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OVERVIEW

We are a marketing company, providing (i) integrated marketing services, (ii) marketing technology services and (iii) advertising marketing services in the PRC.

Our Group was established in 2013, as an integrated marketing and advertising marketing service provider based in Guangzhou, the PRC. In view of the advancement of digital transformation in the FMCG industry and to remain competitive in the rapidly evolving landscape, we gradually advanced our technological capabilities to upgrade and enrich our service offering for integrated marketing and advertising marketing services to capture more business opportunities. In 2018, we further expanded our service offerings to deliver marketing technology services to our customers mainly through the use of our proprietary One Item One Code technology, enhancing marketing by bridging offline-online interactions: a simple scan directs users to websites, promotions, or product details, boosting engagement and enabling personalised campaigns via user data tracking, which enables our customers to formulate data driven marketing campaigns. During the Track Record Period, we provided services to our customers, particularly to those in the FMCG industry.

According to Frost & Sullivan, we ranked fourth among the QR code marketing solution service providers in the PRC in terms of revenue generated from such services in FY2024, with a market share of approximately 1.8%. Our ability to attain this ranking as we gradually incorporated technology into our marketing services, demonstrates our ability to adapt to industry developments and to broaden our service portfolio. As the trend of marketing technology continues to grow, our Directors believe that we are strategically positioned to cater to the escalating demand for innovative digital solutions.

Details of our three business segments are as follows:

— Integrated marketing services

Our integrated marketing services provide comprehensive integrated marketing solution that covers the entire marketing spectrum from planning, coordination to execution of marketing campaigns, including strategy formulation, creative development, content production, event planning and integrated communication. Our integrated marketing service offerings are comprehensive and consultative, focusing on providing a flexible one-stop marketing solutions to our customers and creating a unified alignment of marketing efforts from different aspects tailored to our customers’ needs to deliver cohesive brand message. Leveraging our industry expertise and technological capabilities, we specialise in seamlessly integrating offline channels and digital platforms, empowered by advanced technology to deliver marketing campaigns for brand owners from various industries, with particular strength in FMCG, supporting brands with an aim to achieve their targeted marketing objectives and enhance market presence.

— Marketing technology services

We provide marketing technology services aimed at enabling our customers to apply technology tools and data-driven systems to support marketing activities with a focus on improving precision, efficiency and measurability of marketing activities. We offer technical infrastructure to support the efficient planning and execution of marketing activities across major online platforms and digital channels. Leveraging our proprietary One Item One Code technology, which assigns a unique digital identity to each product or packaging using QR code, we assist our customers to seamlessly connect their physical products to the online digital ecosystem, establishing a linkage between brands, distributors, retailers and end-

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consumers, thereby empowering customers to conduct interactive and engaging marketing campaigns, for example through mini-programmes or applications hosted on WeChat and other social media platforms, while at the same time allowing our customers to capture valuable sales data for deeper consumer insights and more effective channel management. Through ongoing digital engagement and personalised interactions, our tech-enabled marketing solutions also help our customers strengthen end-consumer loyalty and increase the stickiness of their customer base over time.

— Advertising marketing services

We provide advertising marketing services covering creative design and production of advertising content in the form of videos, banners, posters and graphics as well as the strategic placement and deployment of these contents and materials. We assist in media channels buying for the deployment of advertising content with an aim to acquire traffic and increase audience reach and exposure of the advertising content. Our advertisements are placed on offline outdoor public advertising resources, indoor advertising spaces, digital media resources and new or online and digital advertising spaces.

Using our expertise in brand, consumer and market analysis and the formulation and execution of communication strategies, our services aim to assist our customers in enhancing the effectiveness of their marketing and increase brand value through our various integrated marketing strategies and activities. Our services assist our customers to enhance the awareness of their brands and products. During the Track Record Period, we undertook over 500 marketing projects across three business segments.

We have successfully maintained long-term relationship with Customer Group A, a leading manufacturer and distributor of beverages and instant noodles with a significant market presence in China. Customer Group A has been our customer since 2014 and remained as one of the largest customers during the Track Record Period as our services under three segments evolved and expanded. In particular, through our marketing technology services, we have become involved in such customer’s operation management in four main regions of East China, South China, North-west China and South-west China in the PRC. As we took part in Customer Group A’s operation digitalisation, our marketing technology services enable our customer to obtain better understanding and control of its product movement and channel distributors, increasing management effectiveness, facilitating precision marketing to consumers and optimising private domain operations. We believe our past coordination experience with Customer Group A across different service offerings contributed to our understanding and familiarity of their backgrounds, brand characteristics, service needs and expectations on our services, which in turn ensures a smooth and efficient working process as we serve them over the years.

We have received different awards for our projects including Qilin International Advertising Awards Gold Award* (麒麟國際廣告獎金獎), IAI International Advertising Awards Technology Marketing Gold Award* (IAI傳鑒國際廣告獎技術營銷金獎), TopDigital Marketing Service Gold Award* (TopDigital營銷服務類金獎), DMAA International Digital Marketing Awards Gold Awards* (DMAA國際數字營銷獎金獎), JinShi Awards Gold Award* (金勢獎金獎), Great Wall Awards Silver Award* (長城獎銀獎), Tiger Roar Awards Private Domain Marketing Silver Award* (虎嘯獎私域營銷類銀獎), Great One Awards New Retail Group Silver Award* (金投賞新零售組銀獎), International ECI Awards Silver Award (國際艾奇獎銀獎), Tiger Roar Awards Annual Big Data & Intelligent Company Award* (虎嘯獎年度大數據&智能公司大獎) and IAI International Advertising Awards Annual Most Promising Digital Marketing Company* (IAI傳鑒國際廣告獎年度最具成長力數字營銷公司獎). Please refer to “Recognitions and awards” below in this section for details of our awards.

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In view of the growing role of technology in our provision of marketing services, we view integration of technology as essential for improving operational efficiency and utilisation of resources. We support our customers in enhancement of execution of marketing strategies through integration of technology such as One Item One Code technology, use of QR code, AI and AR. We believe that by integrating digital technology, creative strategies and scenario-based operations, we are able to provide innovative marketing solutions. These not only enhance brand awareness, but also help brands optimise the journey from production to sales, which is what we believe set us apart from traditional marketing companies.

The following table sets forth our revenue and percentage contribution to our revenue by service type during the Track Record Period:

	FY2023		FY2024		FY2025	
	Approximate % of total revenue		Approximate % of total revenue		Approximate % of total revenue	
	RMB'000	(%)	RMB'000	(%)	RMB'000	(%)
Integrated marketing services	77,635	47.5	111,747	44.4	102,320	34.0
Marketing technology services	67,339	41.2	58,654	23.3	63,448	21.1
Advertising marketing services	18,472	11.3	81,485	32.3	134,913	44.9
Total	163,446	100.0	251,886	100.0	300,681	100.0

OUR COMPETITIVE STRENGTHS

We believe the following competitive advantages have contributed to our success and will drive our growth in the future:

We provide comprehensive integrated marketing services offering tailor-made marketing solutions to our customers with the help of our technological capabilities

We distinguish ourselves by crafting and executing marketing proposals that seamlessly integrate both online and offline strategies. Leveraging our advanced digital technological capabilities, we utilise a broad spectrum of online and offline channels, enabling our customers to achieve effective online-offline synergy. By leveraging diverse creative solutions, comprehensive integrated marketing expertise and innovative marketing technology, we believe that we can assist our customers in enhancing brand awareness, exposure and marketing effectiveness. Built on our years of experience developing marketing strategies for our customers, we act as the key point of contact throughout the integrated marketing chain, relieving customers from the complexity of coordinating multiple service providers and enabling seamless and consistent execution of their brand promotion strategies.

Leveraging our industry experience and capabilities in project coordination and execution, we deliver integrated solutions integrating digital platform expertise that is built from our self-developed marketing systems and applications. Our expertise extends to the application of QR code solutions and management of diverge marketing events in the PRC. Alongside leveraging a wide range of online media channels including Weibo (微博), WeChat (微信), Douyin (抖音) and Xiaohongshu (小紅書), we develop tailored marketing strategies supported by our in-house technology design and operation team. In addition to traditional physical marketing strategies, we aim to help our customers create more engaging experiences through increasing the use of different technological and digital marketing channels and tools to increase end consumer stickiness through encouraging better participation.

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Our Directors believe that this integrated and diversified technological approach enables us to deliver more efficient, flexible marketing solutions to our customers that may help strengthen the marketing effectiveness.

Our technical capabilities, continuous commitment in research and development of marketing technology and our accumulated experience in the marketing industry enable us to refine our marketing system and distinguish us from other traditional marketing service providers

Our years of dedicated research and development in marketing technology have empowered us with the technical capabilities to build a suite of self-developed and tailor-made marketing systems. Not only do we possess the technical capabilities, our years of accumulated experience in the marketing industry enabled us to gather proprietary data to continuously refine our marketing systems. Our systems include consumer-engagement platforms such as WeChat mini-programmes featuring diverse functions and interactive experiences, enabling customers to conduct interactive and engaging marketing campaigns, and back-end management systems that integrate with our proprietary One Item One Code technology and connect with the unique digital identity embedded in each product, facilitating real-time data collection and traceability while empowering customers to make data-driven marketing decisions. Such technological capabilities together with our commitment in the continuous research and development of marketing technology distinguish us from traditional marketing service providers.

