,511	3.70%-4.525%	2026-2027	41,034
Total			6,197			82,511			41,034

	31 December		30 September
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000 (Unaudited)*
Analysed into:			
Bank loans repayable:			
Within one year or on demand	379,043	315,803	875,575
In the second year	6,197	55,007	41,034
In the third to fifth years, inclusive	–	27,504	–
Total	385,240	398,314	916,609

Note: As at the end of each of the Relevant Periods and at 30 September 2025, certain of the Group's bank borrowings were guaranteed by related parties, details of which are set out in note 37(c) to the Historical Financial Information.

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

31. SHARE CAPITAL

Upon incorporation on 17 September 2025, the Company has an authorized share capital of USD50,000 divided into 500,000,000 shares with a par value of USD0.0001. On 17 September 2025, one share was allotted and issued at par value to Mapcal Limited, the initial subscriber, and was subsequently transferred to RICKWORTH INVESTMENTS LIMITED. As a result, our Company became a wholly-owned subsidiary of RICKWORTH INVESTMENTS LIMITED.

On 23 December 2025, our Shareholders resolved, among others, that each issued and unissued ordinary Share then of USD0.0001 par value be subdivided into four Shares of USD0.000025 par value each (the "**Share Subdivision**"). Upon completion of the Share Subdivision, the authorized share capital of our Company became USD50,000 divided into 2,000,000,000 ordinary shares of par value of USD0.000025 par value each.

32. RESERVES

The amounts of the Group's reserves and the movements therein are presented in the combined statements of changes in equity in the Historical Financial Information.

(a) Capital reserve

The capital reserve of the Group represents the share capital and share premium of the subsidiaries now comprising the Group and deemed contribution from the shareholder of the Company.

(b) Equity-settled share-based payment reserve

The equity-settled share-based payment reserve comprises the fair value of equity-settled share-based payment granted, details of which were set out in note 33 to the Historical Financial Information.

(c) Exchange fluctuation reserve

The exchange fluctuation reserve is used to record exchange differences arising from the translation of the financial information of entities of which the presentation currency is not RMB.

33. SHARE-BASED PAYMENTS

Guangdong Haid Group Co., Limited operates several A share incentive schemes to certain eligible participants, including the Group's employees. The details of the schemes are as follows:

2021 A Share Stock Ownership Scheme

Pursuant to the A Share incentive scheme approved on 20 May 2021 (the initial portion) and on 16 May 2022 (reserve portion), share option was granted at exercise price of RMB59.68 per share and RMB59.36 per share, respectively. The share option was divided into five instalments of 20% portion each anniversary year from the date of completion of registration and would be vested when Haid Group's performance assessments and employees' performance assessments for each of the assessment years were met.

2023 A Restricted Share Agreement

Pursuant to the A Share restricted share scheme approved on 17 July 2023, the restricted shares were granted at subscription price of RMB23.90 per share and shall be subject to 12 months from the date of completion of registration and Haid Group's performance assessments and employees' performance assessments for the year ended 31 December 2023.

2024 A Share Stock Ownership Scheme

Pursuant to the A Share incentive scheme approved on 20 March 2024, share option was granted at exercise price of RMB29.96 per share. The share option was divided into two instalments of 50% portion each anniversary year from the date of completion of registration and would be vested when Haid Group's performance assessments and employees' performance assessments for each of the assessment years were met.

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

33. SHARE-BASED PAYMENTS (continued)

2024 A Share Restricted Share Scheme

Pursuant to the A restricted share scheme approved on 20 March 2024, the restricted shares were granted at subscription price of RMB19.98 per share and shall be subject to 12 months and 24 months from the date of completion of registration and Haid Group's performance assessments and employees' performance assessments for the years ended 31 December 2024 and 2025.

The fair value of share options was estimated as at the date of grant using the Black-Scholes model. The fair value of the restricted shares was determined by the recent market price. The fair value of the share options and the difference between the fair value and the subscription price for restricted shares were recorded in the share-based payment reserve within equity with the corresponding "share-based payment expenses" in profit or loss.

The following share-based payments were outstanding during the Relevant Periods and the nine months ended 30 September 2024 and 2025:

	Weighted average exercise price	Number of Options	Weighted average exercise price	Number of restricted shares
	RMB per share		*RMB per share*	
At 1 January 2023	59.21	175,180		–
Granted		–	23.90	65,600
Exercised		–		–
Forfeited	59.21	(58,220)	23.90	(65,600)
At 31 December 2023		116,960		–
At 1 January 2024	59.21	116,960		–
Granted	29.96	185,020	19.98	28,780
Exercised		–		–
Forfeited	59.21/29.96	(150,990)	19.98	(14,390)
At 31 December 2024		150,990		14,390
At 1 January 2025	59.21/29.96	150,990	19.98	14,390
Granted		–		–
Exercised		–		–
Forfeited	59.21	(58,480)		–
At 30 September 2025	29.96	92,510	19.98	14,390

34. NOTES TO THE COMBINED STATEMENTS OF CASH FLOWS

(a) Major non-cash transaction

During the Relevant Periods and the nine months ended 30 September 2024 and 2025, the Group had non-cash conversion of debt to capital contribution of RMB1,128,556,000, nil, nil and nil, respectively, with the corresponding same amounts recognised as deemed contribution in capital reserve.

During the Relevant Periods and the nine months ended 30 September 2024 and 2025, the Group received services from the controlling shareholder amounting to RMB125,104,000, RMB183,174,000, RMB137,380,000 and RMB208,457,000, respectively, with the corresponding same amounts recogised as deemed contribution in capital reserve.

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

34. NOTES TO THE COMBINED STATEMENTS OF CASH FLOWS (continued)

(b) Changes in liabilities arising from financing activities

	Interest-bearing bank borrowings	Lease liabilities	Amounts due to related parties	Total
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
At 1 January 2023	568,457	12,704	1,967,626	2,548,787
Changes from financing cash flows	(224,832)	(3,200)	(20,949)	(248,981)
New leases	–	4,278	–	4,278
Interest expense	40,478	555	62,258	103,291
Exchange realignment	1,137	(312)	13,546	14,371
Derecognised upon early termination of leases	–	(512)	–	(512)
Conversion to capital contribution	–	–	(1,128,556)	(1,128,556)
At 31 December 2023 and 1 January 2024	385,240	13,513	893,925	1,292,678
Changes from financing cash flows	(6,490)	(6,858)	(143,034)	(156,382)
New leases	–	21,231	–	21,231
Interest expense	31,114	947	58,539	90,600
Exchange realignment	(11,550)	(1,008)	9,338	(3,220)
Derecognised upon early termination of leases	–	(447)	–	(447)
At 31 December 2024	398,314	27,378	818,768	1,244,460

	Interest-bearing bank borrowings	Lease liabilities	Amounts due to related parties	Total
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
	(Unaudited)	*(Unaudited)*	*(Unaudited)*	*(Unaudited)*
At 1 January 2024	385,240	13,513	893,925	1,292,678
Changes from financing cash flows	587,593	(5,144)	(153,288)	429,161
New leases	–	15,923	–	15,923
Interest expense	22,160	533	43,818	66,511
Exchange realignment	(8,913)	(838)	(9,523)	(19,274)
Derecognised upon early termination of leases	–	(336)	–	(336)
At 30 September 2024	986,080	23,651	774,932	1,784,663
At 1 January 2025	398,314	27,378	818,768	1,244,460
Changes from financing cash flows	525,983	(4,347)	(112,123)	409,513
New leases	–	7,354	–	7,354
Interest expense	25,094	1,282	36,641	63,017
Exchange realignment	(32,782)	(889)	(11,009)	(44,680)
Derecognised upon early termination of leases	–	(518)	–	(518)
At 30 September 2025	916,609	30,260	732,277	1,679,146

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

34. NOTES TO THE COMBINED STATEMENTS OF CASH FLOWS (continued)

(c) Total cash outflows for leases

The total cash outflows for leases included in the combined statements of cash flows are as follows:

	Year ended 31 December		Nine months ended 30 September	
	2023	2024	2024	2025
	RMB'000	*RMB'000*	*RMB'000* *(Unaudited)*	*RMB'000* *(Unaudited)*
Within operating activities	(3,559)	(3,768)	(2,975)	(4,180)
Within investing activities	(46,817)	(79,742)	(64,123)	(79,269)
Within financing activities	(3,200)	(6,858)	(5,144)	(4,347)
Total	(53,576)	(90,368)	(72,242)	(87,796)

35. CONTINGENT LIABILITIES

As at 31 December 2023, 2024 and 30 September 2025, the Group had no significant contingent liabilities.

36. COMMITMENTS

The Group had the following capital commitments at the end of each of the Relevant Periods and as at 30 September 2025:

	31 December		30 September
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000* *(Unaudited)*
Contracted, but not provided for purchase of property, plant and equipment	551,537	272,602	401,063

37. RELATED PARTY TRANSACTIONS

Name and relationship of related parties:

Name	Relationship
Guangdong Haid Group Co., Limited	Controlling shareholder
China Haida Feed Group (HK) Limited	Under common control of the controlling shareholder
Guangdong Hint Biotechnology Group Co., Ltd.	Under common control of the controlling shareholder
Guangzhou Haid Feed Co., Ltd.	Under common control of the controlling shareholder
Guangzhou Heshengtang Animal Pharmaceutical Co., Ltd.	Under common control of the controlling shareholder
Guizhou Delian Zhiyun Network Technology Co., Ltd.	Under common control of the controlling shareholder
HAID INTERNATIONAL (SINGAPORE) PTE. LTD.	Under common control of the controlling shareholder
Haid International Group Limited	Under common control of the controlling shareholder
Haid Lanking International Trading Inc.	Under common control of the controlling shareholder
Haid Supply Chain Management (Zhuhai) Co., Ltd.	Under common control of the controlling shareholder
KINGHILL HOLDINGS PTE. LTD.	Under common control of the controlling shareholder

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

37. RELATED PARTY TRANSACTIONS (continued)

Name	Relationship
LANKING PTE. LTD.	Under common control of the controlling shareholder
Qingyuan Haibei Biotechnology Co., Ltd.	Under common control of the controlling shareholder
Rickworth Investments Limited	Under common control of the controlling shareholder
Rongcheng Haituo Biotechnology Co., Ltd.	Under common control of the controlling shareholder
Rongcheng Rongchuan Biotechnology Co., Ltd.	Under common control of the controlling shareholder
Zhuhai Haiyue Agriculture & Animal Husbandry	Under common control of the controlling shareholder
Haid Cherry Valley Vietnam Co., Ltd.	Joint venture
PT. Haida Cherry Valley Breeding Indonesia	Joint venture's subsidiary
Binh An Phat Agriculture Co., Ltd.	Joint venture's subsidiary

(a) Transactions with related parties:

The Group had the following material transactions with related parties during the Relevant Periods and the nine months ended 30 September 2024 and 2025:

	Year ended 31 December		Nine months ended 30 September	
	2023	2024	2024	2025
	RMB'000	*RMB'000*	*RMB'000* *(Unaudited)*	*RMB'000* *(Unaudited)*
Sales of goods				
Binh An Phat Agriculture Co., Ltd.	81,391	73,054	52,033	62,903
PT. Haida Cherry Valley Breeding Indonesia	288	257	29	724
Total	81,679	73,311	52,062	63,627
Purchases of products				
Guangdong Hint Biotechnology Group Co., Ltd.	250,042	342,319	252,226	343,128
Zhuhai Haiyue Agriculture & Animal Husbandry	–	–	–	133,275
Haid Lanking International Trading Inc.	9,336	1,074	1,072	70,769
Guangzhou Haid Feed Co., Ltd.	38,498	99,169	92,671	56,052
Haid Supply Chain Management (Zhuhai) Co., Ltd.	–	12,756	–	46,604
Qingyuan Haibei Biotechnology Co., Ltd.	7,502	27,816	18,833	44,593
China Haida Feed Group (HK) Limited	43,972	68,039	58,799	36,370
Rongcheng Haituo Biotechnology Co., Ltd.	–	–	–	7,242
Rongcheng Rongchuan Biotechnology Co., Ltd.	1,159	–	–	501
Guangzhou Heshengtang Animal Pharmaceutical Co., Ltd.	–	17	–	5
HAID INTERNATIONAL (SINGAPORE) PTE. LTD.	–	12,730	7,269	–
Total	350,509	563,920	430,870	738,539

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

37. RELATED PARTY TRANSACTIONS (continued)

(a) Transactions with related parties: (continued)

	Year ended 31 December		Nine months ended 30 September	
	2023	2024	2024	2025
	RMB'000	*RMB'000*	*RMB'000* *(Unaudited)*	*RMB'000* *(Unaudited)*
Purchases of machinery				
China Haida Feed Group (HK) Limited	28,806	45,497	8,316	29,579
Acceptance of services				
Guangdong Haid Group Co., Ltd.	125,104	183,174	137,380	208,457
Haid International Group Limited	–	–	–	7
Guizhou Delian Zhiyun Network Technology Co., Ltd.	–	–	–	3
Total	125,104	183,174	137,380	208,467
Borrowings from				
HAID INTERNATIONAL (SINGAPORE) PTE. LTD.	1,424	86,009	69,775	155,987
Haid International Group Limited	–	37,704	37,620	–
LANKING PTE. LTD.	306	2,269	2,264	–
Guangdong Haid Group Co., Ltd.	70,747	108,519	–	–
KINGHILL HOLDINGS PTE. LTD.	62	–	–	–
Rickworth Investments Limited	78	–	–	–
Total	72,617	234,501	109,659	155,987
Repayments of borrowings from				
Guangdong Haid Group Co., Ltd.	–	68,937	68,874	105,442
Haid International Group Limited	61,670	172,402	172,016	45,137
HAID INTERNATIONAL (SINGAPORE) PTE. LTD.	–	95,342	–	60,728
LANKING PTE. LTD.	266	3,357	3,350	–
Rickworth Investments Limited	78	–	–	–
Total	62,014	340,038	244,240	211,307
Loans to				
Haid International Group Limited	14,396	79,019	78,843	59,909
KINGHILL HOLDINGS PTE. LTD.	1,080	299	85	215
LANKING PTE. LTD.	–	–	–	12,189
HAID INTERNATIONAL (SINGAPORE) PTE. LTD.	–	125,919	125,637	–
Total	15,476	205,237	204,565	72,313
Repayments of loans by				
Haid International Group Limited	10,564	76,366	75,026	32,330
HAID INTERNATIONAL (SINGAPORE) PTE. LTD.	–	–	–	788
LANKING PTE. LTD.	–	3,236	3,229	–
KINGHILL HOLDINGS PTE. LTD.	2,642	–	–	–
Total	13,206	79,602	78,255	33,118

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

37. RELATED PARTY TRANSACTIONS (continued)

(a) Transactions with related parties: (continued)

	Year ended 31 December		Nine months ended 30 September	
	2023	2024	2024	2025
	RMB'000	*RMB'000*	*RMB'000* *(Unaudited)*	*RMB'000* *(Unaudited)*
Interest income from				
Haid International Group Limited	9	151	117	144
Interest expenses to				
HAID INTERNATIONAL (SINGAPORE) PTE. LTD.	–	11,280	1,101	26,335
Haid International Group Limited	62,105	45,492	41,856	9,368
Guangdong Haid Group Co., Ltd.	153	1,767	861	938
Total	62,258	58,539	43,818	36,641

These transactions were carried out in accordance with the terms and conditions mutually agreed by the parties involved.

(b) Outstanding balances with related parties:

	31 December		30 September
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000* *(Unaudited)*
Amounts due from related parties			
Binh An Phat Agriculture Co., Ltd.	–	–	3,586
PT. Haida Cherry Valley Breeding Indonesia	317	–	–
HAID INTERNATIONAL (SINGAPORE) PTE. LTD.	–	127,235	124,986
China Haida Feed Group (HK) Limited	–	324	14,609
LANKING PTE. LTD.	3,221	–	11,458
KINGHILL HOLDINGS PTE. LTD.	1,132	1,702	2,461
Total	4,670	129,261	157,100
Amounts due to related parties			
HAID INTERNATIONAL (SINGAPORE) PTE. LTD.	1,431	446,806	511,411
Haid International Group Limited	818,185	257,390	188,077
Guangdong Hint Biotechnology Group Co., Ltd.	48,021	85,569	86,816
Zhuhai Haiyue Agriculture & Animal Husbandry	–	–	30,935
Guangzhou Haid Feed Co., Ltd.	2,744	1,156	21,833
Qingyuan Haibei Biotechnology Co., Ltd.	1,947	3,425	10,507
Haid Supply Chain Management (Zhuhai) Co., Ltd.	–	6,157	3,796
China Haida Feed Group (HK) Limited	20,843	12,612	2,155
Rongcheng Haituo Biotechnology Co., Ltd.	–	–	1,240
Rongcheng Rongchuan Biotechnology Co., Ltd.	–	–	508
Guizhou Delian Zhiyun Network Technology Co., Ltd.	–	–	4
Guangdong Haid Group Co., Ltd.	69,354	109,185	–
KINGHILL HOLDINGS PTE. LTD.	33	12	–
LANKING PTE. LTD.	1,994	686	–
Total	964,552	922,998	857,282

Certain outstanding balances are unsecured and interest-bearing.