At the core of our digital marketing technology services lies our One Item One Code technology. By embedding unique QR codes on individual products and packaging boxes, we facilitate seamless activation of marketing initiatives upon scanning by different parties such as distributors, retailers or consumers and support tailored engagement across various channels. Our online marketing mini-programmes and private domain membership, are often deployed on widely used social media platforms like WeChat, integrating interactive features such as red packets, lucky draws, mini-games and rewards programmes. We believe that these private domain memberships and mini programmers may serve as the foundation of a brand’s private domain system, which together with our One Item One Code technology can enhance greater end-users participation and encourage sustained engagement.

Furthermore, our marketing technology services empower customers with timely insights into sales performance, campaign participation and consumer response through comprehensive data collection. This data-driven approach enables customers to make informed decisions and continually optimise their marketing strategies, enabling measurable results and long-term success. We believe that these elements help foster greater end-user participation and sustained engagement, demonstrating our capability to deliver digital marketing solutions.

We utilise and develop AI technology to enhance our service offerings, in particular, our operational efficiency and service quality

According to Frost & Sullivan, it is common and essential for marketing companies to increase AI usage and that AI integration is crucial for staying competitive. During the Track Record Period, we established our AIGC Lab (AIGC智能實驗室) and have gradually integrated vertical AI into our business operations. This initiative currently enhances both the efficiency and quality of our production of marketing materials, facilitating our marketing proposals and campaigns design process. Please refer to “Our business strategies” below for details of our vertical AI model. Our AI technology complementing with our experience in the marketing industry enable us to translate our practical know-how to client value.

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Our AI capability is built on a continually expanding database of our historical projects. This industry-specific data foundation allows us to prepare and complete marketing materials with higher efficiency for our customers. This ongoing integration of vertical AI model through industry-specific data and domain knowledge not only improves our current service delivery and operational responsiveness, but also positions us to further expand the use of advanced technology in future marketing solutions to address targetted marketing needs. As at the Latest Practicable Date, we had over 2,000 of our completed marketing cases in our database.

During the Track Record Period, we have successfully applied AI technology in generating images, naked-eye 3D videos, video special effects and editing, demonstrating our proactive commitment to technological advancement and operational enhancement. We have also developed an AI-powered IP assistant tool that enables one-click generation of custom brand IP characters and emoji packs, infusing corporate brands with distinctive visual identities and personalities to enhance brand assets for advertising, social media, storytelling, collaborations, merchandise, with an aim to foster consumer engagement and connections. Please refer to “Research and development” below in this section for details, including number and background, of our AIGC Lab.

We have established stable business relationship with customers

We offer marketing services to our customers with integration of technology. Over the years of our operation, we have accumulated extensive experience in the provision of integrated marketing services, marketing technology services and advertising marketing services. We have built understanding of the marketing needs of customers from various industries, with a specific focus on the FMCG market. We are able to provide a variety of services across our different business segments, which are tailor-made with the aim to achieve our customers’ marketing goals. During the Track Record Period, we provided services to various industries including FMCG, information technology and household essential industries.

A key strength of our Group lies in the enduring business relationships we have fostered with our customers, underpinned by our reputation. These attributes have translated into strong customer loyalty and recurring business, as reflected in our longstanding relationship with one of our major customers, which has extended for approximately 12 years, demonstrating the trust and value our customer place in our services. Such established relationships not only provide a stable base for ongoing growth, but also enhance our industry reputation and competitiveness in the integrated marketing sector.

We have a visionary and experienced management team

We have a visionary and experienced management team. We have a strong management team with comprehensive operational and industry knowledge. Capturing the trend of marketing technology and QR code market in China, we ranked fourth among the QR code marketing solution service providers in the PRC in terms of revenue generated from such services in 2024, with a market share of approximately 1.8%, according to Frost & Sullivan.

Our Group is under the leadership of Mr. Zhong, our founder, an executive Director and chairman of the Board, who has about 20 years of experience in management, possessing over 12 years of marketing experience within the marketing industry. Mr. Zhong founded our Group in 2013 and has been dedicated to providing quality marketing services in the industry. Mr. Zhong has been the chairman of the Guangzhou 4A since 2021, where he has gained extensive exposure to the advertising and marketing industry. In recognising his experience and contribution, Mr. Zhong was awarded Guangzhou Outstanding Advertising Person (廣州市傑出廣告人) and ECI Innovative Marketer of the Year (China) (ECI中國年度最具商業創新營銷人物).

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Leveraging our competitive strengths, our Group has built up an experienced management team which can effectively oversee and coordinate our business operations across various work streams to facilitate our smooth operations. The ability to devise, manage and coordinate various aspects of a project and the delivery of quality services have allowed our Group to assist our customers in addressing their needs and to ensure the delivery of envisaged services that meet the required standard. Please refer to “Directors and Senior Management” in this document for details on the background and experience of our Directors and senior management. With their experience, knowledge and insights, we believe that our management team is able to lead our Group to grow with the expanding integrated marketing services, marketing technology services and advertising marketing services market in the PRC.

OUR BUSINESS STRATEGIES

We remain committed to staying at the forefront of evolving consumer trends, by continuously enhancing our competitive edges across marketing, expanding our digitalisation capabilities and leveraging technological advancement. We aim to strengthen our market position, drive sustainable growth in market share by implementing the following strategies.

Strengthen our marketing solutions and capability through upgrading and development of our vertical AI model

Our Directors consider that possession of strong technological capabilities, especially in AI, is one of the key factors leading to the success of a marketing service provider. According to Frost & Sullivan, AI is becoming increasingly prevalent within the marketing industry, it has increased the efficiency of marketing output, lowered the operation cost of marketing companies by eliminating repetitive labour-intensive work and enhanced the variety of marketing services provided by marketing companies. According to Frost & Sullivan, the China’s integrated marketing market witnessed robust growth from 2020 to 2024, expanding at a CAGR of 4.6% — from approximately RMB67.2 billion to RMB80.4 billion. By 2029, China’s integrated marketing market is projected to reach approximately RMB99.3 billion, with a forecasted CAGR of around 4.3% between 2024 and 2029. In order to capture the market growth, enhance our operation efficiency and expand our integrated marketing service offering, we intend to develop a next-generation marketing-oriented AI system to enhance our integrated marketing capabilities and broaden the scope and value of our marketing solutions. We believe that further developing this technology will advance our Group’s operation and service offering, support long-term growth, and strengthen our presence in emerging markets. Building on our existing AI capabilities, we plan to further enhance both our internal processes and our customer-facing offering.

We have currently established our AIGC Lab (AI智能實驗室), a specifically designated in-house department with dedicated responsibilities distinct from our Group’s research and development team, which places specific focus on the development and enhancement of our Group’s AI systems and AI-powered tools, with an aim to integrate AI technology into our Group’s operational workflow to improve the quality, efficiency and effectiveness of our service offerings.

Vertical AI model

With the efforts of our AIGC Lab, we have developed our own vertical AI model, an artificial intelligence model specifically designed and trained for a focused industry or business domain, rather than as a general-purpose AI. Unlike other broad models such as ChatGPT or DeepSeek which cover a wide range of topics and tasks, a vertical AI model concentrates deeply on a particular industry or a narrow, well-defined domain, gaining expertise within the chosen field to enhance accuracy, efficiency and precision.

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In the context of marketing and the FMCG sector, our vertical AI model leverages industry-specific datasets unique to our Group, including libraries of creative marketing materials aligned with brand identities, marketing and advertising campaign cases with detailed time, location, and context information, and comprehensive offline sales data. These data assets create a competitive barrier and enable precise, domain-specific model training. Through organising, annotating and cleaning these data, our vertical AI model will be trained to understand these industry-specific information, patterns and contextual and behavioural relationship within the specialised domain of FMCG sector, empowering our vertical AI model to generate marketing content or materials that resonates with the target audience, and produce creative outputs such as promotional materials, campaign strategies, and personalised marketing messages or slogans that are not only consistent with brand identities but also optimised for the market conditions.

Practical applications of our vertical AI model include rapid generation of creative marketing materials and advertising copy based on different requirements or specifications, customised brand IP design and generation, data-driven prediction and analysis of marketing campaign effectiveness, and providing in-depth AI-driven marketing insights and analysis to formulate marketing strategies and optimise marketing and advertising campaigns.

Our Directors believe that the vertical AI model enables us to improve the quality, efficiency and effectiveness of our service offerings and enhance customer engagement while maintaining cost efficiency.

Upgrade and development of our vertical AI model

As at the Latest Practicable Date, we have accumulated raw data of over 2,000 marketing cases in the database of our vertical AI model pending data cleaning, most of which are mainly originated from our Group’s previous projects. With the increasing demand from our existing customers and in order to capture future market growth, looking forward, our AIGC Lab will be responsible for further enhancing the capability of our existing vertical AI system to address targetted marketing needs and develop a customer-facing platform based on our vertical AI model, a platform which enables customers to actively participate in the early stages of campaign planning and content creation through AI-driven tools.

In order to upgrade and develop our vertical AI model, we intend to (i) enhance our AI database; (ii) enhance data processing capability and productivity and quality of our marketing proposals and marketing material; (iii) enhance interaction between our Group and our customers through the development of a customer-facing platform; (iv) collect real time data to analyse the effect of our marketing strategies.

(i) Enhance our AI database

Our Group’s AI database currently possesses marketing cases from our Group’s previous projects. We intend to acquire market data for vertical AI model training including advertising material database, brand visual identity and IP database, creative elements tag library competitor’s campaign data, consumer market data and industry performance and trend data.

Our Group will deploy advanced data cleansing and labelling techniques within our AI system to enhance the quality and reliability of training datasets. Data cleansing is the process of detecting and correcting inaccuracies, inconsistencies or errors in raw data, ensuring that it is accurate, complete and reliable for analysis or system training. This includes removing duplicate records, standardising formats and addressing missing or erroneous entries. Data labelling refers to

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the practice of assigning meaningful tags or identifiers to data, such as categorising images, classifying text, or annotating user interactions-so that artificial intelligence systems can recognise, analyse and learn from the data effectively. High-quality cleansing and labelling are essential to support precise, reliable AI-driven marketing solutions.

By ensuring data such as images, text and user interactions are accurately tagged and categorised, we can improve the performance of our AI-driven marketing models, supporting more precise audience segmentation, campaign optimisation, and content personalisation. Engaging in data cleansing and labelling, combined with ongoing quality control, will enable our digital marketing solutions to deliver more effective outcomes while minimising bias and maximising adaptability to emerging market trends.

Through the upgrading of our AI system, we expect to have more than 150 million data entries and over 2 terabytes (TB) data (cleansed and/or labelled) forming a robust marketing database.

- (ii) *Enhance our data processing capability and productivity and quality of our marketing proposals and marketing materials*

Building on the enhanced AI database, the AI system will process data input and formulate tailored brand strategies that align with our customers’ unique requirements and the prevailing market trends. It will also support the automated generation of marketing proposals including audience identification, media and platform selection, content formats, scheduling, and influencer recommendations, as well as practical strategies for digital and integrated marketing. Furthermore, it will assist in creative marketing material generation, including visual advertisements and multimedia content with advanced special effects. The AI system will also ensure consistency, accuracy and alignment of our customers’ brand image.

Our current AI system is built on a “14 billion parameter” architecture (commonly referred to as a “**14B**” AI model). This means the system has been trained using 14 billion datapoints, which enables advanced capabilities in understanding, generating and analysing content, data, and customer interactions. After upgrading the AI system, it will be built on a “72 billion parameter” (“**72B**”) model. With this upgrade, coupling with the market data acquired cleansed and labelled as mentioned above, the AI system will be able to process large volume of data instantly and deliver more precise targeting and personalisation, ensuring materials resonate with the intended audience and drive higher engagement. It will also be capable of suggesting more unique angles, formats and content styles, which can improve the quality of our proposals and services to our customers.

As advised by Frost & Sullivan, a 14B AI model is generally adopted by entry level marketing technology companies, a 72B AI model is generally adopted by leading marketing technology companies which can enable the service providers to differentiate themselves from their competitors and deliver superior performance.

It is intended that with the enhanced AI system, we will be able to develop and offer more customised solutions to our customers that can better suit our customers’ needs.

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- (iii) *Enhance the interaction between our Group and our customers through the development of a customer-facing platform*

We intend to develop a customer-facing platform that leverages our AI system which will empower customers’ participation directly in initial campaign planning and content creation. This platform will primarily target FMCG brands and regional customers who seek more efficient and customisable marketing solutions but may not have the resources to build their own in-house technical teams. Customers are expected to be charged based on the specific AI services they utilise, such as automated advertising copy generation or brand IP image customisation, with fees reflecting actual usage levels and project scale. Such customer-facing platform will enable our customers to generate customised IP, such as brand visuals and creative concepts for marketing purposes. This tool provides an accessible entry point for users to create original brand assets at the earlier stage of their marketing journey, before engaging our full scale marketing services.

By combining an extensive IP database, AI-driven creative workflows and advanced generative models, the customer-facing platform provides efficient content creation and preliminary marketing planning, which will provide a channel to attract customers to interact with and benefit from our expertise. Such platform intends to integrate several core capabilities to enhance our existing service offerings. For example, we intend to include an advertising copy generation model to speed up the preparation of written advertising content based on customer input while at the same time maintaining content consistency, and a brand IP image generation model to expedite the production of customised visual output for different cases and scenarios, thereby enabling a more scalable and cost-effective way of producing advertising materials. We also intend to include in the platform a simple advertising effect prediction model that use historical project data to estimate and project campaign results or outcomes, and support basic media planning and optimisation.

By automating early marketing processes, our Directors believe that the AI platform will help us reach new market segments, particularly those seeking self-service or digital-first solutions, thus opening a new channel for potential customers to reach out to our Group for more comprehensive marketing services. Our Directors believe that operating in parallel with our existing processes, this customer-facing platform will complement our existing services by providing a user-friendly interface through which customers may create basic marketing content and materials at the initial stage of a marketing campaign, and will act as a springboard for us to further engage with our customers, thereby strengthening their reliance on our marketing ecosystem and our comprehensive marketing services, and ultimately expanding our customer base and offering more options to meet varying needs.

- (iv) *Collect real time data to analyse the effect of our marketing strategies*

Our current AI system does not support real time monitoring of marketing performance and data. With the upgrading of the AI system, it will continuously monitor the performance of deployed marketing campaigns across all channels, collecting and processing real-time data on audience engagement, conversion rates and brand impact. It will also generate actionable insights and recommendations for the optimisation of ongoing campaigns, enabling dynamic adjustment to strategy and resource allocation in response to live market feedback. Real time data collected also includes market data, which will provide insight to Group in making marketing decisions.

The collection of real time data is also a means to further train our AI system on an ongoing manner. It will further enhance our AI database enabling us to provide more precise market proposal, analysis and marketing material to our customers. By leveraging advanced predictive

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modelling and machine learning, the system will produce timely intelligence to support marketing strategy formulation, thereby enabling our Group to anticipate market shifts and client needs more effectively.

In order to upgrade and develop our AI model, we intend to apply the net [REDACTED] from the [REDACTED] to:

- (i) recruit 15 professional staff including five algorithm engineers, two data scientists, three AI model training engineers and five data labelling specialists;
- (ii) enhance our AI database and train our AI model, which includes (a) tagging over 500,000 historical marketing assets with labels linked to brand characteristics, product categories, target consumers, creative elements, sales data and marketing results to train our AI model on effective patterns, (b) acquiring approximately five million external creative marketing materials to broaden our AI database and diversify AI-generated content variety, (c) acquiring competitors’ promotion data covering advertisement deployment records, strategies and market insights such as industry or market trend reports to enhance market analysis, and (d) obtaining other AI training resources such as cloud GPU or tensor processing units rentals and relevant software and development tools for AI model tracking and data processing; and
- (iii) acquire or upgrade our Group’s hardware, including (a) acquiring 8 GPU servers to increase the performance of the processor, (b) acquiring a 100TB distributed storage system to enhance data read and write speed, (c) upgrading networking hardware device to support 100 Gbps port bandwidth with advanced remote direct memory access technology, a technology that allows computer to directly access the memory of another computer over a network without involving the operating system or CPU, for faster and more efficient data transfer with lower latency and reduced CPU workload, and (d) renovating the data center facility with precision cooling for the GPU servers and uninterruptible power supply backups to ensure reliable computing operation.

Our Directors are of the view that the strategic upgrade and development of our AI systems, supported by targeted investment in technology infrastructure, professional talent and high-value market data, will enable our Group to deliver innovative and comprehensive marketing solutions. Leveraging next-generation AI capabilities, our Group will expand its integrated marketing service offering, enhance operational efficiency, and reinforce its position in the fast-evolving marketing industry. These initiatives are intended to drive sustainable growth and generate long-term value for our customers and stakeholders.

Expand our geographical coverage to the Southeast Asia, specifically Indonesia and Thailand and to Hong Kong

During the Track Record Period, we provided marketing services to customers in the PRC. Building on our proven experience and established marketing capabilities developed in the PRC, we intend to further expand our business and extend our reach to Southeast Asia, specifically, Indonesia, Thailand and to Hong Kong. This expansion will be grounded in our existing expertise, supported by localisation to ensure relevance and effectiveness in new markets.

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Reasons for selecting Indonesia and Thailand for business expansion

Our decision to enter Indonesia and Thailand is driven by:

(i) *Robust economic growth*

According to Frost & Sullivan, Indonesia is the largest economy in Southeast Asia. The GDP of Indonesia has increased from US\$1,059.1 billion in 2020 to US\$1,396.3 billion in 2024, with a CAGR of 7.2% during the period. It is expected that the GDP will further increase to US\$1,916.7 billion in 2029, with a CAGR of 6.5% from 2024 to 2029. Whereas, the GDP of Thailand has increased from US\$500.5 billion in 2020 to US\$526.4 billion in 2024, with a CAGR of 1.3% during the period. It is expected that the GDP will further increase to US\$616.1 in 2029, with a CAGR of 3.2% from 2024 to 2029.