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

37. RELATED PARTY TRANSACTIONS (continued)

(c) Guarantees from related parties

Haid International Group Limited provided guarantees for the Group's interest-bearing bank borrowings up to RMB1,415,001,000 as at 31 December 2023, RMB2,554,692,000 as at 31 December 2024, and RMB2,215,972,000 as at 30 September 2025.

Guangdong Haid Group Co., Ltd. provided guarantees for the Group's interest-bearing bank borrowings up to RMB30,983,000 as at 31 December 2023, RMB200,629,000 as at 31 December 2024, and RMB198,672,000 as at 30 September 2025.

38. FINANCIAL INSTRUMENTS BY CATEGORY

The carrying amounts of each of the categories of financial instruments as at 31 December 2023 and 2024 and as at 30 September 2025 are as follows:

31 December 2023

Financial assets	Financial assets at fair value through profit or loss	Financial assets at amortised cost	Total
	RMB'000	*RMB'000*	*RMB'000*
Cash and bank balances	–	625,375	625,375
Financial assets at fair value through profit or loss	1,314	–	1,314
Equity investments at fair value through profit or loss	142	–	142
Trade and bills receivables	–	1,089,443	1,089,443
Amounts due from related parties	–	4,670	4,670
Financial assets included in prepayments, other receivables and other assets	–	13,585	13,585
Total	1,456	1,733,073	1,734,529

Financial liabilities	Financial liabilities at amortised cost
	RMB'000
Trade payables	296,029
Interest-bearing bank borrowings	385,240
Financial liabilities included in other payables and accruals	71,395
Amounts due to related parties	964,552
Lease liabilities	13,513
Total	1,730,729

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

38. FINANCIAL INSTRUMENTS BY CATEGORY (continued)

31 December 2024

Financial assets	Financial assets at fair value through profit or loss	Financial assets at amortised cost	Total
	RMB'000	*RMB'000*	*RMB'000*
Cash and bank balances	–	651,510	651,510
Financial assets at fair value through profit or loss	1,512	–	1,512
Equity investments at fair value through profit or loss	144	–	144
Trade and bills receivables	–	1,264,507	1,264,507
Amounts due from related parties	–	129,261	129,261
Financial assets included in prepayments, other receivables and other assets	–	35,271	35,271
Total	1,656	2,080,549	2,082,205

Financial liabilities	Financial liabilities at amortised cost
	RMB'000
Trade payables	393,989
Interest-bearing bank borrowings	398,314
Financial liabilities included in other payables and accruals	126,168
Amounts due to related parties	922,998
Lease liabilities	27,378
Total	1,868,847

30 September 2025

Financial assets	Financial assets at fair value through profit or loss	Financial assets at amortised cost	Total
	RMB'000 *(Unaudited)*	*RMB'000* *(Unaudited)*	*RMB'000* *(Unaudited)*
Cash and bank balances	–	636,363	636,363
Financial assets at fair value through profit or loss	1,658	–	1,658
Equity investments at fair value through profit or loss	142	–	142
Trade and bills receivables	–	2,224,267	2,224,267
Amounts due from related parties	–	157,100	157,100
Financial assets included in prepayments, other receivables and other assets	–	15,799	15,799
Total	1,800	3,033,529	3,035,329

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

38. FINANCIAL INSTRUMENTS BY CATEGORY (continued)

Financial liabilities	Financial liabilities at fair value through profit or loss	Financial liabilities at amortised cost	Total
	RMB'000	*RMB'000*	*RMB'000*
	(Unaudited)	*(Unaudited)*	*(Unaudited)*
Trade payables	–	540,110	540,110
Interest-bearing bank borrowings	–	916,609	916,609
Financial liabilities included in other payables and accruals	–	95,927	95,927
Amounts due to related parties	–	857,282	857,282
Lease liabilities	–	30,260	30,260
Financial liabilities at fair value through profit or loss	8	–	8
Total	8	2,440,188	2,440,196

39. FAIR VALUE AND FAIR VALUE HIERARCHY OF FINANCIAL INSTRUMENTS

The carrying amounts and fair values of the Group's financial instruments approximate to fair values.

Management has assessed that the fair values of cash and bank balances, trade and bills receivables, amounts due from/to related parties, current portion of financial assets included in prepayments, other receivables and other assets, short-term interest-bearing bank borrowings, trade payables, financial liabilities included in other payables and accruals approximate to their carrying amounts largely due to the short-term maturities of these instruments.

The Group's finance center is responsible for determining the policies and procedures for the fair value management of financial instruments. The finance center reports directly to the chief financial officer and the board of directors. At each reporting date, the finance center analyses the movements in the values of financial instruments and determines the major inputs applied in the valuation. The valuation is reviewed and approved by the chief financial officer. The valuation process and results are discussed with the board of directors 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 following methods and assumptions were used to estimate the fair values.

The fair value of the non-current portion of financial assets included in prepayments, other receivables and other assets, interest-bearing bank borrowings and lease liabilities has been calculated by discounting the expected future cash flows using rates currently available for instruments with similar terms, credit risk and remaining maturities. Its fair value approximates to its carrying amount.

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

39. FAIR VALUE AND FAIR VALUE HIERARCHY OF FINANCIAL INSTRUMENTS (continued)

Fair value hierarchy

The following table illustrates the fair value measurement hierarchy of the Group's financial instruments:

Assets measured at fair value:

As at 31 December 2023

	Fair value measurement using			
	Quoted prices in active markets (Level 1)	Significant observable inputs (Level 2)	Significant unobservable inputs (Level 3)	Total
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Equity investments at fair value through profit or loss	–	–	142	142
Financial assets at fair value through profit or loss	–	1,314	–	1,314
Total	–	1,314	142	1,456

As at 31 December 2024

	Fair value measurement using			
	Quoted prices in active markets (Level 1)	Significant observable inputs (Level 2)	Significant unobservable inputs (Level 3)	Total
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Equity investments at fair value through profit or loss	–	–	144	144
Financial assets at fair value through profit or loss	–	1,512	–	1,512
Total	–	1,512	144	1,656

As at 30 September 2025

	Fair value measurement using			
	Quoted prices in active markets (Level 1)	Significant observable inputs (Level 2)	Significant unobservable inputs (Level 3)	Total
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Equity investments at fair value through profit or loss	–	–	142	142
Financial assets at fair value through profit or loss	–	1,658	–	1,658
Total	–	1,658	142	1,800

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

39. FAIR VALUE AND FAIR VALUE HIERARCHY OF FINANCIAL INSTRUMENTS (continued)

Fair value hierarchy (continued)

Liabilities measured at fair value:

As at 30 September 2025

	Fair value measurement using			
	Quoted prices in active markets (Level 1)	Significant observable inputs (Level 2)	Significant unobservable inputs (Level 3)	Total
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Financial liabilities at fair value through profit or loss	–	8	–	8

The Group did not have any financial liabilities measured at fair value as at 31 December 2023 and 2024.

During the Relevant Periods, there were no transfers of fair value measurements between Level 1 and Level 2 and no transfers into or out of Level 3 for both financial assets and financial liabilities.

40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group's principal financial instruments comprise cash and bank balances and interest-bearing bank borrowings. The Group has various other financial assets and liabilities such as trade and bills receivables and trade payables, which arise directly from its operations.

The main risks arising from the Group's financial instruments are interest rate risk, foreign currency risk, credit risk and liquidity risk. The management of the Company reviews and agrees policies for managing each of these risks and they are summarised below.

Interest rate risk

The following table demonstrates the sensitivity to a reasonably possible change in interest rates, with all other variables held constant, of the Group's profit before tax (through the impact on floating rate borrowings) and the Group's equity.

	Increase/(decrease) in basic point	Increase/(decrease) in profit before tax
Year ended 31 December 2023		
Indonesia Rupiah	100.00	(598)
Indian Rupee	100.00	(294)
Vietnamese Dong	100.00	(248)
Year ended 31 December 2024		
Indonesia Rupiah	100.00	(168)
Nine months ended 30 September 2025		
Vietnamese Dong	100.00	(312)
Indonesia Rupiah	100.00	(205)
Indian Rupee	100.00	(160)

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

Foreign currency risk

The following table demonstrates the sensitivity at the end of the reporting period to a reasonably possible change in the EGP, VND, MYR, IDR and INR exchange rates, with all other variables held constant, of the Group's profit before tax (arising from EGP, VND, MYR, IDR and INR denominated cash and bank balances, and borrowings).

	Increase/(decrease) in EGP/VND/MYR/IDR/INR	Increase/(decrease) in profit before tax
		RMB'000
Year ended 31 December 2023		
If the USD strengthens against EGP	(5.00%)	2,374
If the USD weakens against EGP	5.00%	(2,374)
If the USD strengthens against VND	(5.00%)	(3,526)
If the USD weakens against VND	5.00%	3,526
If the USD strengthens against MYR	(5.00%)	1,126
If the USD weakens against MYR	5.00%	(1,126)
If the USD strengthens against INR	(5.00%)	(3,320)
If the USD weakens against INR	5.00%	3,320
If the RMB strengthens against IDR	(5.00%)	(104)
If the RMB weakens against IDR	5.00%	104
Year ended 31 December 2024		
If the USD strengthens against EGP	(5.00%)	613
If the USD weakens against EGP	5.00%	(613)
If the USD strengthens against VND	(5.00%)	698
If the USD weakens against VND	5.00%	(698)
If the USD strengthens against INR	(5.00%)	(3,058)
If the USD weakens against INR	5.00%	3,058
If the RMB strengthens against IDR	(5.00%)	(971)
If the RMB weakens against IDR	5.00%	971
Nine months ended 30 September 2025		
If the USD strengthens against EGP	(5.00%)	1,784
If the USD weakens against EGP	5.00%	(1,784)
If the USD strengthens against VND	(5.00%)	802
If the USD weakens against VND	5.00%	(802)
If the USD strengthens against INR	(5.00%)	(2,541)
If the USD weakens against INR	5.00%	2,541
If the RMB strengthens against IDR	(5.00%)	(1,348)
If the RMB weakens against IDR	5.00%	1,348

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

Credit risk

The Group trades only with recognised and creditworthy third parties. It is the Group's policy that all customers who wish to trade on credit terms are subject to credit verification procedures. In addition, receivable balances are monitored on an ongoing basis and the management of the Company consider the Group's exposure to bad debts is not significant.

Maximum exposure and staging as at 31 December 2023 and 2024 and as at 30 September 2025

The table below shows 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 staging classification as at 31 December 2023 and 2024 and as at 30 September 2025. The amounts presented are gross carrying amounts for financial assets.

31 December 2023	12-month ECLs	Lifetime ECLs			
	Stage 1	Stage 2	Stage 3	Simplified approach	Total
	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
Trade and bills receivables*	–	–	–	1,249,652	1,249,652
Financial assets included in prepayments, other receivables and other assets					
– Normal**	13,846	–	–	–	13,846
– Doubtful**	–	–	216	–	216
Amounts due from related parties	4,670	–	–	–	4,670
Cash and bank balances					
– Not yet past due	625,375	–	–	–	625,375
Total	643,891	–	216	1,249,652	1,893,759

31 December 2024	12-month ECLs	Lifetime ECLs			
	Stage 1	Stage 2	Stage 3	Simplified approach	Total
	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
Trade and bills receivables*	–	–	–	1,471,665	1,471,665
Financial assets included in prepayments, other receivables and other assets					
– Normal**	36,274	–	–	–	36,274
– Doubtful**	–	–	2,311	–	2,311
Amounts due from related parties	129,261	–	–	–	129,261
Cash and bank balances					
– Not yet past due	651,510	–	–	–	651,510
Total	817,045	–	2,311	1,471,665	2,291,021

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

Credit risk (continued)

Maximum exposure and staging as at 31 December 2023 and 2024 and as at 30 September 2025 (continued)

30 September 2025	12-month ECLs	Lifetime ECLs			
	Stage 1	Stage 2	Stage 3	Simplified approach	Total
	RMB'000 *(Unaudited)*	*RMB'000* *(Unaudited)*	*RMB'000* *(Unaudited)*	*RMB'000* *(Unaudited)*	*RMB'000* *(Unaudited)*
Trade and bills receivables*	–	–	–	2,446,346	2,446,346
Financial assets included in prepayments, other receivables and other assets					
– Normal**	16,006	–	–	–	16,006
– Doubtful**	–	–	2,071	–	2,071
Amounts due from related parties	157,100	–	–	–	157,100
Cash and bank balances					
– Not yet past due	636,363	–	–	–	636,363
Total	809,469	–	2,071	2,446,346	3,257,886

* For trade and bills receivables to which the Group applies the simplified approach for impairment, information based on the provision matrix is disclosed in note 23 to the Historical Financial Information.

** 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. Otherwise, the credit quality of the financial assets is considered to be "doubtful".

Liquidity risk

The Group monitors and maintains a level of cash and cash equivalents deemed adequate by management of the Group to finance the operations and mitigate the effects of fluctuations of cash flows.

The maturity profile of the Group's financial liabilities as at 31 December 2023 and 2024 and as at 30 September 2025, based on the contractual undiscounted payments, is as follows:

31 December 2023	Less than 12 months	1 to 5 years	Over 5 years	Total
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Trade payables	296,029	–	–	296,029
Financial liabilities included in other payables and accruals	71,395	–	–	71,395
Amounts due to related parties	964,552	–	–	964,552
Lease liabilities	4,334	12,151	–	16,485
Interest-bearing bank borrowings	382,689	6,411	–	389,100
Total	1,718,999	18,562	–	1,737,561

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

Liquidity risk (continued)

31 December 2024	Less than 12 months	1 to 5 years	Over 5 years	Total
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Trade payables	393,989	–	–	393,989
Financial liabilities included in other payables and accruals	126,168	–	–	126,168
Amounts due to related parties	922,998	–	–	922,998
Lease liabilities	5,811	29,907	–	35,718
Interest-bearing bank borrowings	324,013	85,026	–	409,039
Total	1,772,979	114,933	–	1,887,912

30 September 2025	Less than 12 months	1 to 5 years	Over 5 years	Total
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
	(Unaudited)	*(Unaudited)*	*(Unaudited)*	*(Unaudited)*
Trade payables	540,110	–	–	540,110
Financial liabilities included in other payables and accruals	124,576	–	–	124,576
Amounts due to related parties	857,282	–	–	857,282
Lease liabilities	12,089	25,893	–	37,982
Interest-bearing bank borrowings	884,332	41,832	–	926,164
Total	2,418,389	67,725	–	2,486,114

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 equity holders' value.

The Group regards issued capital, capital reserve and all other equity reserves as its capital and 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 equity holders, return capital to equity holders 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 Relevant Periods.

The Group monitors capital using debt-to-asset ratio, which is total liabilities divided by total assets. The ratios as at 31 December 2023 and 2024 and as at 30 September 2025 were as follows:

	31 December		30 September
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
			(Unaudited)
Total assets	5,240,762	6,419,796	7,723,590
Total liabilities	2,032,915	2,390,969	2,969,509
Debt-to-asset ratio	38.79%	37.24%	38.45%

II. NOTES TO THE HISTORICAL FINANCIAL INFORMATION (continued)

41. EVENTS AFTER THE RELEVANT PERIODS

On 9 December 2025, the Group entered into arrangements with the non-controlling shareholder to acquire its 20% interest of the subsidiary, PANASIA TRADING RESOURCES LIMITED.

42. SUBSEQUENT FINANCIAL STATEMENTS

No audited financial statements have been prepared by the Company, the Group or any of the companies comprising the Group in respect of any period subsequent to 30 September 2025.

The following information does not form part of the Accountants' Report from **[REDACTED]**, *Certified Public Accountants, Hong Kong, the Company's Reporting Accountants, as set out in Appendix I to this document, and is included herein for information purpose only. The unaudited* **[REDACTED]** *financial information should be read in conjunction with the section headed "Financial Information" in this document and the Accountants' Report set out in Appendix I to this document.*

A. UNAUDITED [REDACTED] STATEMENT OF ADJUSTED COMBINED NET TANGIBLE ASSETS

The following unaudited **[REDACTED]** statement of adjusted combined net tangible assets of the Group has been prepared in accordance with Rule 4.29 of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited and with reference to Accounting Guideline 7 *Preparation of Pro Forma Financial Information for inclusion in Investment Circulars* issued by the Hong Kong Institute of Certified Public Accountants is to illustrate the effect of the **[REDACTED]** on the combined net tangible assets of the Group attributable to owners of the Company as at 30 September 2025 as if the **[REDACTED]** had taken place on that date.

The unaudited **[REDACTED]** statement of adjusted combined net tangible assets of the Group has been prepared for illustrative purposes only and because of its hypothetical nature, it may not provide a true picture of the combined net tangible assets of the Group had the **[REDACTED]** been completed as at 30 September 2025 or any future date.