In addition, according to Frost & Sullivan, the integrated marketing markets in these jurisdictions are expected to grow steadily. The market size of the integrated marketing market in Thailand increased from approximately US\$116.9 million in 2020 to approximately US\$139.2 million in 2024 and is expected to further increase to approximately US\$167.6 million in 2029, while the market size of the integrated marketing market in Indonesia increased from approximately US\$119.3 million in 2020 to approximately US\$131.1 million in 2024 and is expected to further increase to approximately US\$182.0 million in 2029. Our Directors believe that such growth trends provide ample room for integrated marketing service providers such as our Group to expand their businesses in these markets.

(ii) *Adoption of QR code payment systems*

The Bank Indonesia and Indonesian Payment System Association (ASPI) launched standardised QR code QRIS in 2019 to promote cashless payment and enhance connectivity among payment systems in Indonesia. Thai Bankers' Association has launched Thai QR in 2017, which is a highly standardised payment system that supports cross-institutional payment and helps establish close economic ties with ASEAN countries and beyond. The adoption of QR code payment infrastructure in these markets creates an environment highly conducive to digital marketing activities, supporting efficient implementation of online campaigns and interactive customer engagement. QR code payment infrastructure will enable us to integrate promotional offers with transactional features such as instant discounts, loyalty rewards and companion linked purchases.

(iii) *Relative early stage of marketing technology development*

According to Frost & Sullivan, the marketing technology infrastructure in Indonesia and Thailand, while advancing, remains relatively undeveloped compared to that in the PRC. This presents an opportunity for our Group to introduce advanced marketing technologies and leverage our proven expertise to address the unmet needs of local businesses. The market size of marketing technology in Thailand and Indonesia achieved a growth at CAGR of 12.7% and 30.6% between 2020 and 2024, respectively. It is projected that by 2029, the marketing technology market in Thailand and Indonesia will further increase to US\$191.9 million and US\$423.6 million, respectively.

Our Directors further note that marketing software-as-a-service (SaaS) constitutes a key delivery model for MarTech solutions and that its penetration is a useful indicator of the maturity of the MarTech market in a given territory. In 2024, marketing SaaS accounted for approximately

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18.5% and 22.0% of the total SaaS markets in Thailand and Indonesia, respectively, as compared to approximately 39.6% in the PRC. This suggests that Thailand and Indonesia still have substantial headroom for further adoption of marketing SaaS solutions and that their MarTech markets remain at a relatively early stage of development with significant growth potential.

From an industry perspective, our Directors observe that two sectors in Southeast Asia in particular are expected to continue to drive demand for MarTech solutions, namely (i) retail e-commerce, where the market sizes of Thailand and Indonesia grew from approximately US\$8.3 billion and US\$36.0 billion in 2020 to approximately US\$14.0 billion and US\$79.4 billion in 2024, respectively, with CAGRs of approximately 14.1% and 21.9% during the period, and where brands are increasingly seeking to use marketing technology to obtain consumer insights, deliver personalised marketing messages and enhance customer experience; and (ii) tourism, where tourism authorities and related operators seek to enhance destination visibility and traveller engagement through targeted advertising, thematic offline events and promotional offers. Our Directors believe that these sectoral trends will create favourable conditions for our Group to introduce its integrated marketing and MarTech solutions in Indonesia and Thailand.

Reasons for setting up local offices in Indonesia and Thailand

Our Directors believe that establishing new offices in Indonesia and Thailand will enable our Group to build a robust local presence, facilitating deeper engagement with regional customers and partners. Leveraging our experience in the PRC, we will adapt our marketing solutions to local consumer preferences, values and market conditions, thereby ensuring relevance and effectiveness of our services tailored to specific local needs. Physical presence in these locations will also strengthen our ability to support existing PRC-based clients as they expand overseas, capture new business opportunities from multinational and local enterprises, and respond to rapidly evolving market trends. By strategically allocating resources and building robust local teams, we aim to maximise operational efficiency and market responsiveness, positioning ourselves to secure business opportunities in these high-potential markets and to reinforce our long-term competitive advantage.

(i) Indonesia — Jakarta

To better capture opportunities in these markets and to build local market knowledge, we intend to establish a new office in Jakarta, the capital and principal commercial hub of Indonesia, with an initial office headcount of approximately [20] staff. The planned team is expected to comprise approximately [10] local hires in Indonesia and the redeployment of approximately [1] employee from our Group’s headquarters, approximately [1] general manager, [2] management level staff and [1] assistant manager responsible for overseeing local operations and key accounts, together with [4] general staff responsible for strategy, creative, technology and operations matters and [3] general staff responsible for business development, administration and finance matters.

(ii) Thailand — Bangkok

We intend to establish a new office in Bangkok, Thailand, which is the country’s capital and principal commercial centre, with an expected headcount of approximately [11] staff members. This office is intended to serve as our regional base for tapping into the fast-growing integrated marketing and MarTech demand in Thailand and neighbouring Southeast Asian markets. The planned team in Thailand is expected to comprise approximately [1] general manager, [2] management level staff and [1] assistant manager responsible for overseeing local operations and key accounts, together with [5] staff responsible for strategy, creative, technology and operations matters and [3] staff responsible for business, administration and finance matters.

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While Indonesia and Thailand represent our initial targets for expansion within Southeast Asia, Hong Kong is treated distinctly due to its role as a regional business hub and its strategic importance to our Group’s overall regional growth and integration strategy. Our Directors believe that this organisational set-up will facilitate our Group’s customer acquisition efforts, strengthen cooperation with local partners, support compliance with local legal and regulatory requirements and underpin our Group’s medium- to long-term business development in Southeast Asia.

Reasons for setting up an office in Hong Kong

Establishing a new office in Hong Kong is complementary to our Group’s strategic expansion into Indonesia and Thailand. Hong Kong’s role as a regional headquarters for many multinational enterprises, along with its robust connectivity to Southeast Asian markets, will enable our Group to coordinate cross-border projects more efficiently, share operational know-how, and deploy best practices across all locations. A Hong Kong office will facilitate stronger integration of our business resources, improve information flow, and enhance our ability to support customers executing regional campaigns spanning the PRC, Hong Kong, Indonesia, and Thailand. By developing an integrated regional presence, our Group aims to maximise operational synergy, deepen customer engagement, and reinforce its competitive positioning in Asia.

Furthermore, our Directors believe that after attaining [REDACTED] status in Hong Kong will significantly enhance our Group’s reputation and market visibility, thereby easing our entry into the local market in Hong Kong, facilitating engagement with business partners, and enabling recruitment of high-quality talent. Hong Kong’s position as an international financial centre and a key bridge between the PRC and global markets offers access to a sophisticated client base, regional and multinational enterprises, and a dynamic business community. According to Frost & Sullivan, Hong Kong’s online advertising spending increased from approximately US\$1.1 billion in 2020 to approximately US\$1.9 billion in 2024, representing a CAGR of 14.3% during the period. The sustained increase in digital adoption and advertising expenditure in Hong Kong further underscores our Group’s belief that a local office will be instrumental in capturing new business opportunities and supporting our Group’s long-term strategic development.

We intend to establish a new office in Hong Kong, expected to accommodate approximately [13] staff members. Given the close cultural and commercial alignment between Hong Kong and the PRC, including the widespread use of similar e-commerce platforms and social media such as Taobao, Pinduoduo and WeChat, the Hong Kong office is designed to operate with a relatively lean team focusing on customer engagement and business development in Hong Kong and on serving as a foothold to facilitate PRC brands and customers to promote and market their products in Hong Kong. We also intend to position our Hong Kong new office as the service center for the Group’s business expansion into overseas markets. The planned team in Hong Kong is expected to comprise approximately [1] general manager, [2] managers, [7] staff responsible for strategy, creative, technology and operations matters and [3] staff responsible for business, administration and finance matters.

We intend to apply the net [REDACTED] from the [REDACTED] to set up new offices in each of Indonesia, Thailand and Hong Kong and hire local talents in those areas. This includes selecting and leasing offices premises, procuring necessary office infrastructure and IT systems and recruiting staff. With the above implementation plan, we aim to facilitate seamless knowledge and best practice transfer from our PRC operations, accelerate local market entry, and deliver tailored marketing solutions that meet the expectations of clients in each jurisdiction.

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Seek strategic mergers and acquisition in the PRC to expand our customer base and business operation

We may opportunistically seek strategic acquisitions and cooperation to expand our business presence through mergers and acquisitions. According to Frost & Sullivan, the market size for China’s FMCG market has increased from RMB7.4 trillion in 2020 to RMB9.1 trillion in 2024, with a CAGR of 5.2% between 2020 and 2024. It is expected that the market size will further increase at a CAGR of 4.1% reaching RMB11.2 trillion in 2029. In view of the above, we intend to expand our customer base through strategic mergers and acquisitions. During the Track Record Period, we mainly conducted marketing projects for the food and beverage sector of the FMCG industry. Leveraging our experience in this sector, we intend to further penetrate into the FMCG industry by acquiring marketing company with solid customer base from other sectors of the FMCG industry.

Our Directors intend to select potential acquisition targets based on the following criteria: (i) at least three years of experience providing marketing service in the FMCG industry other than the food and beverage sector; (ii) capable of developing marketing material for distribution on online and offline platforms with the use of AI technology; (iii) achieved an average annual revenue of at least RMB50 million and net profits exceeding RMB5 million for the past three years. As confirmed by Frost & Sullivan, as at the Latest Practicable Date, potential acquisition targets were available in the PRC.

Our Directors consider that acquiring the target with proven track record in the FMCG industry can (i) facilitate the integration of the new company to our existing business; (ii) enrich our marketing database; (iii) acquire talents to enrich our talent pool; and (iv) expand our customer base. We consider this approach to be a strategic advantage that will strengthen our market position and support the sustainable growth of our Group’s business.

As at the Latest Practicable Date, we had not identified any specific acquisition target, or adopted a concrete timetable or expected capital expenditure plan to implement any acquisition, and we had not entered into any agreements, commitments or understandings with respect to any such transaction, to which we plan to apply the [REDACTED] from the [REDACTED]. The timetable for the deployment of the [REDACTED] will be subject to the identification of suitable targets, market conditions and the opportunistic nature of strategic acquisitions.

Expand our business presence by setting up new office in the PRC

During the Track Record Period, we provided services to customers located across the PRC where our operations were primarily conducted through offices in Guangzhou and Shanghai. During the Track Record Period, a substantial portion of our revenue was generated from customers in the FMCG market reflecting our Group’s established expertise and leading position in this sector. In order to further broaden and diversify our business, we intend to expand our domestic footprint into other high-growth industries such as home care products, beauty and skincare and new energy vehicle sectors, with a particular strategic emphasis on the Southwestern region of the PRC.

According to Frost & Sullivan, (i) the market size of China’s home care products market is approximately RMB116.8 billion in 2024, with a projected CAGR of approximately 2.5% from 2024 to 2029; (ii) the market size of China’s beauty and skincare market is approximately RMB594.5 billion in 2024, with a projected CAGR of approximately 3.8% from 2024 to 2029; and (iii) China’s new energy vehicle ownership was approximately 31.4 million units in 2024, where in the same year, the sales volume of China’s new energy passenger vehicle market reached 11.1 million units, and the CAGR for new energy passenger vehicle sales is estimated to be approximately 9.5% from 2024 to 2029.

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As advised by the Frost & Sullivan, a local presence is critical in the marketing industry, as customers prefer service providers who understand regional preferences, market demand and business environments. Establishing a new office in Southwestern China will enable our Group to deepen its market penetration beyond our existing offices in Guangzhou and Shanghai, and to optimise customer communication through enhanced proximity, thereby providing direct access to the rapidly expanding regional economy and diverse industry clusters in Sichuan, Chongqing and surrounding provinces. By securing a physical presence in this market, our Group will be able to engage directly with both local and national industry leaders, adapt swiftly to unique regional market requirements, and deliver tailored marketing solutions to a more diverse clientele spanning distributors, retailers and end consumers.

As advised by Frost & Sullivan, in 2023, retail sales of FMCG products in Southwest China (such as Sichuan, Chongqing, Yunnan, Guizhou and Guangxi) reached RMB1,047.8 billion, representing 12% of China’s total FMCG market. From 2019 to 2023, the region recorded a CAGR of 7.5%. The growth of regional brands, driven by the use of geographical indication branding, local packaging and cultural differentiation, indicates a shift toward consumer preference for authenticity and origin-based value propositions. This means more brands are highlighting their unique local roots and cultural identity to stand out in the competitive FMCG market. Furthermore, government initiatives like “Sichuan Goods Nationwide” (川貨全國行) and “Guangxi Products Go Global” (廣西商品走出去) amplify this effect by providing structured support and greater visibility for regional brands, opening up access to wider national retail and e-commerce platforms.

Strengthening our local operations will enhance customer relationships, capture new business opportunities, and reinforce our competitive position as a nationwide provider of integrated marketing services. Our Directors believe this approach will not only reduce concentration risk but also drive sustainable business growth and long-term value creation.

Furthermore, as the chairman unit of the Guangzhou 4A, our Group benefits from a recognised position of industry leadership, extensive professional networks, and collaborative influence in China’s marketing sector. Leveraging our established reputation, our Directors are confident in our ability to build trust, credibility and strategic partnerships with prospective clients and stakeholders in the Southwestern region and across new target industries. This foundation uniquely qualifies our Group to achieve successful market entry, deliver high-standard marketing solutions, and expand our presence in China’s evolving commercial landscape.

We intend to apply the net [REDACTED] from the [REDACTED] to set up a new office in the PRC. This includes selecting and leasing office premises, procuring necessary office infrastructure and IT systems and recruiting staff. We are currently evaluating specific locations for new offices with a focus on Southwest China, with the objective of optimising customer connection and communication, facilitating new customer identification and engagement of new customers. Through our geographical expansion and by strengthening our local presence, we aim to deepen market penetration, diversify our customer base, enhance customer satisfaction and secure a greater share of service projects, thereby supporting our long-term growth and competitive position within the PRC.

OUR BUSINESS MODEL

Our services consist of (i) integrated marketing services, (ii) marketing technology services and (iii) advertising marketing services. We started our business in providing integrated marketing and advertising marketing services in 2013 and progressively advanced our technological capabilities to upgrade and enrich our service offering in integrated marketing and advertising marketing, including

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coordination and execution of integrated marketing campaigns and advertising marketing events. The accumulation of our experience and advertising resources allows us to provide a wide range of marketing services in different industries, with a focus in the FMCG industry.

To cater for evolving customer needs and the rapid advancement of technology and digitalisation within the industry, our Group broadened our service offerings to provide marketing technology services. This expansion enables us to assist customers in integrating key technologies to enhance their business operations and marketing capabilities.

OUR INTEGRATED MARKETING SERVICES

Our integrated marketing services provide comprehensive integrated marketing solution that covers the entire marketing spectrum from planning, coordination to execution of marketing campaigns, including strategy formulation, creative development, content production, event planning and integrated communication. Our integrated marketing service offerings are comprehensive and consultative, focusing on providing a flexible one-stop marketing solutions to our customers and creating a unified alignment of marketing efforts from different aspects tailored to our customers’ needs to deliver cohesive brand message. Leveraging our industry expertise and technological capabilities, we specialise in seamlessly integrating offline channels and digital platforms, empowered by advanced technology to deliver marketing campaigns for brand owners from various industries, with particular strength in FMCG, supporting brands with an aim to achieve their targeted marketing objectives and enhance market presence.

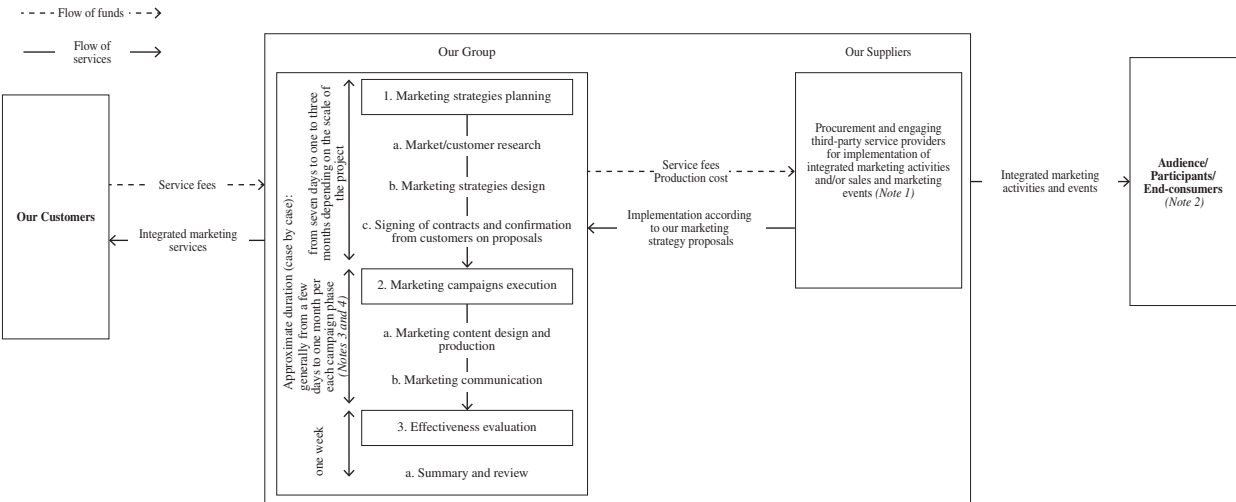
This online-offline synergetic approach allows us to support customers at different phases, from initial market positioning to brand building and ongoing brand management and promotion, enabling broader and more effective market coverage. We work closely with our customers to understand their business objectives and conduct market research to assess the market demands and challenges, leveraging our industry experience and professionalism to devise innovative strategies. Our team is experienced in managing projects of varying scale and complexity, and we place strong emphasis on maintaining customers’ standards throughout each stage of our work. We have a proven record of serving leading brands and Fortune China 500 companies and delivering large-scale and comprehensive marketing campaigns, including physical events such as touring concerts, sports events or sports contests in the scale of over 20,000 target audience across multiple cities in the PRC, and online campaigns generating over one million views and impressions, providing extensive public exposure across multiple channels. Building on this experience, we are adopting our online-offline capabilities with an aim to effectively design, execute and implement large-scale integrated marketing campaigns that can achieve high levels of audience reach and industry recognition. Our Directors believe that our commitment to fusing operational excellence and strategic technological advantage has contributed to our stable relationship with our customers over the years. We strive to further deepen our understanding and sensitivity to the industry in order to remain well positioned to support brands in strengthening their market presence and achieving sustainable growth.