	Combined net tangible assets of the Group attributable to owners of the Company as at 30 September 2025	Estimated net proceeds from the [REDACTED]	Unaudited [REDACTED] adjusted combined net tangible assets of the Group attributable to owners of the Company as at 30 September 2025	Unaudited [REDACTED] adjusted combined net tangible assets attributable to owners of the Company per share as at 30 September 2025	
	RMB'000	*RMB'000*	*RMB'000*	*RMB*	*HK$*
	(note 1)	*(note 2)*		*(note 3)*	*(note 4)*
Based on an **[REDACTED]** of HK$**[REDACTED]** per Share	4,468,048	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**
Based on an **[REDACTED]** of HK$**[REDACTED]** per Share	4,468,048	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**
Based on an **[REDACTED]** of HK$**[REDACTED]** per Share	4,468,048	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**

Notes:

1. The combined net tangible assets of the Group attributable to owners of the Company as at 30 September 2025 are based on combined net assets of the Group attributable to owners of the Company as at 30 September 2025 of approximately RMB4,512,977,000, after deducting goodwill and other intangible assets of the Group as at 30 September 2025 of approximately RMB44,644,000 and RMB285,000, respectively, as shown in the Accountants' Report set out in Appendix I to this document.

2. The estimated net proceeds from the [**REDACTED**] are based on the indicative [**REDACTED**] of HK$[**REDACTED**], HK$[**REDACTED**] and HK$[**REDACTED**] per Share, being the low, middle and high end of the indicative [**REDACTED**] range, respectively, after deduction of [**REDACTED**] fees and other listing related expenses payable by the Company and do not take into account any share which may be sold and offered upon exercise of the [**REDACTED**].

3. The unaudited [**REDACTED**] adjusted combined net tangible assets of the Group attributable to owners of the Company per Share are arrived at after adjustments referred to in preceding and on the basis that [**REDACTED**] shares of the Company are in issue assuming that the [**REDACTED**] had been completed on 30 September 2025, without taking into account of any shares which may be allotted and issued upon the exercise of the [**REDACTED**].

4. For the purpose of this unaudited [**REDACTED**] statement of adjusted combined net tangible assets, the balances stated in Renminbi are converted into Hong Kong dollars at an exchange rate of HK$1 to RMB0.9014. No representation is made that the Hong Kong dollar amounts have been, could have been or may be converted to Renminbi, or vice versa, at that rate or any other rates or at all.

5. No adjustment has been made to the unaudited [**REDACTED**] adjusted combined net tangible assets of the Group to reflect any trading results or other transactions for the Group entered into subsequent to 30 September 2025.

[**REDACTED**]

[REDACTED]

[REDACTED]

SUMMARY OF THE CONSTITUTION OF THE COMPANY

1 Memorandum of Association

The Memorandum of Association of the Company was conditionally adopted on [●] and states, inter alia, that the liability of the members of the Company is limited, that the objects for which the Company is established are unrestricted and the Company shall have full power and authority to carry out any object not prohibited by the Companies Act or any other law of the Cayman Islands.

The Memorandum of Association is on display on the websites of the Stock Exchange and the Company as specified in Appendix V in the section headed "Documents Available on Display".

2 Articles of Association

The Articles of Association of the Company were conditionally adopted on [●] and include provisions to the following effect:

2.1 Directors

(a) Power to allot and issue Shares

Subject to the provisions in the Memorandum of Association (and to any direction that may be given by the Company in general meeting) and without prejudice to any rights attached to any existing shares, the Directors may allot, issue, grant options over or otherwise dispose of shares with or without preferred, deferred or other rights or restrictions, whether in regard to dividend or other distribution, voting, return of capital or otherwise and to such persons, at such times and on such other terms as the Directors think proper.

(b) Power to dispose of the assets of the Company or any subsidiary

Subject to the provisions of the Companies Act, the Memorandum and Articles of Association and to any directions given by special resolution, the business of the Company shall be managed by the Directors who may exercise all the powers of the Company. No alteration of the Memorandum and Articles of Association and no such direction shall invalidate any prior act of the Directors which would have been valid if that alteration had not been made or that direction had not been given.

(c) Compensation or payment for loss of office

There are no provisions in the Articles of Association relating to compensation or payment for loss of office of a Director.

(d) Loans to Directors

There are no provisions in the Articles of Association relating to making of loans to Directors.

(e) Financial assistance to purchase Shares

There are no provisions in the Articles of Association relating to the giving of financial assistance by the Company to purchase shares in the Company or its subsidiaries.

(f) Disclosure of interest in contracts with the Company or any of its subsidiaries

No person shall be disqualified from the office of Director or alternate Director or prevented by such office from contracting with the Company, either as vendor, purchaser or otherwise, nor shall any such contract or any contract or transaction entered into by or on behalf of the Company in which any Director or alternate Director shall be in any way interested be or be liable to be avoided, nor shall any Director or alternate Director so contracting or being so interested be liable to account to the Company for any profit realised by or arising in connection with any such contract or transaction by reason of such Director or alternate Director holding office or of the fiduciary relationship thereby established, provided that the nature of the interest of any Director or any alternate Director in any such contract or transaction shall be disclosed by them at or prior to its consideration and any vote thereon.

A Director shall not be entitled to vote on (nor shall the Director be counted in the quorum in relation to) any resolution of the Directors in respect of any contract or arrangement or any other proposal in which the Director or any of his close associates has any material interest, and if he shall do so his vote shall not be counted (nor shall he be counted in the quorum for the resolution), but this prohibition shall not apply to any of the following matters, namely:

(i) the giving to such Director or any of his close associates of any security or indemnity in respect of money lent or obligations incurred or undertaken by him or any of them at the request of or for the benefit of the Company or any of its subsidiaries;

(ii) the giving of any security or indemnity to a third party in respect of a debt or obligation of the Company or any of its subsidiaries for which the Director or any of his close associates has himself/themselves assumed responsibility in whole or in part and whether alone or jointly under a guarantee or indemnity or by the giving of security;

(iii) any proposal concerning an offer of shares, debentures or other securities of or by the Company or any other company which the Company may promote or be interested in for subscription or purchase where the Director or any of his close associates is/are or is/are to be interested as a participant in the underwriting or sub-underwriting of the offer;

(iv) any proposal or arrangement concerning the benefit of employees of the Company or any of its subsidiaries including:

(A) the adoption, modification or operation of any employees' share scheme or any share incentive scheme or share option scheme under which the Director or any of his close associates may benefit; or

(B) the adoption, modification or operation of a pension fund or retirement, death or disability benefits scheme which relates to the Director, his close associates and employees of the Company or any of its subsidiaries and does not provide in respect of any Director or any of his close associates, as such any privilege or advantage not generally accorded to the class of persons to which such scheme or fund relates; and

(v) any contract or arrangement in which the Director or any of his close associates is/are interested in the same manner as other holders of shares or debentures or other securities of the Company by virtue only of their interest in shares or debentures or other securities of the Company.

(g) Remuneration

The remuneration to be paid to the Directors, if any, shall be such remuneration as the Directors shall determine. The Directors shall also be entitled to be paid all travelling, hotel and other expenses properly incurred by them in connection with their attendance at meetings of Directors or committees of Directors, or general meetings of the Company, or separate meetings of the holders of any class of shares or debentures of the Company, or otherwise in connection with the business of the Company or the discharge of their duties as a Director, or to receive a fixed allowance in respect thereof as may be determined by the Directors, or a combination partly of one such method and partly the other.

The Directors may approve additional remuneration to any Director for any services which in the opinion of the Directors go beyond that Director's ordinary routine work as a Director. Any fees paid to a Director who is also counsel, attorney or solicitor to the Company, or otherwise serves it in a professional capacity shall be in addition to their remuneration as a Director.

(h) Retirement, appointment and removal

The Company may by ordinary resolution appoint any person to be a Director, either to fill a vacancy or as an additional Director.

The Company may by ordinary resolution remove any Director (including a managing or other executive Director) before the expiration of such Director's term of office, notwithstanding anything in the Articles of Association or in any agreement between the Company and such Director, and may by ordinary resolution elect another person in their stead. Nothing shall be taken as depriving a Director so removed of compensation or damages payable to such Director in respect of the termination of his appointment as Director or of any other appointment or office as a result of the termination of his appointment as Director.

The Directors may appoint any person to be a Director, either to fill a vacancy or as an additional Director provided that the appointment does not cause the number of Directors to exceed any number fixed by or in accordance with the Articles of Association as the maximum number of Directors. Any Director so appointed shall hold office only until the first annual general meeting of the Company after such Director's appointment and shall then be eligible for re-election at that meeting.

There is no shareholding qualification for Directors nor is there any specified age limit for Directors.

The office of a Director shall be vacated if:

(i) the Director gives notice in writing to the Company that he resigns the office of Director;

(ii) the Director is absent (for the avoidance of doubt, without being represented by proxy or an alternate Director appointed by him) for a continuous period of 12 months without special leave of absence from the Directors, and the Directors pass a resolution that he has by reason of such absence vacated office;

(iii) the Director dies, becomes bankrupt or makes any arrangement or composition with his creditors generally;

(iv) the Director is found to be or becomes of unsound mind; or

(v) the Director is removed from office by notice in writing served upon such Director signed by not less than three-fourths in number (or, if that is not a round number, the nearest lower round number) of the Directors then in office (including such Director).

At every annual general meeting of the Company one-third of the Directors for the time being, or, if their number is not three or a multiple of three, then the number nearest to, but not less than, one-third, shall retire from office by rotation, provided that every Director (including those appointed for a specific term) shall be subject to retirement by rotation at least once every three years. A retiring Director shall retain office until the close of the meeting at which he retires and shall be eligible for re-election at such meeting. The Company at any annual general meeting at which any Directors retire may fill the vacated office by electing a like number of persons to be Directors.

(i) Borrowing powers

The Directors may exercise all the powers of the Company to borrow money and to mortgage or charge its undertaking, property and assets (present and future) and uncalled capital or any part thereof and to issue debentures, debenture stock, mortgages, bonds and other such securities whether outright or as security for any debt, liability or obligation of the Company or of any third party.

2.2 Alteration to constitutional documents

No alteration or amendment to the Memorandum or Articles of Association may be made except by special resolution.

2.3 Variation of rights of existing shares or classes of shares

If at any time the share capital of the Company is divided into different classes of shares, all or any of the rights attached to any class for the time being issued (unless otherwise provided by the terms of issue of the shares of that class) may, whether or not the Company is being wound up, be varied only with the consent in writing of the holders of not less than three-fourths of the voting rights of the issued shares of that class, or with the approval of a resolution passed by a majority of not less than three-fourths of the votes cast at a separate meeting of the holders of the shares of that class. To any such meeting all the provisions of the Articles of Association relating to general meetings shall apply *mutatis mutandis*, except that the necessary quorum shall be one or more persons holding or representing by proxy or duly authorised representative at least one-third of the voting rights of the issued shares of that class.

The rights conferred upon the holders of shares of any class shall not, unless otherwise expressly provided in the rights attaching to or the terms of issue of the shares of that class, be deemed to be varied by the creation or issue of further shares ranking *pari passu* therewith.

2.4 Alteration of capital

The Company may by ordinary resolution:

(a) increase its share capital by such sum as the ordinary resolution shall prescribe and with such rights, priorities and privileges annexed thereto, as the Company in general meeting may determine;

(b) consolidate and divide all or any of its share capital into shares of larger amount than its existing shares. On any consolidation of fully paid shares and division into shares of larger amount, the Directors may settle any difficulty which may arise as they think expedient and in particular (but without prejudice to the generality of the foregoing) may as between the holders of shares to be consolidated determine which particular shares are to be consolidated into each consolidated share, and if it shall happen that any person shall become entitled to fractions of a consolidated share or shares, such fractions may be sold by some person appointed by the Directors for that purpose and the person so appointed may transfer the shares so sold to the purchasers thereof and the validity of such transfer shall not be questioned, and so that the net proceeds of such sale (after deduction of the expenses of such sale) may either be distributed among the persons who would otherwise be entitled to a fraction or fractions of a consolidated share or shares rateably in accordance with their rights and interests or may be paid to the Company for the Company's benefit;

(c) by subdivision of its existing shares or any of them divide the whole or any part of its share capital into shares of smaller amount than is fixed by the Memorandum of Association or into shares without par value; and

(d) cancel any shares that at the date of the passing of the ordinary resolution have not been taken or agreed to be taken by any person and diminish the amount of its share capital by the amount of the shares so cancelled.

The Company may by special resolution reduce its share capital or any capital redemption reserve fund, subject to the provisions of the Companies Act.

2.5 Special resolution — majority required

A "special resolution" is defined in the Articles of Association to have the same meaning as in the Companies Act, for which purpose, the requisite majority shall be not less than three-fourths of the votes of such members of the Company as, being entitled to do so, vote in person or, in the case of corporations, by their duly authorised representatives or, where proxies are allowed, by proxy at a general meeting of which notice specifying the intention to propose the resolution as a special resolution has been duly given and includes a special resolution approved in writing by all of the members of the Company entitled to vote at a general meeting of the Company in one or more instruments each signed by one or more of such members, and the effective date of the special resolution so adopted shall be the date on which the instrument or the last of such instruments (if more than one) is executed.

In contrast, an "ordinary resolution" is defined in the Articles of Association to mean a resolution passed by a simple majority of the votes of such members of the Company as, being entitled to do so, vote in person or, in the case of corporations, by their duly authorised representatives or, where proxies are allowed, by proxy at a general meeting held in accordance with the Articles of Association and includes an ordinary resolution approved in writing by all the members of the Company aforesaid.

2.6 Voting rights

Subject to any rights or restrictions attached to any shares, at any general meeting every member of the Company present in person (or, in the case of a member being a corporation, by its duly authorised representative) or by proxy shall have (a) the right to speak; (b) one vote on a show of hands; and (c) one vote for every share of which he is the holder on a poll.

Where any member is, under the Listing Rules, required to abstain from voting on any particular resolution or restricted to voting only for or only against any particular resolution, any votes cast by or on behalf of such member in contravention of such requirement or restriction shall not be counted.

In the case of joint holders the vote of the senior holder who tenders a vote, whether in person or by proxy (or in the case of a corporation or other non-natural person, by its duly authorised representative or proxy) shall be accepted to the exclusion of the votes of the other joint holders, and seniority shall be determined by the order in which the names of the holders stand in the register of members of the Company.

A member of unsound mind, or in respect of whom an order has been made by any court having jurisdiction in lunacy, may vote, whether on a show of hands or on a poll, by their committee, receiver, curator bonis, or other person on such member's behalf appointed by that court, and any such committee, receiver, curator bonis or other person may vote by proxy.

No person shall be counted in a quorum or be entitled to vote at any general meeting unless he is registered as a member on the record date for such meeting, nor unless all calls or other monies then payable by him in respect of shares have been paid.

At any general meeting a resolution put to the vote of the meeting shall be decided by way of a poll save that the chairperson of the meeting may allow a resolution which relates purely to a procedural or administrative matter as prescribed under the Listing Rules to be voted on by a show of hands.

Any corporation or other non-natural person which is a member of the Company may in accordance with its constitutional documents, or in the absence of such provision by resolution of its directors or other governing body, authorise such person as it thinks fit to act as its representative at any meeting of the Company or of any class of members, and the person so authorised shall be entitled to exercise the same powers as the corporation could exercise if it were an individual member.

If a recognised clearing house (or its nominee(s)) is a member of the Company it may authorise such person or persons as it thinks fit to act as its representative(s) at any general meeting of the Company or at any general meeting of any class of members of the Company, provided that, if more than one person is so authorised, the authorisation shall specify the number and class of shares in respect of which each such person is so authorised. A person authorised pursuant to this provision shall be entitled to exercise the same rights and powers on behalf of the recognised clearing house (or its nominee(s)) which that person represents as that recognised clearing house (or its nominee(s)) could exercise as if such person were an individual member of the Company holding the number and class of shares specified in such authorisation, including the right to speak and, where a show of hands is allowed, the right to vote individually on a show of hands.

2.7 Annual general meetings and extraordinary general meetings

The Company shall hold a general meeting as its annual general meeting for each financial year within six months (or such other period as may be permitted by the Listing Rules or the Stock Exchange) after the end of such financial year. An annual general meeting shall be specified as such in the notices calling it.