For FY2023, FY2024 and FY2025, we generated revenue of approximately RMB77.6 million, RMB111.7 million and RMB102.3 million from our integrated marketing service, representing approximately 47.5%, 44.4% and 34.0% of our total revenue, respectively. During FY2023, FY2024 and FY2025, we undertook 137, 105 and 112 integrated marketing service projects, respectively.

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Our operation process

The key steps typically undertaken by us throughout the operation process of our integrated marketing services are illustrated below:



Notes:

- Services provided by these third-party service providers include manpower, event management and supplies and location.
- Participants may be involved in instances where the brand promotional strategy involves contests such as sports or music.
- Such approximate duration covers execution of promotional activities per each campaign phase only, and a marketing campaign can involve multiple phases spanning across a few months.
- For certain events, the event itself may last only one day, while preparation and execution works span from several weeks to approximately two months.

We begin by forming an internal project team for each initiative, typically including strategy planners, designers and project managers to oversee the project from inception to completion.

1. Marketing strategies planning

a. Market/customer needs research

We are engaged to devise customised marketing strategies tailored to our customers’ needs. At this stage, we communicate with our customers to understand their business objectives and conduct necessary market research to assess the market demands and target audience such as target consumers’ analysis. We perform comprehensive market research and competitor analysis to identify opportunities and inform the strategic direction and analyse their business operations, existing marketing positioning and objectives.

b. Marketing strategies design

Based on our research findings such as analysis on target consumers’ age group and need, we formulate tailored marketing strategies for our customers. Building on the creative ideas and strategies proposed internally, our internal project team consolidates the information obtained and holds meetings to discuss marketing strategies, and collaborates with our design team to generate

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creative materials for the marketing strategy proposals. In developing these strategies, we take into consideration both physical and digital online solutions and/or services to explore creative campaign concept and ensure effective promotion. As part of our deliverables and where applicable, we prepare and provide our customers with market research analysis, analysis of and proposals for brand positioning, ideas for the creative content and innovative marketing proposals design, and develop branding ideas and digital experiences of the corporate brand and products and/or services and sales and marketing strategies.

c. *Signing of contracts and confirmation from customers on proposals*

We will finalise our terms of contracts with the customers and enter into contracts with them. After confirming the fee and availability of the relevant advertising resources and/or third-party service providers, we will finalise the proposals (setting out the fees and execution plans) for our customers’ confirmation. We generally select third party service providers and give priority to those with whom we have previously collaborated with, in order to ensure the reliability and quality of service provided.

If tender is required, we will also prepare the relevant tender documents and submit our proposals.

2. Marketing campaigns execution

a *Marketing content design and production*

Once our strategy proposal is being accepted, we further refine the confirmed marketing proposal, detailing the campaign plan and event arrangements. On top of the approved marketing plan, we also proceed to design, prepare, and produce the required marketing content and materials or engage an external production company to assist us in completing the production of the related materials where necessary, bringing our previously designed creative content such as slogan into reality.

b *Marketing communication*

We purchase media in specific phases according to the marketing strategy to build brand awareness and attention. Our team will determine the mix of online and offline elements to bridge both economically. These marketing communications can take different forms, where we may promote our events and campaigns online such as on social media platforms and digital advertising networks or offline in-person. For instance, where scanning a QR code physically will extend end-user into the digital space of marketing activities. As an important part of brand promotion, we are responsible for developing communication content, selecting communication media and negotiating and confirming prices. When executing large scale integrated marketing activities, we may aim to create an online-offline synergetic experience as well as leveraging our multi-channel expertise to conduct pre-event exposure, event promotion and secondary dissemination of promotional material respectively during various stages of the event which may include purchasing digital media resources and publishing online advertisements through platforms such as Rednote (小紅書) and Douyin (抖音).

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c *Implementation of integrated marketing activities*

Our team develops a project timeline to coordinate and monitor project implementation. For marketing campaigns that involve online dissemination, we place our advertising content such as videos and images on different platforms. For marketing campaigns that involve physical events, we are responsible for engaging, coordinating and managing third-party service providers, including stage setup, sound effects, lighting adjustments and photography/videography, to ensure that marketing activities are executed according to the confirmed strategy. We manage and coordinate the implementation and quality of our integrated brand promotion activities to ensure construction aligns with design specifications and project schedule requirements.

Types of integrated marketing activities

During the Track Record Period, the type of events we have successfully organised for our customers include promotional booths, celebrity meet and greets, motorcade parade, sports events, music festivals/concerts and singing and sports contests.

Depending on our customers’ needs, we will implement the promotion activities suitable for our customers.

3. Effectiveness evaluation

Summary and review

We value our customers’ feedback on the effectiveness of our integrated brand promotion activities. After the execution of the marketing campaigns, we would prepare an evaluation and summary report to summarise the implementation details of the marketing campaigns and analyse their effectiveness such as digital metrics. We offer (i) data analysis for our customers to evaluate the effectiveness of the promotion activities and/or events, such as number of audiences and participants of the events, public comments, impressions, views and click-through rates; and (ii) suggestions to help customers to improve and refine the campaigns in the future drawing on both physical engagement outcomes and detailed in sights from digital analysis tools.

The project duration of our integrated marketing projects typically range from within one month to five months. We may sign annual framework contracts with our customers and sign separate project-based contracts. We will issue our invoices to contractual parties in accordance with the contract terms from time to time.

Representative project

Below is one of our representative projects during the Track Record Period:

Project description:

During the Track Record Period, our Group implemented a comprehensive marketing campaign for our customer, Wang Laoji, to promote its throat lozenges using an integrated online and offline approach. The campaign was strategically timed to coincide with 520 Valentine’s Day, World No Tobacco Day, Father’s Day and Teacher’s Day, aiming to enable the customer’s brand to foster genuine connections with consumers.

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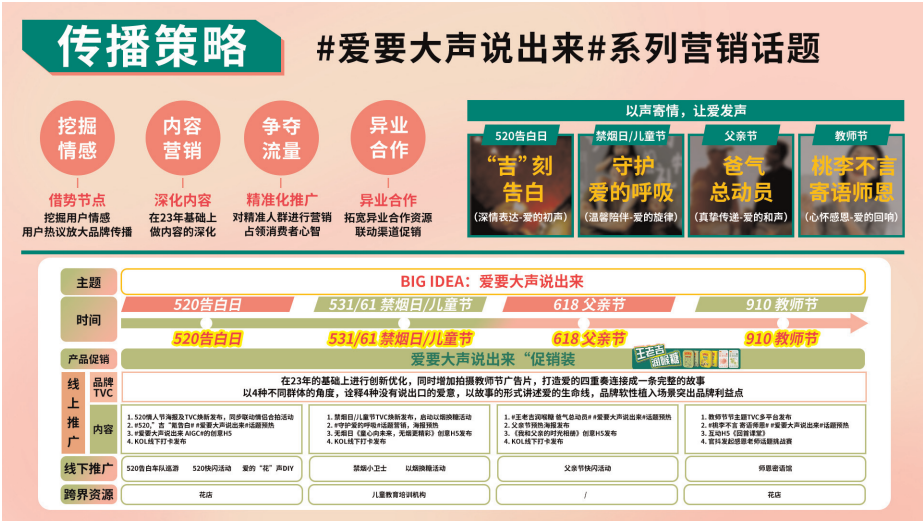
To maximise reach, we leveraged major Chinese digital and social media platforms, including Weibo (blog), Douyin (short-video app), Xiaohongshu (lifestyle community), WeChat Official Account, WeChat Channels (video feed), WeChat Moments (social feed), and online news media, deploying simultaneous media placements and disseminating promotional materials across these platforms. Our digital tactics were complemented by KOL collaborations and creative hashtag seeding, encouraging engagement and amplifying campaign momentum among diverse audience segments. Such marketing strategy and tactic enabled us to achieve a total exposure of 162.5 million impressions across the entire comprehensive marketing campaign, demonstrating our capability in effectively delivering large-scale integrated marketing initiatives. Our Directors believe that, by planning the themes, designing differentiated promotional materials and creating tailored content for different commemorative days, we helped to stimulate topic-based discussions and drive traffic across online media and social media platforms, for better dissemination of the promotional materials.

Beyond digital channels, we organised experiential offline activities at shopping malls, such as interactive games and drawing sessions designed for fathers and children, as well as KOL-led check-in and flash pop-up events. Our Group also develops interactive webpages or mini-programmes that allow consumers to participate in certain marketing activities, such as allowing users to create their own photo album with accompanying text descriptions on Father’s Day to evoke emotional stories, while at the same time facilitating user interactions like sharing and forwarding to maximise visibility and engagement. Through these interactive-friendly experiences, we targeted to offer opportunities for direct consumer participation, strengthen emotional bonds, expanding brand affinity. We believe this is an example in demonstrating our ability to seamlessly blend creative content, advanced technology, influencer partnership cross-channel media and hands-on event activation, and to provide end-to-end brand marketing planning, design, communication and execution services for large-scale integrated marketing campaigns.

Awards:

Golden Phoenix Awards — Social Marketing Gold Award* and Big Data Marketing Silver Award* (金梧獎 — 社會化營銷類金獎及大數據營銷類銀獎)

Market strategies planning



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Marketing campaigns execution and effective evaluation



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OUR MARKETING TECHNOLOGY SERVICES

We provide marketing technology services that enable our customers to apply technology tools and data-driven systems to support marketing activities with a focus on improving precision, efficiency and measurability of marketing activities. Through our proprietary One Item One Code technology, we deliver the technical infrastructure to assist our customers in planning and executing marketing activities efficiently across major online platforms and digital channels, supporting their adaptation to digital marketing and consumer engagement trends.

As advised by Frost & Sullivan, businesses are expanding their marketing strategies beyond traditional methods to incorporate data-driven, multi-channel approaches, given the widespread of smartphone usage and active online engagement. As advised by Frost & Sullivan, the marketing technology market has achieved an impressive growth at CAGR of 23.1% between 2020 and 2024 and is projected to reach approximately RMB134.5 billion by 2029, driven by factors such as accelerated business digitalisation. Alongside this growth, the QR code market grew rapidly from 2020 to 2024, with a 15.0% CAGR, expanding from RMB12.7 billion to RMB22.3 billion. According to Frost & Sullivan, we ranked fourth among QR code solution service providers in the PRC in 2024. We strive to empower our customers to deliver and execute innovative digital and data-driven marketing solutions and to remain competitive in the digital environment.

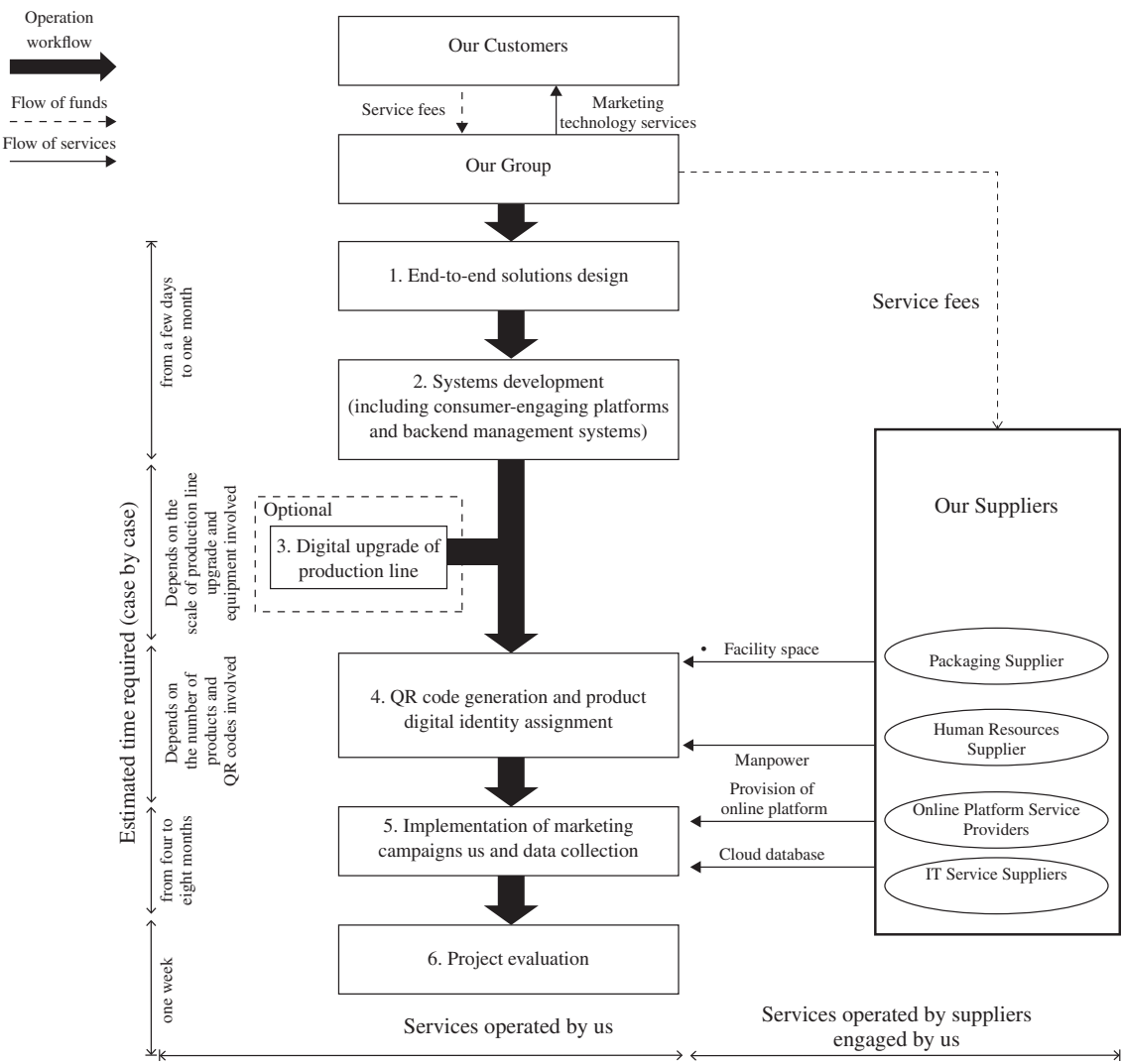
Our marketing technology services specialise in providing our proprietary One Item One Code technology which assigns a unique digital identity for each product or packaging through the use of QR code, thereby assisting our customers to seamlessly connect their physical products to the online digital ecosystem and establish a linkage between brands, distributors, retailers and end-consumers. We further develop and operate marketing systems, including consumer-engaging platforms such as WeChat mini-programmes and private domain membership platforms featuring diverse functions and interactive experiences which enables customers to conduct interactive and engaging marketing campaigns across social media platforms and other online or digital channels, and back-end management systems that connect with the unique digital identity embedded in each product, facilitating real-time data collection and traceability while empowering customers to make data-driven marketing decisions. Where necessary, our service offerings also include assisting our customers to upgrade their production lines to enhance their technical capabilities and equip them with the necessary technical infrastructure to navigate the evolving digital landscape and adapt to the increasing demand for digitalised, data-driven and multi-channel marketing. Coupled with our One Item One Code technology, users can seamlessly access our customers’ platforms and the mini-programmes through scanning the QR code and participate in the marketing campaigns, thereby providing a direct channel for interaction and engagement between our customers and their target audience.

For FY2023, FY2024 and FY2025, we generated revenue of approximately RMB67.3 million, RMB58.7 million and RMB63.4 million from our marketing technology services, representing approximately 41.2%, 23.3% and 21.1% of our total revenue, respectively. During FY2023, FY2024 and FY2025, we undertook 36, 33 and 33 marketing technology service contracts, respectively.

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Our operation process

The following diagram generalises the business model and operation process of our marketing technology services:



Our operation process for our marketing technology service typically includes: (i) end-to-end solutions design; (ii) systems development; (iii) digital upgrade of production line; (iv) QR code generation and product digital identity assignment; (v) implementation of marketing campaigns and data collection; and (vi) project evaluation. Subject to our terms of engagement with our customers, we offer one-stop solutions comprising the entire operation process or modular service options based on their marketing needs and objectives.

1. End-to-end solutions design

We design comprehensive, end-to-end digital solutions customised to each customer’s unique needs and marketing initiatives from developing systems that leverage on our proprietary One Item One Code technology to production line upgrade and implementation of digital marketing campaigns. Through the

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integration of software and hardware, our holistic approach enables us to implement digital marketing campaigns that bridges physical products and online digital channels while seamlessly connecting brands, the distributors, the retailers and the end-consumers, with an aim to provide an engaging experience that resonate with target stakeholders and drive measurable results.

2. *Systems development*

We provide the necessary marketing technology to bring these proposals to life and execute these proposals effectively. In particular, we assist our customers to develop consumer-engaging platforms such as mini-programmes, online systems, functions or dedicated pages that are built, deployed and operated on social media platforms like WeChat, online payment platforms like AliPay or other e-commerce platforms. These mini-programmes are designed with customised, eye-catching interface, featuring intuitive and dynamic visual layouts or effects. They may incorporate interactive and gamified elements like daily check-ins, quests and mini-games, incentivising features such as coupon collection, red packets, promotional codes, lucky draws and points malls, and may also integrate technologies such as AR scanning, all designed with an aim to deliver an interactive and engaging user experience.

Our campaigns are also equipped with specially designed marketing strategies such as rolling out limited-time features with an aim to foster greater event exposure, as well as delivering physical prizes and giving away coupons or vouchers for use at offline retail stores, thereby encouraging products repurchase and enabling seamless integration of online and offline channels. We also offer the development of other marketing systems, including for instance, private domain memberships, providing our customers with a variety of marketing solutions and flexibility, further differentiating our services from traditional one-way marketing.

Additionally, our solutions include the development of integrated back-end management systems that assist our customers to digitalise and streamline their operations. Through presenting and displaying the data captured at various operational stages, these integrated back-end management systems which connect with the unique digital identity embedded in each product provide real-time visibility into inventory and supply chain operations, enabling our customers to monitor their operation processes with precision while at the same time empowering them to make data-driven marketing decisions. Our systems also enable customers to promptly identify and address any anomalies throughout the entire operational and marketing process, ensuring operational reliability and strategic agility. For details, please refer to “5. Implementation of marketing campaigns and data collection” below in this section.