The Directors may call general meetings, and they shall on a members' requisition forthwith proceed to convene an extraordinary general meeting of the Company. A members' requisition is a requisition of one or more members holding at the date of deposit of the requisition not less than 10% of the voting rights, on a one vote per share basis, of the issued shares which as at that date carry the right to vote at general meetings of the Company. The members' requisition must state the objects and the resolutions to be added to the agenda of the meeting and must be signed by the requisitionists and deposited at the principal office of the Company in Hong Kong or, in the event the Company ceases to have such a principal office, the registered office of the Company, and may consist of several documents in like form each signed by one or more requisitionists. If there are no Directors as at the date of the deposit of the members' requisition or if the Directors do not within 21 days from the date of the deposit of the members' requisition duly proceed to convene a general meeting to be held within a further 21 days, the requisitionists, or any of them representing more than one-half of the total voting rights of all the requisitionists, may themselves convene a general meeting, but any meeting so convened shall be held no later than the day which falls three months after the expiration of the said 21 day period. A general meeting convened by requisitionists shall be convened in the same manner as nearly as possible as that in which general meetings are to be convened by Directors.

2.8 Accounts and audit

The Directors shall cause proper books of account to be kept with respect to all sums of money received and expended by the Company and the matters in respect of which the receipt or expenditure takes place, all sales and purchases of goods by the Company and the assets and liabilities of the Company. Such books of account must be retained for a minimum period of five years from the date on which they are prepared. Proper books shall not be deemed to be kept if there are not kept such books of account as are necessary to give a true and fair view of the state of the Company's affairs and to explain its transactions.

The Directors shall determine whether and to what extent and at what times and places and under what conditions or regulations the accounts and books of the Company or any of them shall be open to the inspection of members of the Company not being Directors, and no member (not being a Director) shall have any right of inspecting any account or book or document of the Company except as conferred by the Companies Act or authorised by the Directors or by the Company in general meeting.

The Directors shall cause to be prepared and to be laid before the Company at every annual general meeting a profit and loss account for the period since the preceding account, together with a balance sheet as at the date to which the profit and loss account is made up, a Directors' report with respect to the profit or loss of the Company for the period covered by the profit and loss account and the state of the Company's affairs as at the end of such period, an auditors' report on such accounts and such other reports and accounts as may be required by law.

2.9 Auditors

The Company shall at every annual general meeting by ordinary resolution appoint an auditor or auditors of the Company who shall hold office until the next annual general meeting. The Company may by ordinary resolution remove an auditor before the expiration of his period of office. No person may be appointed as an auditor of the Company unless such person is independent of the Company. The remuneration of the auditors shall be fixed by the Company at the annual general meeting at which they are appointed by ordinary resolution, or in the manner specified in such resolution.

2.10 Notice of meetings and business to be conducted thereat

An annual general meeting shall be called by not less than 21 days' notice and any extraordinary general meeting shall be called by not less than 14 days' notice, which shall be exclusive of the day on which it is served or deemed to be served and of the day for which it is given. The notice convening an annual general meeting shall specify the meeting as such, and the notice convening a meeting to pass a special resolution shall specify the intention to propose the resolution as a special resolution. Every notice shall specify the place, the day and the hour of the meeting, particulars of the resolutions and the general nature of the business to be conducted at the meeting. Notwithstanding the foregoing, a general meeting of the Company shall, whether or not the notice specified has been given and whether or not the provisions of the Articles of Association regarding general meetings have been complied with, be deemed to have been duly convened if it is so agreed:

(a) in the case of an annual general meeting, by all members of the Company entitled to attend and vote at the meeting; and

(b) in the case of an extraordinary general meeting, by a majority in number of the members having a right to attend and vote at the meeting, together holding not less than 95% in par value of the shares giving that right.

If, after the notice of a general meeting has been sent but before the meeting is held, or after the adjournment of a general meeting but before the adjourned meeting is held (whether or not notice of the adjourned meeting is required), the Directors, in their absolute discretion, consider that it is impractical or unreasonable for any reason to hold a general meeting on the date or at the time and place specified in the notice calling such meeting, they may change or postpone the meeting to another date, time and place.

The Directors also have the power to provide in every notice calling a general meeting that in the event of a gale warning or a black rainstorm warning is in force at any time on the day of the general meeting (unless such warning is cancelled at least a minimum period of time prior to the general meeting as the Directors may specify in the relevant notice), the meeting shall be postponed without further notice to be reconvened on a later date.

Where a general meeting is postponed:

(a) the Company shall endeavour to cause a notice of such postponement, which shall set out the reason for the postponement in accordance with the Listing Rules, to be placed on the Company's website and published on the Stock Exchange's website as soon as practicable, provided that failure to place or publish such notice shall not affect the automatic postponement of a general meeting due to a gale warning or black rainstorm warning being in force on the day of the general meeting;

(b) the Directors shall fix the date, time and place for the reconvened meeting and at least seven clear days' notice shall be given for the reconvened meeting; and such notice shall specify the date, time and place at which the postponed meeting will be reconvened and the date and time by which proxies shall be submitted in order to be valid at such reconvened meeting (provided that any proxy submitted for the original meeting shall continue to be valid for the reconvened meeting unless revoked or replaced by a new proxy); and

(c) only the business set out in the notice of the original meeting shall be transacted at the reconvened meeting, and notice given for the reconvened meeting does not need to specify the business to be transacted at the reconvened meeting, nor shall any accompanying documents be required to be recirculated. Where any new business is to be transacted at such reconvened meeting, the Company shall give a fresh notice for such reconvened meeting in accordance with the Articles of Association.

2.11 Transfer of shares

Transfers of shares may be effected by an instrument of transfer, which shall be in writing and in any standard form of transfer as prescribed by the Stock Exchange or such other form as the Directors may approve. The instrument of transfer shall be executed by or on behalf of the transferor and, unless the Directors otherwise determine, the transferee, and the transferor shall be deemed to remain the holder of the share until the name of the transferee is entered in the register of members of the Company.

The Directors may decline to register any transfer of any share which is not fully paid up or on which the Company has a lien. The Directors may also decline to register any transfer of any shares unless:

(a) the instrument of transfer is lodged with the Company accompanied by the certificate for the shares to which it relates (which shall upon the registration of the transfer be cancelled) and such other evidence as the Directors may reasonably require to show the right of the transferor to make the transfer;

(b) the instrument of transfer is in respect of only one class of shares;

(c) the instrument of transfer is properly stamped (in circumstances where stamping is required);

(d) in the case of a transfer to joint holders, the number of joint holders to whom the share is to be transferred does not exceed four;

(e) the shares concerned are free of any lien in favour of the Company; and

(f) a fee of such amount not exceeding the maximum amount as the Stock Exchange may from time to time determine to be payable (or such lesser sum as the Directors may from time to time require) is paid to the Company in respect thereof.

If the Directors refuse to register a transfer of any share they shall notify the transferor and the transferee within two months of such refusal.

The registration of transfers shall be suspended during such periods as the register of members of the Company is closed. The Directors may, on at least 10 business days' notice (or on at least 6 business days' notice in the case of a rights issue) being given by advertisement published on the Stock Exchange's website, or, subject to the Listing Rules, in the manner in which notices may be served by the Company by electronic means as provided in the Articles of Association or by advertisement published in the newspapers, close the register of members at such times and for such periods as the Directors may from time to time determine, provided that the register of members shall not be closed for more than 30 days in any year (or such longer period as the members of the Company may by ordinary resolution determine, provided that such period shall not be extended beyond 60 days in any year).

2.12 Power of the Company to purchase its own shares

Subject to the provisions of the Companies Act, the Company may purchase its own shares provided that (a) the manner of purchase has first been authorised by the members of the Company by ordinary resolution, and (b) any such purchase shall only be made in accordance with any relevant code, rules or regulations issued by the Stock Exchange or the Securities and Futures Commission of Hong Kong from time to time in force.

2.13 Power of any subsidiary of the Company to own shares

There are no provisions in the Articles of Association relating to the ownership of shares by a subsidiary.

2.14 Dividends and other methods of distribution

Subject to the Companies Act and the Articles of Association, the Company may by ordinary resolution resolve to pay dividends and other distributions on shares in issue and authorise payment of the dividends or other distributions out of the funds of the Company lawfully available therefor, provided no dividends shall exceed the amount recommended by the Directors. No dividend or other distribution shall be paid except out of the realised or unreleased profits of the Company, out of the share premium account or as otherwise permitted by law.

The Directors may from time to time pay to the members of the Company such interim dividends as appear to the Directors to be justified by the profits of the Company. The Directors may in addition from time to time declare and pay special dividends on shares of such amounts and on such dates as they think fit.

Except as otherwise provided by the rights attached to any shares, all dividends and other distributions shall be paid according to the amounts paid up on the shares that a member holds during any portion or portions of the period in respect of which the dividend is paid. For this purpose no amount paid up on a share in advance of calls shall be treated as paid up on the share.

The Directors may deduct from any dividends or other distribution payable to any member of the Company all sums of money (if any) then payable by the member to the Company on account of calls or otherwise. The Directors may retain any dividends or other monies payable on or in respect of a share upon which the Company has a lien, and may apply the same in or towards satisfaction of the debts, liabilities or engagements in respect of which the lien exists.

No dividend shall carry interest against the Company. Except as otherwise provided by the rights attached to any shares, dividends and other distributions may be paid in any currency.

Whenever the Directors or the Company in general meeting have resolved that a dividend be paid or declared on the share capital of the Company, the Directors may further resolve: (a) that such dividend be satisfied wholly or in part in the form of an allotment of shares credited as fully paid up on the basis that the shares so allotted are to be of the same class as the class already held by the allottee, provided that the members of the Company entitled thereto will be entitled to elect to receive such dividend (or part thereof) in cash in lieu of such allotment; or (b) that the members of the Company entitled to such dividend will be entitled to elect to receive an allotment of shares credited as fully paid up in lieu of the whole or such part of the dividend as the Directors may think fit on the basis that the shares so allotted are to be of the same class as the class already held by the allottee. The Company may upon the recommendation of the Directors by ordinary resolution resolve in respect of any one particular dividend of the Company that notwithstanding the foregoing a dividend may be satisfied wholly in the form of an allotment of shares credited as fully paid without offering any right to members of the Company to elect to receive such dividend in cash in lieu of such allotment.

Any dividend, interest or other monies payable in cash in respect of shares may be paid by wire transfer to the holder or by cheque or warrant sent through the post directed to the registered address of the holder or, in the case of joint holders, to the registered address of the holder who is first named on the register of members of the Company or to such person and to such address as the holder or joint holders may in writing direct. Every such cheque or warrant shall be made payable to the order of the person to whom it is sent. Any one of two or more joint holders may give effectual receipts for any dividends, other distributions, bonuses, or other monies payable in respect of the shares held by them as joint holders.

Any dividend or other distribution which remains unclaimed after a period of six years from the date on which such dividend or distribution becomes payable shall be forfeited and shall revert to the Company.

The Directors, with the sanction of the members of the Company by ordinary resolution, may resolve that any dividend or other distribution be paid wholly or partly by the distribution of specific assets, and in particular (but without limitation) by the distribution of shares, debentures, or securities of any other company or in any one or more of such ways, and where any difficulty arises in regard to such distribution, the Directors may settle it as they think expedient, and in particular may disregard fractional entitlements, round the same up or down or provide that the same shall accrue to the benefit of the Company, and may fix the value for distribution of such specific assets or any part thereof and may determine that cash payments shall be made to any members of the Company upon the basis of the value so fixed in order to adjust the rights of all members, and may vest any such specific assets in trustees as may seem expedient to the Directors.

2.15 Proxies

A member of the Company entitled to attend and vote at a general meeting of the Company shall be entitled to appoint another person who must be an individual as his proxy to attend and vote instead of him and a proxy so appointed shall have the same right as the member to speak at the meeting. Votes may be given either personally or by proxy. A proxy need not be a member of the Company. A member may appoint any number of proxies to attend in his stead at any one general meeting or at any one class meeting.

The instrument appointing a proxy shall be in writing and shall be executed under the hand of the appointor or of his attorney duly authorised in writing, or, if the appointor is a corporation or other non-natural person, under the hand of its duly authorised representative.

The Directors shall, in the notice convening any meeting or adjourned meeting, or in an instrument of proxy sent out by the Company, specify the manner (including by electronic means) by which the instrument appointing a proxy shall be deposited and the place and the time (being not later than the time appointed for the commencement of the meeting or adjourned meeting to which the proxy relates) at which the instrument appointing a proxy shall be deposited.

The instrument appointing a proxy may be in any usual or common form (or such other form as the Directors may approve) and may be expressed to be for a particular meeting or any adjournment thereof or generally until revoked.

2.16 Calls on shares and forfeiture of shares

Subject to the terms of the allotment and issue of any shares, the Directors may make calls upon the members of the Company in respect of any monies unpaid on their shares (whether in respect of par value or premium), and each member of the Company shall (subject to receiving at least 14 clear days' notice specifying the times or times of payment) pay to the Company at the time or times so specified the amount called on his shares. A call may be revoked or postponed, in whole or in part, as the Directors may determine. A call may be required to be paid by instalments. A person upon whom a call is made shall remain liable for calls made upon him, notwithstanding the subsequent transfer of the shares in respect of which the call was made.

A call shall be deemed to have been made at the time when the resolution of the Directors authorising the call was passed. The joint holders of a share shall be jointly and severally liable to pay all calls and instalments due in respect of such share.

If a call remains unpaid after it has become due and payable, the person from whom it is due shall pay interest on the amount unpaid from the day it became due and payable until it is paid at such rate as the Directors may determine (and in addition all expenses that have been incurred by the Company by reason of such non-payment), but the Directors may waive payment of the interest or expenses wholly or in part.

If any call or instalment of a call remains unpaid after it has become due and payable, the Directors may give to the person from whom it is due not less than 14 clear days' notice requiring payment of the amount unpaid together with any interest which may have accrued and any expenses incurred by the Company by reason of such non-payment. The notice shall specify where payment is to be made and shall state if the notice is not complied with the shares in respect of which the call was made will be liable to be forfeited.

If such notice is not complied with, any share in respect of which it was given may, before the payment required by the notice has been made, be forfeited by a resolution of the Directors. Such forfeiture shall include all dividends, other distributions or other monies payable in respect of the forfeited shares and not paid before the forfeiture.

A forfeited share may be sold, re-allotted or otherwise disposed of on such terms and in such manner as the Directors think fit.

A person any of whose shares have been forfeited shall cease to be a member of the Company in respect of the forfeited shares and shall surrender to the Company for cancellation the certificate for the shares forfeited and shall remain liable to pay to the Company all monies which at the date of forfeiture were payable by him to the Company in respect of the shares, together with interest at such rate as the Directors may determine, but that person's liability shall cease if and when the Company shall have received payment in full of all monies due and payable by them in respect of those shares.

2.17 Inspection of register of members

The Company shall maintain or cause to be maintained the register of members of the Company in accordance with the Companies Act. The Directors may, on giving 10 business days' notice (or 6 business days' notice in the case of a rights issue) by advertisement published on the Stock Exchange's website or, subject to the Listing Rules, in the manner in which notices may be served by the Company by electronic means as provided in the Articles of Association or by advertisement published in the newspapers, close the register of members at such times and for such periods as the Directors may determine, either generally or in respect of any class of shares, provided that the register shall not be closed for more than 30 days in any year (or such longer period as the members of the Company may by ordinary resolution determine, provided that such period shall not be extended beyond 60 days in any year).

Except when the register is closed, the register of members shall during business hours be kept open for inspection by any member of the Company without charge.

2.18 Quorum for meetings and separate class meetings

No business shall be transacted at any general meeting unless a quorum is present. Two members of the Company present in person or by proxy, or if a corporation or other non-natural person by its duly authorised representative or proxy, shall be a quorum unless the Company has only one member entitled to vote at such general meeting in which case the quorum shall be that one member present in person or by proxy, or in the case of a corporation or other non-natural person by its duly authorised representative or proxy.

The quorum for a separate general meeting of the holders of a separate class of shares of the Company is described in paragraph 2.3 above.

2.19 Rights of minorities in relation to fraud or oppression

There are no provisions in the Articles of Association concerning the rights of minority shareholders in relation to fraud or oppression.

2.20 Procedure on liquidation

Subject to the Companies Act, the Company may by special resolution resolve that the Company be wound up voluntarily.

Subject to the rights attaching to any shares, in a winding up:

(a) if the assets available for distribution amongst the members of the Company shall be insufficient to repay the whole of the Company's paid-up capital, such assets shall be distributed so that, as nearly as may be, the losses shall be borne by the members of the Company in proportion to the capital paid up, or which ought to have been paid up, on the shares held by them at the commencement of the winding up;

(b) if the assets available for distribution amongst the members of the Company shall be more than sufficient to repay the whole of the Company's paid up capital at the commencement of the winding up, the surplus shall be distributed amongst the members of the Company in proportion to the capital paid up on the shares held by them at the commencement of the winding up.

If the Company shall be wound up, the liquidator may with the approval of a special resolution of the Company and any other approval required by the Companies Act, divide amongst the members of the Company in kind the whole or any part of the assets of the Company (whether such assets shall consist of property of the same kind or not) and may, for that purpose, value any assets and determine how the division shall be carried out as between the members or different classes of members of the Company. The liquidator may, with the like approval, vest the whole or any part of such assets in trustees upon such trusts for the benefit of the members of the Company as the liquidator, with the like approval, shall think fit, but so that no member of the Company shall be compelled to accept any assets, shares or other securities in respect of which there is a liability.

2.21 Untraceable members

The Company shall be entitled to sell any shares of a member of the Company or the shares to which a person is entitled by virtue of transmission on death or bankruptcy or operation of law if: (a) all cheques or warrants, not being less than three in number, for any sums payable in cash to the holder of such shares have remained uncashed for a period of 12 years; (b) the Company has not during that time or before the expiry of the three month period referred to in (d) below received any indication of the whereabouts or existence of the member; (c) during the 12-year period, at least three dividends in respect of the shares in question have become payable and no dividend during that period has been claimed by the member; and (d) upon expiry of the 12-year period, the Company has caused an advertisement to be published in the newspapers or, subject to the Listing Rules, by electronic communication in the manner in which notices may be served by the Company by electronic means as provided in the Articles of Association, giving notice of its intention to sell such shares and a period of three months has elapsed since such advertisement and the Stock Exchange has been notified of such intention. The net proceeds of any such sale shall belong to the Company and upon receipt by the Company of such net proceeds it shall become indebted to the former member for an amount equal to such net proceeds.

SUMMARY OF CAYMAN ISLANDS COMPANY LAW AND TAXATION

1 Introduction

The Companies Act is derived, to a large extent, from the older Companies Acts of England, although there are significant differences between the Companies Act and the current Companies Act of England. Set out below is a summary of certain provisions of the Companies Act, although this does not purport to contain all applicable qualifications and exceptions or to be a complete review of all matters of corporate law and taxation which may differ from equivalent provisions in jurisdictions with which interested parties may be more familiar.

2 Incorporation

The Company was incorporated in the Cayman Islands as an exempted company with limited liability on 17 September 2025 under the Companies Act. As such, its operations must be conducted mainly outside the Cayman Islands. The Company is required to file an annual return each year with the Registrar of Companies of the Cayman Islands and pay a fee which is based on the size of its authorised share capital.

3 Share Capital

The Companies Act permits a company to issue ordinary shares, preference shares, redeemable shares or any combination thereof.

The Companies Act provides that where a company issues shares at a premium, whether for cash or otherwise, a sum equal to the aggregate amount of the value of the premia on those shares shall be transferred to an account called the "share premium account". At the option of a company, these provisions may not apply to premia on shares of that company allotted pursuant to any arrangement in consideration of the acquisition or cancellation of shares in any other company and issued at a premium. The Companies Act provides that the share premium account may be applied by a company, subject to the provisions, if any, of its memorandum and articles of association, in such manner as the company may from time to time determine including, but without limitation:

(a) paying distributions or dividends to members;

(b) paying up unissued shares of the company to be issued to members as fully paid bonus shares;

(c) in the redemption and repurchase of shares (subject to the provisions of section 37 of the Companies Act);

(d) writing-off the preliminary expenses of the company;

(e) writing-off the expenses of, or the commission paid or discount allowed on, any issue of shares or debentures of the company; and

(f) providing for the premium payable on redemption or purchase of any shares or debentures of the company.

No distribution or dividend may be paid to members out of the share premium account unless immediately following the date on which the distribution or dividend is proposed to be paid the company will be able to pay its debts as they fall due in the ordinary course of business.

The Companies Act provides that, subject to confirmation by the Grand Court of the Cayman Islands, a company limited by shares or a company limited by guarantee and having a share capital may, if so authorised by its articles of association, by special resolution reduce its share capital in any way.

Subject to the detailed provisions of the Companies Act, a company limited by shares or a company limited by guarantee and having a share capital may, if so authorised by its articles of association, issue shares which are to be redeemed or are liable to be redeemed at the option of the company or a shareholder. In addition, such a company may, if authorised to do so by its articles of association, purchase its own shares, including any redeemable shares. The manner of such a purchase must be authorised either by the articles of association or by an ordinary resolution of the company. The articles of association may provide that the manner of purchase may be determined by the directors of the company. At no time may a company redeem or purchase its shares unless they are fully paid. A company may not redeem or purchase any of its shares if, as a result of the redemption or purchase, there would no longer be any member of the company holding shares. A payment out of capital by a company for the redemption or purchase of its own shares is not lawful unless immediately following the date on which the payment is proposed to be made, the company shall be able to pay its debts as they fall due in the ordinary course of business.

There is no statutory restriction in the Cayman Islands on the provision of financial assistance by a company for the purchase of, or subscription for, its own or its holding company's shares. Accordingly, a company may provide financial assistance if the directors of the company consider, in discharging their duties of care and to act in good faith, for a proper purpose and in the interests of the company, that such assistance can properly be given. Such assistance should be on an arm's length basis.

4 Dividends and Distributions

With the exception of section 34 of the Companies Act, there are no statutory provisions relating to the payment of dividends. Based upon English case law which is likely to be persuasive in the Cayman Islands in this area, dividends may be paid only out of profits. In addition, section 34 of the Companies Act permits, subject to a solvency test and the provisions, if any, of the company's memorandum and articles of association, the payment of dividends and distributions out of the share premium account (see paragraph 3 above for details).

5 Shareholders' Suits

The Cayman Islands courts can be expected to follow English case law precedents. The rule in *Foss v. Harbottle* (and the exceptions thereto which permit a minority shareholder to commence a class action against or derivative actions in the name of the company to challenge (a) an act which is *ultra vires* the company or illegal, (b) an act which constitutes a fraud against the minority where the wrongdoers are themselves in control of the company, and (c) an action which requires a resolution with a qualified (or special) majority which has not been obtained) has been applied and followed by the courts in the Cayman Islands.

6 Protection of Minorities

In the case of a company (not being a bank) having a share capital divided into shares, the Grand Court of the Cayman Islands may, on the application of members holding not less than one-fifth of the shares of the company in issue, appoint an inspector to examine into the affairs of the company and to report thereon in such manner as the Grand Court shall direct.

Any shareholder of a company may petition the Grand Court of the Cayman Islands which may make a winding up order if the court is of the opinion that it is just and equitable that the company should be wound up.

Claims against a company by its shareholders must, as a general rule, be based on the general laws of contract or tort applicable in the Cayman Islands or their individual rights as shareholders as established by the company's memorandum and articles of association.

The English common law rule that the majority will not be permitted to commit a fraud on the minority has been applied and followed by the courts of the Cayman Islands.

7 Disposal of Assets

The Companies Act contains no specific restrictions on the powers of directors to dispose of assets of a company. As a matter of general law, in the exercise of those powers, the directors must discharge their duties of care and to act in good faith, for a proper purpose and in the interests of the company.

8 Accounting and Auditing Requirements

The Companies Act requires that a company shall cause to be kept proper books of account with respect to:

(a) all sums of money received and expended by the company and the matters in respect of which the receipt and expenditure takes place;

(b) all sales and purchases of goods by the company; and

(c) the assets and liabilities of the company.

Proper books of account shall not be deemed to be kept if there are not kept such books as are necessary to give a true and fair view of the state of the company's affairs and to explain its transactions.

9 Register of Members

An exempted company may, subject to the provisions of its articles of association, maintain its principal register of members and any branch registers at such locations, whether within or without the Cayman Islands, as its directors may from time to time think fit. There is no requirement under the Companies Act for an exempted company to make any returns of members to the Registrar of Companies of the Cayman Islands. The names and addresses of the members are, accordingly, not a matter of public record and are not available for public inspection.

10 Inspection of Books and Records

Members of a company will have no general right under the Companies Act to inspect or obtain copies of the register of members or corporate records of the company. They will, however, have such rights as may be set out in the company's articles of association.

11 Special Resolutions

The Companies Act provides that a resolution is a special resolution when it has been passed by a majority of at least two-thirds of such members as, being entitled to do so, vote in person or, where proxies are allowed, by proxy at a general meeting of which notice specifying the intention to propose the resolution as a special resolution has been duly given, except that a company may in its articles of association specify that the required majority shall be a number greater than two-thirds, and may additionally so provide that such majority (being not less than two-thirds) may differ as between matters required to be approved by a special resolution. Written resolutions signed by all the members entitled to vote for the time being of the company may take effect as special resolutions if this is authorised by the articles of association of the company.

12 Subsidiary Owning Shares in Parent

The Companies Act does not prohibit a Cayman Islands company acquiring and holding shares in its parent company provided its objects so permit. The directors of any subsidiary making such acquisition must discharge their duties of care and to act in good faith, for a proper purpose and in the interests of the subsidiary.

13 Mergers and Consolidations

The Companies Act permits mergers and consolidations between Cayman Islands companies and between Cayman Islands companies and non-Cayman Islands companies. For these purposes, (a) "merger" means the merging of two or more constituent companies and the vesting of their undertaking, property and liabilities in one of such companies as the surviving company, and (b) "consolidation" means the combination of two or more constituent companies into a consolidated company and the vesting of the undertaking, property and liabilities of such companies to the consolidated company. In order to effect such a merger or consolidation, the directors of each constituent company must approve a written plan of merger or consolidation, which must then be authorised by (a) a special resolution of each constituent company and (b) such other authorisation, if any, as may be specified in such constituent company's articles of association. The written plan of merger or consolidation must be filed with the Registrar of Companies of the Cayman Islands together with a declaration as to the solvency of the consolidated or surviving company, a list of the assets and liabilities of each constituent company and an undertaking that a copy of the certificate of merger or consolidation will be given to the members and creditors of each constituent company and that notification of the merger or consolidation will be published in the Cayman Islands Gazette. Dissenting shareholders have the right to be paid the fair value of their shares (which, if not agreed between the parties, will be determined by the Cayman Islands court) if they follow the required procedures, subject to certain exceptions. Court approval is not required for a merger or consolidation which is effected in compliance with these statutory procedures.

14 Reconstructions

There are statutory provisions which facilitate reconstructions and amalgamations approved by (a) 75% in value of shareholders, or (b) a majority in number representing 75% in value of creditors, depending on the circumstances, as are present at a meeting called for such purpose and thereafter sanctioned by the Grand Court of the Cayman Islands. Whilst a dissenting shareholder would have the right to express to the Grand Court his view that the transaction for which approval is sought would not provide the shareholders with a fair value for their shares, the Grand Court is unlikely to disapprove the transaction on that ground alone in the absence of evidence of fraud or bad faith on behalf of management and if the transaction were approved and consummated the dissenting shareholder would have no rights comparable to the appraisal rights (i.e. the right to receive payment in cash for the judicially determined value of his shares) ordinarily available, for example, to dissenting shareholders of United States corporations.

15 Take-overs

Where an offer is made by a company for the shares of another company and, within four months of the offer, the holders of not less than 90% of the shares which are the subject of the offer accept, the offeror may at any time within two months after the expiration of the said four months, by notice require the dissenting shareholders to transfer their shares on the terms of the offer. A dissenting shareholder may apply to the Grand Court of the Cayman Islands within one month of the notice objecting to the transfer. The burden is on the dissenting shareholder to show that the Grand Court should exercise its discretion, which it will be unlikely to do unless there is evidence of fraud or bad faith or collusion as between the offeror and the holders of the shares who have accepted the offer as a means of unfairly forcing out minority shareholders.

16 Indemnification

Cayman Islands law does not limit the extent to which a company's articles of association may provide for indemnification of officers and directors, except to the extent any such provision may be held by the Cayman Islands courts to be contrary to public policy (e.g. for purporting to provide indemnification against the consequences of committing a crime).

17 Restructuring

A company may present a petition to the Grand Court of the Cayman Islands for the appointment of a restructuring officer on the grounds that the company:

(a) is or is likely to become unable to pay its debts; and

(b) intends to present a compromise or arrangement to its creditors (or classes thereof) either pursuant to the Companies Act, the law of a foreign country or by way of a consensual restructuring.

The Grand Court may, among other things, make an order appointing a restructuring officer upon hearing of such petition, with such powers and to carry out such functions as the court may order. At any time (i) after the presentation of a petition for the appointment of a restructuring officer but before an order for the appointment of a restructuring officer has been made, and (ii) when an order for the appointment of a restructuring officer is made, until such order has been discharged, no suit, action or other proceedings (other than criminal proceedings) shall be proceeded with or commenced against the company, no resolution to wind up the company shall be passed, and no winding up petition may be presented against the company, except with the leave of the court. However, notwithstanding the presentation of a petition for the appointment of a restructuring officer or the appointment of a restructuring officer, a creditor who has security over the whole or part of the assets of the company is entitled to enforce the security without the leave of the court and without reference to the restructuring officer appointed.

18 Liquidation

A company may be placed in liquidation compulsorily by an order of the court, or voluntarily (a) by a special resolution of its members if the company is solvent, or (b) by an ordinary resolution of its members if the company is insolvent. The liquidator's duties are to collect the assets of the company (including the amount (if any) due from the contributories (shareholders)), settle the list of creditors and discharge the company's liability to them, rateably if insufficient assets exist to discharge the liabilities in full, and to settle the list of contributories and divide the surplus assets (if any) amongst them in accordance with the rights attaching to the shares.

19 Stamp Duty on Transfers

No stamp duty is payable in the Cayman Islands on transfers of shares of Cayman Islands companies except those which hold interests in land in the Cayman Islands.

20 Taxation

Pursuant to section 6 of the Tax Concessions Act (As Revised) of the Cayman Islands, the Company may obtain an undertaking from the Financial Secretary of the Cayman Islands:

(a) that no law which is enacted in the Cayman Islands imposing any tax to be levied on profits, income, gains or appreciations shall apply to the Company or its operations; and

(b) in addition, that no tax to be levied on profits, income, gains or appreciations or which is in the nature of estate duty or inheritance tax shall be payable:

  (i) on or in respect of the shares, debentures or other obligations of the Company; or

  (ii) by way of the withholding in whole or in part of any relevant payment as defined in section 6(3) of the Tax Concessions Act (As Revised).

The Cayman Islands currently levy no taxes on individuals or corporations based upon profits, income, gains or appreciations and there is no taxation in the nature of inheritance tax or estate duty. There are no other taxes likely to be material to the Company levied by the Government of the Cayman Islands save certain stamp duties which may be applicable, from time to time, on certain instruments executed in or brought within the jurisdiction of the Cayman Islands. The Cayman Islands are not party to any double tax treaties that are applicable to any payments made by or to the Company.

21 Exchange Control

There are no exchange control regulations or currency restrictions in the Cayman Islands.

22 General

Maples and Calder (Hong Kong) LLP, the Company's legal advisers on Cayman Islands law, have sent to the Company a letter of advice summarising aspects of Cayman Islands company law. This letter, together with a copy of the Companies Act, is on display on the websites as referred to in the section headed "Documents Delivered to the Registrar of Companies and Documents Available on Display" in Appendix V to this Document. Any person wishing to have a detailed summary of Cayman Islands company law or advice on the differences between it and the laws of any jurisdiction with which he/she is more familiar is recommended to seek independent legal advice.

A. FURTHER INFORMATION ABOUT OUR GROUP

1. Incorporation of our Company

Our Company was incorporated in the Cayman Islands under the Cayman Companies Act as an exempted company with limited liability on September 17, 2025. Our registered office address is at the offices of Maples Corporate Services Limited, PO Box 309, Ugland House, Grand Cayman, KY1-1104, Cayman Islands. As our Company was incorporated in the Cayman Islands, our Company's corporate structure and Memorandum and Articles of Association are subject to the relevant laws of the Cayman Islands. A summary of the relevant aspects of the Cayman Islands Company law and our Memorandum and Articles of Association is set out in Appendix III to this Document.

Our Company has been registered as a non-Hong Kong company under Part 16 of the Companies Ordinance on January 8, 2026, and our Company's principal place of business in Hong Kong is at 46/F, Hopewell Centre, 183 Queen's Road East, Wan Chai, Hong Kong. Ms. HO Wing Nga (何詠雅) has been appointed as the authorized representative of our Company for the acceptance of service of process and notices in Hong Kong. The address for service of process is 46/F, Hopewell Centre, 183 Queen's Road East, Wan Chai, Hong Kong.

As at the date of this Document, our Company's head office was located at Unit 303, 3/F, Building 18W, Phase Three, Hong Kong Science Park, Pak Shek Kok, New Territories, Hong Kong.

2. Changes in share capital of our Company

On September 17, 2025, our Company was incorporated with an authorized share capital of USD50,000 divided into 500,000,000 Shares of a par value of USD0.0001 each.

On December 23, 2025, our Shareholders resolved, among others, that each issued and unissued ordinary Share then of US$0.0001 par value be subdivided into four Shares of US$0.000025 par value each (the "**Share Subdivision**"). Upon completion of the Share Subdivision, the authorized share capital of our Company became US$50,000 divided into 2,000,000,000 ordinary shares of par value of US$0.000025 each.

Save as disclosed above, there has been no alteration in the share capital of our Company during the two years immediately preceding the date of this Document.

3. Changes in share capital of our subsidiaries

A summary of the corporate information and the particulars of our subsidiaries as of the Latest Practicable Date are set out in note 1 to the Accountants' Report as set out in Appendix I.

(1) Incorporation

The following of our subsidiaries were incorporated within two years immediately preceding the date of this Document:

Name of Subsidiary	Place of Incorporation	Date of Incorporation	Registered Capital
HAIDA AGRICULTURAL AND TECHNOLOGY NIGERIA LIMITED	Nigeria	November 5, 2024	NGN100,000,000
MEKONG HAI LONG COMPANY LIMITED	Vietnam	December 11, 2024	VND432,854,000,000
Long Sheng International (Suoi Dau) Co.,ltd	Vietnam	January 8, 2025	USD1,500,000
Haihua Bio-Tech (Hong Kong) Limited (海華生物科技(香港)有限公司)	Hong Kong	January 27, 2025	HKD100
Haid 3 Egypt Technology Co Ltd	Egypt	March 23, 2025	EGP954,030,000
CAMBODIAN HAIDA AGRICULTURE AND ANIMAL HUSBANDRY TECHNOLOGY CO., LTD.	Cambodia	April 22, 2025	USD20,500,000
SHENG LONG BIO-TECH(TIEN GIANG) INTERNATIONAL CO.,LTD	Vietnam	April 22, 2025	USD10,000,000
HAID AGRICULTURAL TECHNOLOGY MYANMAR COMPANY LIMITED	Burma	June 19, 2025	USD15,000,000
HAI HANG International Trade Nigeria Co., Ltd.	Nigeria	July 29, 2025	NGN100,000,000
PT Ocean Dragon Indonesia	Indonesia	August 2, 2025	IDR166,180,200,000
Haid technology (Thailand) Co., LTD	Thailand	August 15, 2025	THB2,000,000
Tanzania Haid Company Limited	Tanzania	August 19, 2025	TZS2,580,000,000
HISENOR (ECUADOR) CIA. LTDA	Ecuador	August 20, 2025	USD400
HISENOR BIO TECH (M) SDN. BHD.	Malaysia	September 29, 2025	MYR2,000,000
Haidea Holdings Pte.Ltd.	Singapore	October 10, 2025	USD10,000
LAOS HAID SOLE COMPANY LIMITED	Laos	October 13, 2025	RMB136,920,000
HAID DO BRASIL LTDA	Brazil	November 26, 2025	BRL1,800,000
PT. APEX POULTRY BREEDING	Indonesia	December 1, 2025	IDR167,000,000,000
Guangzhou Haituozhe Consulting Co., Ltd. (廣州海拓者諮詢有限公司)	China	December 16, 2025	USD2,000,000

(2) Alteration in registered capital

The following alteration in the registered capital of our subsidiaries took place within two years immediately preceding the date of this Document:

Name of Subsidiary	Date of Change	Registered Capital before Change	Registered Capital after Change
HAID (ECUADOR) FEED CIA. LTDA.	July 3, 2024	USD100,000.00	USD59,200,000.00
HISTAR VIETNAM AQUATIC BREEDING COMPANY LIMITED	October 8, 2024	VND100,000,000.00	VND10,000,000,000.00
Lanking Nano PTE. LTD.	December 27, 2024	USD64,660,160.00	USD66,450,160.00
KINGHILL AGRI PTE. LTD.	December 30, 2024	USD65,454,439.00	USD95,304,012.46
KINGHILL PTE. LTD.	December 30, 2024	USD29,449,230.00	USD42,982,530.00
Hisenor International Limited	December 30, 2024	USD540,000.00	USD4,640,000.00
SHENG LONG International Ltd.	December 31, 2024	USD10,050,000.00	USD35,350,000.00
MEKONG HAI LONG COMPANY LIMITED ("**MEKONG HAI LONG**")	March 19, 2025	VND 432,854,000,000.00	VND385,925,800,000.00
MEKONG HAI LONG	June 25, 2025	VND385,925,800,000.00	VND 427,205,800,000.00
HAID FEED BANGLADESH LIMITED	December 10, 2025	USD38,000,000.00	USD43,500,000.00
Haid Egypt Aquatic Co.,Ltd ("**Haid Egypt Aquatic**")	January 28, 2024	EGP10,150,000.00	EGP141,040,000.00
Haid Egypt Aquatic	February 22, 2024	EGP141,040,000.00	EGP264,600,000.00
Haid Egypt Aquatic	April 8, 2024	EGP264,600,000.00	EGP352,800,000.00
Haid Egypt Aquatic	May 13, 2025	EGP352,800,000.00	EGP408,350,000.00
Haid Egypt Aquatic	July 14, 2025	EGP408,350,000.00	EGP637,928,000.00
Haid Egypt Aquatic	September 25, 2025	EGP637,928,000.00	EGP725,472,200.00
Haid Egypt Aquatic	October 22, 2025	EGP725,472,200.00	EGP834,040,800.00

(3) Deregistration

The following of our subsidiaries were deregistered within two years immediately preceding the date of this Document:

Name of Subsidiary	Place of Incorporation	Date of Incorporation	Date of Deregistration
PRIME WORLD CO., LTD.	Malaysia	July 24, 2018	March 13, 2024

Save for the subsidiaries mentioned in the Accountants' Report set out in Appendix I to this Document and the section headed "History, Reorganization and Corporate Structure", our Company has no other subsidiaries.

4. Written resolutions of the shareholders of our Company passed on [●], 2026

Pursuant to the written resolutions of all then existing Shareholders of our Company dated [●], 2026 the following resolutions of the Company were passed by the Shareholders that, among other things, conditional upon the satisfaction (or, if applicable, waiver) of the conditions set out in "Structure of the [**REDACTED**] — Conditions of the [**REDACTED**]", and pursuant to the terms set out therein:

(a) the Company approved and adopted the Memorandum of Association and Articles of Association with effect conditional and immediately upon Listing;

(b) the [**REDACTED**] were approved and any Director of our Company from time to time or (if applicable), any of his/their duly authorized attorney (the "**Authorized Signatory**") were authorized to, among other things, allot and issue the Shares pursuant to the [**REDACTED**], and negotiate and agree to the [**REDACTED**] per [**REDACTED**] with the [**REDACTED**];

(c) Listing was approved, and any Authorized Signatory would be authorized to implement Listing;

(d) subject to the "lock-up" provisions under Rule 10.08 of the Listing Rules, a general unconditional mandate would be granted to the Directors to allot, issue and deal with the Shares or securities convertible into Shares or options, warrants or similar rights to subscribe for the Shares or such convertible securities and to make or grant offers, agreements or options which would or might require the exercise of such powers whether during or after the end of the Relevant Period (as defined below), provided that the aggregate number of Shares allotted or agreed to be allotted by the Directors other than pursuant to a (i) rights issue; (ii) any scrip dividend scheme or similar arrangement providing for the allotment of the Shares in lieu of the whole or part of a dividend on the Shares; and (iii) a specific authority granted by the Shareholder(s) in general meeting, shall not exceed the aggregate of:

(A) 20% of the total number of Shares (excluding treasury shares of the Company, if any) in issue immediately following the completion of the [**REDACTED**]; and

(B) the aggregate number of Shares purchased by the Company (if any) under the general mandate to repurchase Shares referred to in paragraph below,

such mandate to remain in effect during the period from the passing of the resolution until the earliest of (i) the conclusion of the next annual general meeting the Company unless renewed by an ordinary resolution of our Shareholders in a general meeting, either unconditionally or subject to conditions; (ii) the expiration of the period within which the next annual general meeting of the Company is required by the Articles of Association or any applicable laws to be held; and (iii) the date on which the mandate is varied or revoked by an ordinary resolution of the Shareholder(s) in general meeting (the "**Relevant Period**");

(e) a general unconditional mandate would be granted to the Directors to exercise all the powers of the Company to repurchase the Shares on the Stock Exchange, or on any other stock exchange on which the Shares may be listed (and which is recognized by the SFC and the Stock Exchange for this purpose) not exceeding in aggregate 10% of the total number of Shares in issue immediately following the completion of the [**REDACTED**] (excluding any treasury shares of our Company and any Shares which may fall to be issued pursuant to the exercise of the [**REDACTED**]) in accordance with all applicable laws and the requirements of the Listing Rules, such mandate to remain in effect during the period from the passing of the resolution until the earliest of (i) the conclusion of the next annual meeting of the Company unless renewed by an ordinary resolution of our Shareholders in a general meeting, either unconditionally or subject to conditions; (ii) the expiration of the period within which the next annual general meeting of the Company is required by the Memorandum of Association and Articles of Association or any applicable laws to be held; and (iii) the date on which the mandate is varied or revoked by an ordinary resolution of the Shareholder(s) in general meeting; and

(f) the general unconditional mandate as mentioned in paragraph (d) above was extended by the addition to the aggregate nominal value of the Shares which may be allotted and issued or agreed to be allotted and issued by our Directors pursuant to such general mandate of an amount representing the aggregate nominal value of the Shares purchased by our Company pursuant to the mandate to purchase Shares referred to in paragraph (e) above (up to 10% of the aggregate nominal value of the Shares in issue immediately following the completion of the [**REDACTED**] (excluding any treasury shares of our Company and any Shares which may fall to be issued pursuant to the exercise of the [**REDACTED**])).

5. Buy-back of our Shares

This section includes information relating to the buy-backs of securities, including information required by the Stock Exchange to be included in this Document concerning such buy-back.

(a) Provisions of the Listing Rules

The Listing Rules permit companies whose primary listing is on the Stock Exchange to buy back their securities on the Stock Exchange subject to certain restrictions, the most important restrictions are summarized below:

(i) Shareholders' approval

All proposed buy-backs of Shares must be approved in advance by an ordinary resolution of our Shareholders in a general meeting, either by way of general mandate or by specific approval in relation to a particular transaction.

Pursuant to the written resolutions of the shareholders of our Company passed on [●], 2026, a general unconditional mandate (the "**Buy-back Mandate**") was given to our Directors to exercise all powers of our Company to buy back Shares on the Stock Exchange, or on any other stock exchange on which the securities of our Company may be listed and which is recognized by the SFC and the Stock Exchange for this purpose, with a total nominal value up to 10% of the aggregate nominal value of our Shares in issue immediately following the completion of the [**REDACTED**] (excluding any treasury shares of our Company and any Shares which may fall to be issued pursuant to the exercise of the [**REDACTED**]), with such mandate to expire at the earliest of (i) the conclusion of the next annual general meeting of our Company (unless renewed by an ordinary resolution of our Shareholders in a general meeting, either unconditionally or subject to conditions), (ii) the expiration of the period within which our Company's next annual general meeting is required by the Articles of Association or any other applicable laws to be held, and (iii) the date when it is varied or revoked by an ordinary resolution of our Shareholders in general meeting.

(ii) Source of funds

Any buy-backs of Shares by us must be funded out of funds legally available for the purpose in accordance with our Memorandum and Articles of Association and the applicable laws and regulations of Hong Kong and the Cayman Islands. A listed company may not purchase its own securities on the Stock Exchange for a consideration other than cash or for settlement otherwise than in accordance with the trading rules of the Stock Exchange from time to time. As a matter of Cayman law, any purchases by the Company may be made out of profits or out of the proceeds of a new issue of shares made for the purpose of the purchase or from sums standing to the credit of our share premium account or out of capital, if so recognized by the Memorandum and Articles of Association and subject to the Cayman Companies Act. Any premium payable on the purchase over the par value of the shares to be purchased must have been provided for out of profits or from sums standing to the credit of our share premium account or out of capital, if so recognized by the Memorandum and Articles of Association and subject to the Cayman Companies Act.

(iii) Trading Restrictions

The total number of shares which a listed company may buy back on the Stock Exchange is the number of shares representing up to a maximum of 10% of the aggregate number of shares in issue (excluding any treasury shares). A company may not issue or announce a proposed issue of new securities or transfer of treasury shares for a period of 30 days immediately following a buy-back (other than an issue of securities pursuant to an exercise of warrants, share options or similar instruments requiring the company to issue securities which were outstanding prior to such buy-back) without the prior approval of the Stock Exchange. In addition, a listed company is prohibited from repurchasing its shares on the Stock Exchange if the purchase price is 5% or more than the average closing market price for the five preceding trading days on which its shares were traded on the Stock Exchange. The Listing Rules also prohibit a listed company from purchasing its securities if the purchase would result in the number of listed securities which are in the hands of the public falling below the relevant prescribed minimum percentage as required by the Stock Exchange. A company is required to procure that the broker appointed by it to effect a buy-back of securities discloses to the Stock Exchange such information with respect to the buy-back as the Stock Exchange may require.

(iv) Status of Bought back Shares

The shares purchased by a listed company shall be held as treasury shares or cancelled. The listing of all shares held as treasury shares shall be retained. The listing of all shares bought back (whether effected on the Stock Exchange or otherwise) but not held as treasury shares shall be automatically cancelled upon buy-back. The listed company shall ensure that the documents of title of these purchased shares are cancelled and destroyed. Under the laws of the Cayman Islands, unless, prior to the purchase the directors of the Company resolve to hold the shares purchased by the Company as treasury shares, shares purchased by the Company shall be treated as canceled and the amount of the Company's issued share capital shall be diminished by the nominal value of those shares. However, the purchase of shares will not be taken as reducing the amount of the canceled share capital under Cayman Companies Act.

(v) Suspension of Buy-back

A listed company may not make any buy-back of securities after inside information has come to its knowledge until such information is made publicly available. In particular, during the period of one month immediately preceding the earlier of (a) the date of the Board meeting (as such date is first notified to the Stock Exchange in accordance with the Listing Rules) for the approval of a listed company's results for any year, half-year, quarterly or any other interim period (whether or not required under the Listing Rules) and (b) the deadline for publication of an announcement of a listed company's results for any year or half-year under the Listing Rules, or quarterly or any other interim period (whether or not required under the Listing Rules), the listed company may not buy back its shares on the Stock Exchange other than in exceptional circumstances. In addition, the Stock Exchange may prohibit a buy-back of securities on the Stock Exchange if a listed company has breached the Listing Rules.

(vi) Reporting Requirements

Certain information relating to buy-backs of securities on the Stock Exchange or otherwise must be reported to the Stock Exchange not later than 30 minutes before the earlier of the commencement of the morning trading session or any pre-opening session on the following business day. In addition, a listed company's annual report is required to disclose details regarding buy-backs of securities made during the year, including a monthly analysis of the number of securities bought back, the purchase price per share or the highest and lowest price paid for all such buy-backs, where relevant, and the aggregate prices paid.

(vii) Core Connected Persons

The Listing Rules prohibit a company from knowingly purchasing securities on the Stock Exchange from a "core connected person," that is, a director, chief executive or substantial shareholder of the company or any of its subsidiaries or a close associate of any of them (as defined in the Listing Rules) and a core connected person shall not knowingly sell his securities to the company.

(b) Reasons for Purchase

Our Directors believe that it is in the best interests of our Company and our Shareholders for our Directors to have general authority from our Shareholders to enable them to buy back Shares in the market. Such buy-backs may, depending on market conditions and funding arrangements at the time, lead to an enhancement of the net asset value per Share and/or earnings per Share and will only be made where our Directors believe that such buy-backs will benefit our Company and our Shareholders.

(c) Funding of Purchase

Buy-back of the Shares must be funded out of funds legally available for such purpose in accordance with the Articles of Association and the applicable laws of the Cayman Islands. Our Directors may not buy back the Shares on the Stock Exchange for a consideration other than cash or for settlement otherwise than in accordance with the trading rules of the Stock Exchange. Subject to the foregoing, our Directors may make purchase with profits of the Company or out of a new issuance of shares made for the purpose of the buy-back or, if authorized by the Memorandum and Articles of Association and subject to the Cayman Companies Act, out of capital and, in the case of any premium payable on the buy-back, out of profits of the Company or from sums standing to the credit of the share premium account of the Company or, if authorized by the Articles of Association and subject to Cayman Companies Act, out of capital.

However, our Directors do not propose to exercise the Buy-back Mandate to such an extent as would, in the circumstances, have a material adverse effect on the working capital requirements of our Company or its gearing levels which, in the opinion of our Directors, are from time to time appropriate for our Company.

(d) General

The exercise in full of the Buy-back Mandate, on the basis of [**REDACTED**] Shares in issue immediately following the completion of the [**REDACTED**], could accordingly result in up to approximately [**REDACTED**] Share being bought back by our Company during the period prior to the earliest of:

- the conclusion of the next annual general meeting of our Company unless renewed by an ordinary resolution of our Shareholders in a general meeting, either unconditionally or subject to conditions;

- the expiration of the period within which our Company's next annual general meeting is required by the Articles of Association or any other applicable laws to be held; or

- the date when it is varied or revoked by an ordinary resolution of our Shareholders in general meeting.

Our Directors have undertaken to the Stock Exchange that, so far as the same may be applicable, they will exercise the Buy-back Mandate in accordance with the Listing Rules and the applicable laws and regulations of the Cayman Islands.

None of our Directors nor, to the best of their knowledge having made all reasonable enquiries, any of their respective close associates, have any present intention, if the Buy-back Mandate is exercised, to sell any Shares to our Company.

No core connected person (as defined in the Listing Rules) has notified us that he/she or it has a present intention to sell Shares to us, or has undertaken not to do so, if the Buy-back Mandate is exercised.

If, as a result of any buy-back of Shares, a shareholder's proportionate interest in the voting rights is increased, such increase will be treated as an acquisition for the purposes of the Takeovers Code. Accordingly, a shareholder or a group of shareholders acting in concert could obtain or consolidate control of us and become obliged to make a mandatory offer in accordance with rule 26 of the Takeovers Code. Save as aforesaid, our Directors are not aware of any consequences which would arise under the Takeovers Code as a consequence of any buy-backs pursuant to the Buy-back Mandate.

Any buy-back of Shares that results in the number of Shares held by the public being reduced to less than 25% of the Shares then in issue could only be implemented if the Stock Exchange agreed to waive the Listing Rules requirements regarding the public shareholding referred to above. It is believed that a waiver of this provision would not normally be given other than in exceptional circumstances.

B. FURTHER INFORMATION ABOUT OUR BUSINESS

1. Summary of the material contracts

The following contracts (not being contracts entered into in the ordinary course of business) were entered into by our Group within the two years preceding the date of this Document and are or may be material:

(a) a share transfer agreement dated November 28, 2025 entered into between HAID INTERNATIONAL HOLDINGS LIMITED and LANKING PTE. LTD., pursuant to which LANKING PTE. LTD. agreed to transfer its 100.00% equity interest in LANKING NANO PTE. LTD. to HAID INTERNATIONAL HOLDINGS LIMITED, at the consideration of USD130,064,551.39;

(b) a share transfer agreement dated November 28, 2025 entered into between HAID INTERNATIONAL HOLDINGS LIMITED and LANKING PTE. LTD., pursuant to which LANKING PTE. LTD. agreed to transfer its approximately 100.00% equity interest in LANKING NEMO (SG) PTE. LTD. to HAID INTERNATIONAL HOLDINGS LIMITED, at the consideration of USD15,036,661.19;

(c) a share transfer agreement dated November 28, 2025 entered into between HAID INTERNATIONAL HOLDINGS LIMITED and KINGHILL HOLDINGS PTE. LTD., pursuant to which KINGHILL HOLDINGS PTE. LTD. agreed to transfer its 100.00% equity interest in KINGHILL PTE. LTD. to HAID INTERNATIONAL HOLDINGS LIMITED, at the consideration of USD66,077,695.57;

(d) a share transfer agreement dated November 28, 2025 entered into between HAID INTERNATIONAL HOLDINGS LIMITED and KINGHILL HOLDINGS PTE. LTD., pursuant to which KINGHILL HOLDINGS PTE. LTD. agreed to transfer its 100.00% equity interest in KINGHILL RESOURCES PTE. LTD. to HAID INTERNATIONAL HOLDINGS LIMITED, at the consideration of USD2,357,512.52;

(e) a share transfer agreement dated November 28, 2025 entered into between HAID INTERNATIONAL HOLDINGS LIMITED and KINGHILL HOLDINGS PTE. LTD., pursuant to which KINGHILL HOLDINGS PTE. LTD. agreed to transfer its 100.00% equity interest in KINGHILL AGRI PTE. LTD. to HAID INTERNATIONAL HOLDINGS LIMITED, at the consideration of USD139,420,230.36;

(f) a share transfer agreement dated November 28, 2025 entered into between HAID INTERNATIONAL HOLDINGS LIMITED and KINGHILL HOLDINGS PTE. LTD., pursuant to which KINGHILL HOLDINGS PTE. LTD. agreed to transfer its 100.00% equity interest in HISENOR AQUATIC SEED INDUSTRY TECHNOLOGY PTE. LTD. to HAID INTERNATIONAL HOLDINGS LIMITED, at the consideration of USD1.00;

(g) a share transfer agreement dated November 28, 2025 entered into between HAID INTERNATIONAL HOLDINGS LIMITED and KINGHILL HOLDINGS PTE. LTD., pursuant to which KINGHILL HOLDINGS PTE. LTD. agreed to transfer its 100.00% equity interest in KINGHILL INVESTMENT (SINGAPORE) PTE. LTD. to HAID INTERNATIONAL HOLDINGS LIMITED, at the consideration of USD1.00;

(h) a share transfer agreement dated November 28, 2025 entered into between HAID INTERNATIONAL HOLDINGS LIMITED and LANKING PTE. LTD., pursuant to which LANKING PTE. LTD. agreed to transfer its 100.00% equity interest in LANKING RICKWORTH PTE. LTD. to HAID INTERNATIONAL HOLDINGS LIMITED, at the consideration of USD6,075,233.50;

(i) a share transfer agreement dated November 28, 2025 entered into between HAID INTERNATIONAL HOLDINGS LIMITED and KINGHILL INVESTMENT (SINGAPORE) PTE. LTD., pursuant to which KINGHILL INVESTMENT (SINGAPORE) PTE. LTD. agreed to transfer its 100.00% equity interest in KINGHILL INTERNATIONAL (SINGAPORE) PTE. LTD. to HAID INTERNATIONAL HOLDINGS LIMITED, at the consideration of USD1.00;

(j) a share transfer agreement dated November 28, 2025 entered into between HAID INTERNATIONAL HOLDINGS LIMITED and HAID INTERNATIONAL (SINGAPORE) PTE. LTD., pursuant to which HAID INTERNATIONAL (SINGAPORE) PTE. LTD. agreed to transfer its 88.00% equity interest in HAID BIOTECHNOLOGY INDUSTRY (SINGAPORE) PTE. LTD. to HAID INTERNATIONAL HOLDINGS LIMITED, at the consideration of USD1.00;

(k) a share transfer agreement dated December 1, 2025 entered into between Haid International Holdings Limited and Haid International Group Limited, pursuant to which Haid International Group Limited agreed to transfer its 100.00% equity interest in Haihua Bio-Tech (Hong Kong) Limited (海華生物科技(香港)有限公司) to Haid International Holdings Limited, at the consideration of USD183,173.20;

(l) a deed of share transfer dated December 1, 2025 entered into between KINGHILL HOLDINGS PTE. LTD. and KINGHILL PTE. LTD., pursuant to which KINGHILL HOLDINGS PTE. LTD. agreed to transfer its equity interest of 18,084,800.00 shares in HAIDA AGRICULTURAL AND TECHNOLOGY NIGERIA LIMITED to KINGHILL PTE. LTD., at the consideration of NGN18,084,800.00;

(m) a share transfer agreement dated December 3, 2025 entered into among LANKING RICKWORTH PTE. LTD., GUANGDONG HAID GROUP CO., LTD. (廣東海大集團股份有限公司) and GUANGZHOU YUANNONG INVESTMENT AND MANAGEMENT CO., LTD. (廣州圓農投資管理有限公司), pursuant to which (i) GUANGDONG HAID GROUP CO., LTD. agreed to transfer its equity interest of 56,240,000 shares in HAID (ECUADOR) FEED CIA. LTDA. to LANKING RICKWORTH PTE. LTD. and (ii) GUANGZHOU YUANNONG INVESTMENT AND MANAGEMENT CO., LTD. agreed to transfer its equity interest of 2,960,000.00 shares in HAID (ECUADOR) FEED CIA. LTDA. to LANKING RICKWORTH PTE. LTD., at the total consideration of USD67,769,739.40;

(n) a share transfer agreement dated December 3, 2025 entered into between LANKING RICKWORTH PTE. LTD. and LANKING PTE. LTD., pursuant to which LANKING PTE. LTD. agreed to transfer its equity interest of 65,000.00 shares in HAIDMARINO CIA. LTDA to LANKING RICKWORTH PTE. LTD., at the consideration of USD65,000.00;

(o) a share transfer agreement dated December 15, 2025 entered into between Haid International Holdings Limited and PANASIA TRADING RESOURCES LIMITED, pursuant to which PANASIA TRADING RESOURCES LIMITED agreed to transfer its 100.00% equity interest in SHENG LONG INTERNATIONAL LTD. to Haid International Holdings Limited, at the consideration of USD85,372,046.54;

(p) a share transfer agreement dated December 16, 2025 entered into between Haid International Holdings Limited and Haid International Group Limited, pursuant to which Haid International Group Limited agreed to transfer its 80.00% equity interest in PANASIA TRADING RESOURCES LIMITED to Haid International Holdings Limited, at the consideration of USD87,681,638.89;

(q) a share transfer agreement dated December 18, 2025 entered into between Haid International Holdings Limited and RICKWORTH INVESTMENTS LIMITED, pursuant to which RICKWORTH INVESTMENTS LIMITED agreed to transfer its 100.00% equity interest in Hong Kong Longreat Trading Co., Limited (香港融冠貿易有限公司) to Haid International Holdings Limited, at the consideration of USD13,061,875.17;

(r) a share transfer agreement dated December 19, 2025 entered into between HAIDEA HOLDINGS PTE. LTD., and KINGHILL HOLDINGS PTE. LTD., pursuant to which KINGHILL HOLDINGS PTE. LTD. agreed to transfer its 1.00% equity interest in PT HISENOR GENETICS INDONESIA to HAIDEA HOLDINGS PTE. LTD., at the consideration of USD34,600.00;

(s) a share transfer agreement dated December 19, 2025 entered into between HAIDEA HOLDINGS PTE. LTD. and KINGHILL HOLDINGS PTE. LTD., pursuant to which KINGHILL HOLDINGS PTE. LTD. agreed to transfer its 1.00% equity interest in PT HISENOR TECHNOLOGY INDONESIA to HAIDEA HOLDINGS PTE. LTD., at the consideration of USD107,656.97;

(t) a share transfer agreement dated December 19, 2025 entered into between HAIDEA HOLDINGS PTE. LTD. and KINGHILL HOLDINGS PTE. LTD., pursuant to which KINGHILL HOLDINGS PTE. LTD. agreed to transfer its 1.00% equity interest in PT HAIDA AGRICULTURE INDONESIA to HAIDEA HOLDINGS PTE. LTD., at the consideration of USD665,380.74;

(u) a share transfer agreement dated December 19, 2025 entered into between HAIDEA HOLDINGS PTE. LTD. and KINGHILL HOLDINGS PTE. LTD., pursuant to which KINGHILL HOLDINGS PTE. LTD. agreed to transfer its 1.00% equity interest in PT HAIDA BIOTECHNOLOGY INDONESIA to HAIDEA HOLDINGS PTE. LTD., at the consideration of USD236,615.00;

(v) a share transfer agreement dated December 19, 2025 entered into between HAIDEA HOLDINGS PTE. LTD. and KINGHILL HOLDINGS PTE. LTD., pursuant to which KINGHILL HOLDINGS PTE. LTD. agreed to transfer its 1.00% equity interest in PT HAIDA SURABAYA TRADING to HAIDEA HOLDINGS PTE. LTD., at the consideration of USD64,330.67;

(w) a share transfer agreement dated December 19, 2025 entered into between HAIDEA HOLDINGS PTE. LTD. and KINGHILL HOLDINGS PTE. LTD., pursuant to which KINGHILL HOLDINGS PTE. LTD. agreed to transfer its 1.00% equity interest in PT HAILIANK TECHNOLOGY INDONESIA to HAIDEA HOLDINGS PTE. LTD., at the consideration of USD1,408.34;

(x) the promissory note dated December 22, 2025 issued by Haid International Holdings Limited to LANKING PTE. LTD. in the principal amount of US$6,075,233.50;

(y) the promissory note dated December 22, 2025 issued by Haid International Holdings Limited to LANKING PTE. LTD. in the principal amount of US$130,064,551.39;

(z) the promissory note dated December 22, 2025 issued by Haid International Holdings Limited to KINGHILL HOLDINGS PTE. LTD. in the principal amount of US$139,420,230.36;

(aa) the promissory note dated December 22, 2025 issued by Haid International Holdings Limited to KINGHILL HOLDINGS PTE. LTD. in the principal amount of US$66,077,695.57;

(bb) the promissory note dated December 22, 2025 issued by Haid International Holdings Limited to KINGHILL HOLDINGS PTE. LTD. in the principal amount of US$2,357,512.52;

(cc) the promissory note dated December 22, 2025 issued by Haid International Holdings Limited to LANKING PTE. LTD. in the principal amount of US$15,036,661.19;

(dd) the promissory note dated December 22, 2025 issued by Haid International Holdings Limited to Haid International Group Limited in the principal amount of US$183,173.20;

(ee) the promissory note dated December 18, 2025 issued by Haid International Holdings Limited to RICKWORTH INVESTMENTS LIMITED in the principal amount of US$13,061,875.17;

(ff) the promissory note dated December 22, 2025 issued by Haid International Holdings Limited to Haid International Group Limited in the principal amount of US$87,681,638.89;

(gg) the promissory note dated December 22, 2025 issued by Haid International Holdings Limited to PANASIA TRADING RESOURCES LIMITED in the principal amount of US$85,372,046.54;

(hh) a share transfer agreement dated December 25, 2025 entered into between KINGHILL HOLDINGS PTE. LTD. and HAIDEA HOLDINGS PTE. LTD., pursuant to which KINGHILL HOLDINGS PTE. LTD. agreed to transfer its 1.00% equity interest in HAID EGYPT AQUATIC CO., LTD to HAIDEA HOLDINGS PTE. LTD., at the consideration of EGP9,957,448.00;

(ii) a share transfer agreement dated December 25, 2025 entered into between KINGHILL HOLDINGS PTE. LTD. and HAIDEA HOLDINGS PTE. LTD., pursuant to which KINGHILL HOLDINGS PTE. LTD. agreed to transfer its 1.00% equity interest in HAID EGYPT CO., LTD to HAIDEA HOLDINGS PTE. LTD., at the consideration of EGP2,421,278.00;

(jj) a share transfer agreement dated January 10, 2026 entered into between KINGHILL HOLDINGS PTE. LTD. and HAIDEA HOLDINGS PTE. LTD., pursuant to which KINGHILL HOLDINGS PTE. LTD. agreed to transfer its 1.00% equity interest in HAID 3 EGYPT TECHNOLOGY CO LTD to HAIDEA HOLDINGS PTE. LTD., at the consideration of EGP20,000.00; and

(kk) the [**REDACTED**].

2. Intellectual property rights

(a) Trademarks

As of the Latest Practicable Date, our Group had registered the following trademarks which we consider to be or may be material to our business:

No.	Trademark	Place of registration	Registered Owner	Registration No.	Class	Expiry Date
1 . . .	THĂNG LONG	Vietnam	SHENG LONG BIO-TECH INTERNATIONAL CO., LTD. ("**Sheng Long Biotech International**")	454658	01\05\31\35\44	June 12, 2033
2 . . .	SHENG LONG	Vietnam	Sheng Long Biotech International	60212	05\31	September 3, 2033
3 . . .	Hisenor	Indonesia	PT. HISENOR TECHNOLOGY INDONESIA	IDM000882755	7	March 18, 2030
4 . . .	SUPER MIX	Vietnam	Sheng Long Biotech International	454650	01\05	June 12, 2033
5 . . .	Bi-TECH	Vietnam	Sheng Long Biotech International	454648	31	June 12, 2033
6 . . .	GOLDEN TIGER Tăng Trọng	Vietnam	Sheng Long Biotech International	442084	31	October 17, 2032
7 . . .	Haida	Indonesia	PT. HAIDA AGRICULTURE INDONESIA	IDM000725123	31	October 27, 2027
8 . . .	Royal TIGER	Vietnam	Sheng Long Biotech International	442083	31	October 17, 2032

As of the Latest Practicable Date, our Group was licensed to use the following registered trademarks by Guangdong HAID which we consider to be or may be material to our business:

No.	Trademark	Place of registration	Registration No.	Class	License Period
1 . . .		Vietnam	1079613	31	From February 25, 2025 to February 24, 2030
2 . . .	HAID	Vietnam	4-2025-01594	31	From February 25, 2025 to February 24, 2030
3 . . .		Vietnam	1079613	31	From March 6, 2025 to March 5, 2030
4 . . .	HAID	Vietnam	4-2025-01594	31	From March 6, 2025 to March 5, 2030
5 . . .		Vietnam	1079613	31	From February 25, 2025 to February 24, 2030
6 . . .	HAID	Vietnam	4-2025-01594	31	From February 25, 2025 to February 24, 2030
7 . . .		Vietnam	1079613	31	From March 11, 2025 to March 11, 2030
8 . . .	HAID	Vietnam	4-2025-01594	31	From March 11, 2025 to March 11, 2030
9 . . .	HAID	Singapore	40202500982W	31	From May 27, 2025 to May 26, 2030
10 . .	HAID	Vietnam	4-2025-01594	31	From May 27, 2025 to May 26, 2030
11 . .	HAID	India	6793661	31	From May 27, 2025 to May 26, 2030
12 . . .	HAID	Bangladesh	312303	31	From May 27, 2025 to May 26, 2030
13 . .		Vietnam	1079613	31	From February 25, 2025 to February 24, 2030
14 . .	HAID	Vietnam	4-2025-01594	31	From February 25, 2025 to February 24, 2030

(b) Patents

As of the Latest Practicable Date, our Group had owned the following patents which we consider to be or may be material to our business:

No.	Patent	Patent Owner	Patent number/ application number	Type of application	Grant Publication Date
1 . . .	Dedicated compound feed for Trachinotus ovatus during low temperature period	Sheng Long Biotech International; Shanghai Ocean University (上海海洋大學)	No. 2022/05047	A23K	August 31, 2022
2 . . .	Puffed compound feed for improving growth, food intake and survival of middle-adult fish of Trachinotus ovatus	Sheng Long Biotech International	No. 2022/05046	A23K	August 31, 2022
3 . . .	Composite feed attractant for improving food intake of Trachinotus ovatus and preparation method thereof	Sheng Long Biotech International; Shanghai Ocean University (上海海洋大學)	No. 2022/05045	A23K	August 31, 2022

(c) Domain Names

As of the Latest Practicable Date, our Group owned following registered domain names which we consider to be or may be material to our business:

No.	Domain Names	Owner	Registration Date	Expiry Date
1 . . .	www.haidal.com	Company	September 20, 2019	September 20, 2026

Save as aforesaid, as of the Latest Practicable Date, there were no other trade or service marks, patents, intellectual or industrial property rights which were material in relation to our business.

C. FURTHER INFORMATION ABOUT OUR DIRECTORS

1. Directors' service contracts and appointment letters

Each of our executive Directors and non-executive Directors has entered into a service contract with our Company on [●]. The principal particulars of these service contracts are (a) for a term of three years commencing from their respective effective date of appointment until the day on which the next general meeting of the shareholders for re-election of Directors is held, and (b) are subject to termination in accordance with their respective terms. The service contracts may be renewed in accordance with our Articles of Association and the applicable Listing Rules.

Each of our independent non-executive Directors has entered into an appointment letter with us effective from the date of the Document. The initial term of their appointment letters shall be three years commencing from the date of their appointment or until the third annual general meeting of our Company after the Listing, whichever is earlier (subject always to re-election as and when required under the Memorandum and Articles of Association).

Save as disclosed above, none of our Directors has entered into, or has proposed to enter into, a service contract with us (other than contracts expiring or determinable by the employer within one year without the payment of compensation (other than statutory compensation)).

2. Remuneration of Directors

Save as disclosed in "Directors and Senior Management" and "Appendix I — Accountants' Report — II. Notes to the Historical Financial Information — 9. Directors' and Chief Executive's Remuneration" for the Track Record Period, none of our Directors received other remunerations or benefits in kind from us.

D. DISCLOSURE OF INTERESTS

1. Disclosure of interests

(a) Interests and short positions of our Directors or chief executive in our share capital and our associated corporations as of the Latest Practicable Date and following the [**REDACTED**]

Save as disclosed in the section headed "Substantial Shareholders" in this Document, immediately following completion of the [**REDACTED**], the interests or short positions of our Directors and the chief executive of our Company in our Shares, underlying Shares and debentures of our Company and its associated corporations, within the meaning of Part XV of the SFO which will have to be notified to our Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests and short positions which he or she is taken or deemed to have under such provisions of the SFO) or which will be required, pursuant to section 352 of the SFO, to be recorded in the register referred to therein or which will be required to be notified to us and the Stock Exchange pursuant to the Model Code for Securities Transactions by Directors of Listed Companies contained in the Listing Rules, will be as follows:

Name	Position in our Company	Capacity/Nature of interest(1)	Name of associated corporation	Number of shares/registered capital	Approximate percentage of shareholding in associated corporation(2)
				(RMB)	
Mr. ZHANG Guijun	Executive Director and general manager	Beneficial owner(3)	Guangdong HAID	25,000	0.00%
Mr. YANG Jiantao	Executive Director	Beneficial owner(4)	Guangdong HAID	11,000	0.00%
Mr. LIN Xiaoguang . . .	Executive Director	Beneficial owner(5)	Guangdong HAID	37,000	0.00%
Mr. Xue.	Chairperson of the Board and non-executive Director	Beneficial owner(6)	Guangzhou Haihao	11,925,000	39.75%
		Interest in controlled corporation(6)	Guangdong HAID	910,589,359	54.73%
Mr. YANG Shaolin	Non-executive Director	Beneficial owner(7)	Guangdong HAID	359,900	0.02%
Mr. LYU Xuezhi	Non-executive Director	Beneficial owner(8)	Guangdong HAID	77,260	0.00%

Notes:

(1) All interests stated are long positions.

(2) The calculation is based on the total number of 1,663,749,970 shares of Guangdong HAID in issue as at the Latest Practicable Date, and the total registered capital of Guangzhou Haihao according to its latest company filing (where applicable). Each Guangdong HAID and Guangzhou Haihao is a member of Controlling Shareholders Group and thus is an associated corporation of the Company.

(3) As at Latest Practicable Date, these interests comprised 25,000 underlying shares of Guangdong HAID in respect of the options granted to Mr. ZHANG Guijun under the stock option incentive scheme of Guangdong HAID (the "**Stock Option Scheme**").

(4) As at Latest Practicable Date, these interests comprised 11,000 underlying shares of Guangdong HAID in respect of the options granted to Mr. YANG Jiantao under the Stock Option Scheme.

(5) As at Latest Practicable Date, these interests comprised 37,000 underlying shares of Guangdong HAID in respect of the options granted to Mr. LIN Xiaoguang under the Stock Option Scheme.

(6) As at Latest Practicable Date, Mr. Xue held registered capital at an amount of RMB11,925,000 in Guangzhou Haihao, which held 910,589,358 shares of Guangdong HAID.

(7) As at Latest Practicable Date, these interests comprised (i) 330,900 shares of Guangdong HAID, and (ii) 29,000 underlying shares of Guangdong HAID in respect of the options granted to Mr. YANG Shaolin under the Stock Option Scheme.

(8) As at Latest Practicable Date, these interests comprised (i) 52,260 shares of Guangdong HAID, and (ii) 25,000 underlying shares of Guangdong HAID in respect of the options granted to Mr. LYU Xuezhi under the Stock Option Scheme.

(b) Interests and short positions disclosable under Divisions 2 and 3 of Part XV of the SFO

For information on the persons who will, immediately following the completion of the [**REDACTED**], having or be deemed or taken to have beneficial interests or short position in our Shares or underlying shares which would fall to be disclosed to our Company under the provisions of 2 and 3 of Part XV of the SFO, or directly or indirectly be interested in 10% or more of the nominal value of any class of share capital carrying rights to vote in all circumstances at general meetings of any other member of our Group, please refer to the section headed "Substantial Shareholders" in this Document.

Save as set out above, as of the Latest Practicable Date, our Directors were not aware of any persons who would, immediately following the completion of the [**REDACTED**], be interested, directly or indirectly, in 10% or more of the nominal of any class of share capital carrying rights to vote in all circumstances at general meetings of any member of our Group.

2. Disclaimers

Save as disclosed in this Document:

(a) none of the Directors or any experts named in the paragraph headed "E. Other Information — 4. Consents of Experts" below has any direct or indirect interest in the promotion of, or in any assets which have been, within the two years immediately preceding the date of this Document, acquired or disposed of by or leased to any member of the Group, or are proposed to be acquired or disposed of by or leased to any member of the Group;

(b) none of the Directors or any experts named in the paragraph headed "E. Other Information — 4. Consents of Experts" below is materially interested in any contract or arrangement subsisting at the date of this Document which is significant in relation to the business of our Group taken as a whole;

(c) none of our Directors or any of experts named in the paragraph headed "E. Other Information — 4. Consents of Experts" below has any existing or proposed service contracts with any member of our Group (excluding contracts expiring or determinable by the employer within one year without payment of compensation (other than statutory compensation));

(d) so far as is known to any Director or chief executive of the Company, no other person will, immediately following completion of the [**REDACTED**], have interests or short positions in our Shares and underlying Shares which would fall to be disclosed to the Company and the Stock Exchange under the provisions of Divisions 2 and 3 of Part XV of the SFO or (not being a member of the Group), be interested, directly or indirectly, in 10% or more of the nominal value of any class of share capital carrying rights to vote in all circumstances at general meetings of any member of the Group; and

(e) none of the Directors or chief executive of the Company has any interests or short positions in our Shares, underlying shares or debentures of the Company or its associated corporations (within the meaning of Part XV of the SFO) which will have to be notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests and short positions which he is taken or deemed to have under such provisions of the SFO) or which will be required, pursuant to section 352 of the SFO, to be entered into the register referred to therein, or will be required, pursuant to the Model Code for Securities Transaction by Directors of Listed Issuers, to be notified to the Company and the Stock Exchange once our Shares are listed thereon.

E. OTHER INFORMATION

1. Estate Duty

Our Directors have been advised that no material liability for estate duty is likely to fall on our Company or any of our subsidiaries.

2. Litigation

So far as our Directors are aware, no litigation or claim of material importance is pending or threatened against any member of our Group.

3. Joint Sponsors

The Joint Sponsors have made an application on our behalf to the Listing Committee for the listing of, and permission to deal in, the Shares in issue, the Shares to be issued pursuant to the [**REDACTED**]. All necessary arrangements have been made enabling the Shares to be admitted into CCASS.

Each of the Joint Sponsors confirms that it satisfies the independence criteria applicable to sponsors set out in Rule 3A.07 of the Listing Rules. See "[**REDACTED**] — Joint Sponsors' Independence" for further details.

Our Company has entered into an engagement agreement with each of the Joint Sponsors, pursuant to which our Company agreed to pay the Joint Sponsors a total fee of USD900,000 to act as sponsors to our Company in connection with the [**REDACTED**].

4. Consents of Experts

The following experts have each given and have not withdrawn their respective written consents to the issue of this Document with copies of their reports, letters, opinions or summaries of opinions (as the case may be) and the references to their names included herein in the form and context in which they are respectively included.

Name	Qualification
J.P. Morgan Securities (Far East) Limited	A licensed corporation to conduct type 1 (dealing in securities), type 4 (advising on securities) and type 6 (advising on corporate finance) regulated activities as defined under the SFO
China International Capital Corporation Hong Kong Securities Limited	A licensed corporation to conduct type 1 (dealing in securities), type 2 (dealing in future contracts), type 4 (advising on securities), type 5 (advising on future contracts) and type 6 (advising on corporate finance) regulated activities as defined under the SFO
GF Capital (Hong Kong) Limited	A licensed corporation to conduct type 6 (advising on corporate finance) regulated activities as defined under the SFO
Zhong Lun Law Firm (Shanghai Office)	Legal advisor as to Corporate Reorganization and PRC laws
Maples and Calder (Hong Kong) LLP.	Legal advisor as to Cayman Islands and British Virgin Islands laws
Shook Lin & Bok LLP	Legal advisor as to Singapore laws
Bustamante Fabara	Legal advisor as to Ecuador laws
DFDL Vietnam Law Company Limited	Legal advisor as to Vietnam laws
Dentons Link Legal	Legal advisor as to India laws
Nusantara DFDL Partnership	Legal advisor as to Indonesia laws
Al Amly and Hegui Law Firm — A member Law Firm of GLA & Company Ltd.	Legal advisor as to Egypt laws
Ernst & Young	Certified Public Accountants
Frost & Sullivan (Beijing) Inc., Shanghai Branch Co.	Independent industry consultant
Asia-Pacific Consulting and Appraisal Limited	Biological assets valuer

As of the Latest Practicable Date, none of the experts named above has any shareholding interest in our Company or any of our subsidiaries or the right (whether legally enforceable or not) to subscribe for or to nominate persons to subscribe for securities in any member of our Group.

5. No material adverse change

Our Directors confirm that there has been no material adverse change in our Company's financial or trading position or prospects since September 30, 2025 (being the date to which our latest audited consolidated financial statements were made up) and up to the date of this Document.

6. Binding effect

This Document shall have the effect, if an application is made in pursuance hereof, of rendering all persons concerned bound by all the provisions (other than the penal provisions) of sections 44A and 44B of the Companies (WUMP) Ordinance (Chapter 32 of the Laws of Hong Kong) so far as applicable.

7. Bilingual Document

The English language and the Chinese language versions of this Document are being published separately, in reliance upon the exemption provided by section 4 of the Companies (Exemption of Companies and Prospectuses from Compliance with Provisions) Notice (Chapter 32L of the Laws of Hong Kong).

8. Compliance Advisor

Our Company has appointed Maxa Capital Limited as its compliance advisor in compliance with Rule 3A.19 of the Listing Rules.

9. Preliminary expenses

As of Latest Practicable Date, our Company did not incur any material preliminary listing expense of the [**REDACTED**].

10. Miscellaneous

(1) Save as disclosed in "Financial Information" and "[**REDACTED**]", within the two years immediately preceding the date of this Document:

(a) no share or loan capital of any member of our Group has been issued or agreed to be issued or is proposed to be issued for cash or as fully or partly paid other than in cash or otherwise; and

(b) no share or loan capital of any member of our Group is under option or is agreed conditionally or unconditionally to be put under option.

(c) no commissions, discounts, brokerage or other special terms have been granted in connection with the issue or sale of any shares or loan capital of any member of our Group.

(2) Save as disclosed in this section and "Financial Information":

(a) no founder, management or deferred shares nor any debentures in any member of our Group;

(b) no share or loan capital or debenture of any member of our Group is under option or is agreed conditionally or unconditionally to be put under option; and

(3) We do not have any promoter. No cash, securities or other benefit has been paid, allotted or given nor are any proposed to be paid, allotted or given to any promoters in connection with the [**REDACTED**] and the related transactions described in this Document within the two years immediately preceding the date of this Document.

(4) No equity or debt securities of any company within our Group is presently listed on any stock exchange or traded on any trading system nor is any listing or permission to deal being or proposed to be sought.

(5) Our Company has no outstanding convertible debt securities or debentures.

(6) There is no arrangement under which future dividends are waived or agreed to be waived.

There has not been any interruption in the business of our Group which may have or have had a significant effect on the financial position of our Group in the 12 months immediately preceding the date of this Document.

DOCUMENTS DELIVERED TO THE REGISTRAR OF COMPANIES

The documents attached to the copy of this Document delivered to the Registrar of Companies in Hong Kong for registration were, among other documents:

(a) the written consents referred to under the section headed "Statutory and General Information — E. Other Information — 4. Consents of Experts" in Appendix IV; and

(b) a copy of each of the material contracts referred to in the section headed "Statutory and General Information — B. Further Information about Our Business — 1. Summary of the Material Contracts" in Appendix IV.

DOCUMENTS AVAILABLE ON DISPLAY

Copies of the following documents will be available on display on the website of the Stock Exchange at **www.hkexnews.hk** and our website at **www.haidal.com** during a period of 14 days from the date of this Document:

(a) the Memorandum of Association and the Articles of Association;

(b) the Accountants' Report from Ernst & Young, the text of which is set out in Appendix I to this Document;

(c) the report on the unaudited [**REDACTED**] financial information of our Group from Ernst & Young, the text of which is set out in Appendix II to this Document;

(d) the audited consolidated financial statements of our Group for the two financial years ended December 31, 2023 and 2024, and the nine months ended September 30, 2025;

(e) the letter of advice prepared by Maples and Calder (Hong Kong) LLP, our legal advisor on Cayman Islands law, summarizing certain aspects of the Cayman Islands company law referred to in Appendix III to this Document;

(f) the PRC legal opinion prepared by Zhong Lun Law Firm (Shanghai Office), our PRC legal advisers, in respect of certain aspects of the Group;

(g) the legal opinion issued by Bustamante Fabara, our legal advisor on Ecuador laws, in respect of certain aspects of the Group;

(h) the legal opinion issued by DFDL Vietnam Law Company Limited, our legal advisor on Vietnam laws, in respect of certain aspects of the Group;

(i) the legal opinion issued by Dentons Link Legal, our legal advisor on India laws, in respect of certain aspects of the Group;

(j) the legal opinion issued by Nusantara DFDL Partnership, our legal advisor on Indonesia laws, in respect of certain aspects of the Group;

(k) the legal opinion issued by GLA & Co, our legal advisor on Egypt laws, in respect of certain aspects of the Group;

(l) the Cayman Companies Act;

(m) the industry report issued by Frost & Sullivan (Beijing) Inc., Shanghai Branch Co., a summary of which is set forth in the section headed "Industry Overview" in this Document;

(n) the written consents referred to under the section headed "Statutory and General Information — E. Other Information — 4. Consents of Experts" in Appendix IV;

(o) the material contracts referred to in "Statutory and General Information — B. Further Information about Our Business — 1. Summary of Material Contracts" in Appendix IV; and

(p) the service contracts and the letters of appointment with our Directors referred to in "Statutory and General Information — C. Further Information about Our Directors — 1. Directors' service Contracts and Appointment Letters" in Appendix IV.