3. *Digital upgrade of production line*

As a leading QR code solution service provider in the PRC, our marketing technology solutions generally involve the use of QR codes through our proprietary One Item One Code technology. As part of our end-to-end solutions, we offer to assist our customers in digitally upgrading their production lines to enhance their technical capabilities. We install and maintain production machinery at the production facilities of our customers and/or their suppliers, equipping them with the necessary technical infrastructure to print and embed QR codes on their products, connect the digital product identity with our back-end management systems and facilitate real-time data collection. Such production line upgrade enables them to leverage our One Item One Code technology to encode their products with unique digital identities through the use of QR codes, to streamline their operation process and facilitate real-time data collection and product traceability with our tailored back-end management systems, and ultimately to carry out marketing activities utilising these QR codes embedded on their products.

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4. *QR code generation and product digital identity assignment*

We assist our customers in generating unique QR code randomly and non-sequentially for each product or packaging box through our One Item One Code technology. These QR codes will form the channel directing users to our customers’ platforms and the mini-programmes during the marketing campaigns upon scanning, providing users with simple and direct access to the marketing campaigns.

We offer various kinds of codes including: (i) product codes that are printed on certain part of an individual product unit such as bottle caps and shrink sleeve labels wrapping around containers such as plastic bottles, designed to be scanned by end-consumers upon purchase, with an aim to incentivise consumers to repurchase the featured products; (ii) inner carton codes that are printed on the interior of each packaging box containing multiple items or units of products, designed to be scanned by retailers and distributors upon unpacking when they stock up the products at their retail stores, primarily used for channel marketing with a goal of encouraging them to register on our customers’ retail store network enhancing connection with our customers; and (iii) outer carton codes and pallet codes that are designed to be scanned by the customers’ staff, their carriers and distributors throughout their operation process from packaging to warehousing, storage, transportation and distribution, primarily used for product tracking and data collection across our customers’ entire supply and retail chain.

After the codes are generated, they are printed or embedded on to the designated parts of their products such as bottle caps or shrink sleeve labels, or the designated areas of the packaging boxes, depending on our customers’ needs and the type of codes. These codes are then scanned and recorded into our integrated back-end managements systems to link the codes to the end-products. This effectively assigns each product and each packaging box with a unique digital identity enabling real-time product movement tracking.

In addition, our services include the provision of manpower to assist our customers in facilitating the QR codes printing and embedding process and in assigning unique digital identity to their products, including but not limited to, (i) providing training to both the customers’ staff and, where applicable, their suppliers’ staff, in relation to the operation of the machinery; and (ii) conducting routine inspections and quality checks to ensure the printing quality, the precision of printing such as whether the codes are being printed in the designated locations, and the scannability and readability of the QR codes.

In respect of the outer carton codes and pallet codes, we also provide our customers with the PDAs equipment needed for scanning and reading the codes at different stages of their operation process such as warehousing and distribution. These PDAs are connected with our integrated back-end management systems enabling our customers to access the product information presented by the unique digital identity of the QR codes while at the same time facilitating real-time product movement tracking and data collection throughout their supply and retail chain.

5. *Implementation of marketing campaigns and data collection*

We provide comprehensive support to activate and implement the marketing campaigns we designed for our customers on various online platforms. Before launching and deploying the mini-programmes or systems, we have to set up customised operational parameters including campaigns timelines, prize inventories and event triggers within the system. Comprehensive testing are being conducted to ensure smooth operation and proper configuration of access controls, user permissions and data privacy settings.

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Throughout the implementation of the marketing campaigns, our team also assists in maintaining the normal operation of the mini-programme. We conduct regular review on the mini-programme and submit updated versions or new patches where necessary. We regularly monitor various system operation data, including but not limited to system load, memory and network throughput, to ensure the system operates and functions normally. We also provide timely online assistance to address and resolve any technical issues reported, seeking to ensure seamless marketing campaign execution and uninterrupted user participation.

We collect data throughout different stages of our operation process. We engage suppliers to securely store all data on cloud database once collected. These data are then processed and presented through our integrated back-end management systems.

These systems analyse and present all data collected at different stages of our customers' operation, providing them with real-time visibility into a wide range of valuable data, statistics and analytics, including but not limited to (i) transparent product movement enabling customers to trace their products across the entire supply chain from packaging to warehousing, storage, transportation and delivery; (ii) real-time regional distribution and retail sales data enabling customers to, for instance, timely replenish stocking and prevent unauthorised distribution outside the specified regions; (iii) consumers' data and users demographics including gender, age, education and occupation allowing customers to have a better understanding of their end-consumers' behaviour; and (iv) marketing campaign performance data and digital engagement metrics such as click-through rates, exposure rates, shares and views, number of user scans, number of repeat purchases and scanning time periods, as well as statistical figures relating to the value and amount of red packets, gifts and prizes giveaway. We believe that our integrated back-end management systems would enhance our customers' inventory and logistics management, enabling them to forecast demand, make data-driven marketing decisions to plan ahead for upcoming sales strategies and respond to real-time market conditions, and optimise the implementation of their marketing campaigns. These data also provide us with valuable insights to prepare and design future marketing plans and campaigns for our customers going forward.

6. *Project evaluation*

Apart from the ongoing data collection at different stages of our operation process, we also conduct rewarded surveys and questionnaires throughout the marketing campaigns to gather end-users feedbacks through the mini-programmes that we developed. We also conduct market research and provide data-driven project evaluation to our customers following execution of campaigns. These evaluations include in-depth analysis of performance metrics such as regional sales, performance by city or province, campaign participation trends over time, and prize distribution throughout the campaign. Additionally, we offer detailed analysis on the target audience group, encompassing demographic details such as age, gender, occupation and location, and consumers' behavioural data including purchase channels, frequency, timing, and how participants learned about the campaign and their prize expectations. These analyses equip our customers with valuable and actionable insights into marketing effectiveness, identifies areas for improvement and provides strategic recommendations to optimise future marketing initiatives, empowering them to make informed marketing decisions and enhance their marketing efforts.

BUSINESS

Representative project

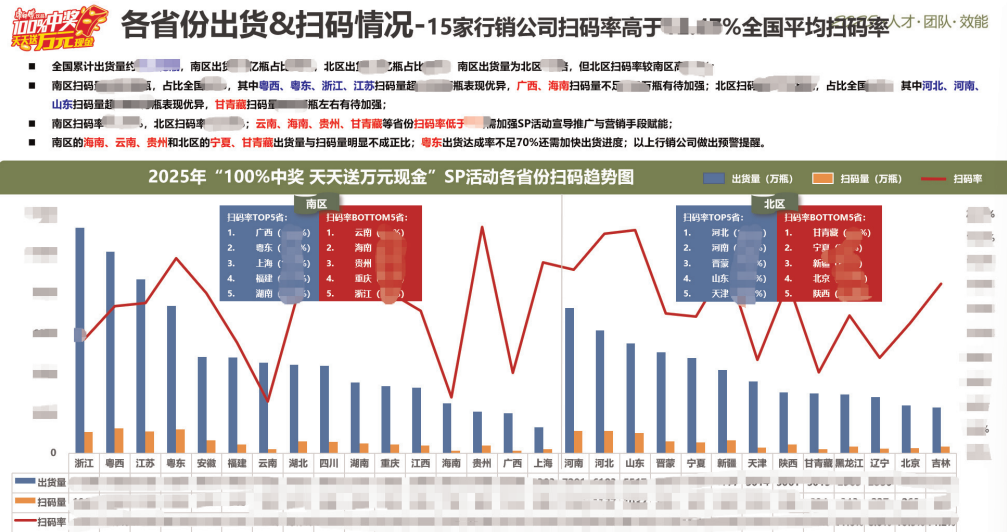
Below is one of our representative projects during the Track Record Period:

End-to-end solutions design and systems development



【2025年康饮“100%中奖，天天送万元现金” SP活动】测试计划							
关键节点	开始时间	结束时间	测试概要	计划测试项	当前测试项	测试细则	测试结果
功能测试	2024/2/17	2024/2/18	功能测试	232	232	后台系统及小程序功能模块测试	合格
	2024/2/18	2024/2/19	回归测试	160	160	小程序开关回归测试	合格
	功能测试小计			392	392		
性能测试	2024/2/20	2024/2/21	压力测试	1300	1300	模拟实际应用的软硬件环境及用户使用过程的系统负荷，长时间或超大负荷地运行测试接口，来测试被测系统的性能、可靠性、稳定性	合格
	2024/2/21	2024/2/22	安全检测	112	112	对系统平台进行安全性能、安全功能、安全机制等全面检测评估	合格
	2024/2/22	2024/2/23	UI及体验检测	86	86	对UI界面呈现是否符合标准，用户体验是否良好进行检测	合格
	性能测试小计			1498	1498		
二维码测试	2024/2/23	2024/2/24	码包测试	25	25	检测正式码各工厂生总码量是否符合目前进度，码包回传、激活端口是否正常，已作废码包废弃无法扫码开奖测试	合格
	2024/2/24	2024/2/25	瓶盖码测试	125	125	已生成瓶盖厂的不同色系瓶盖分别进行多次扫码测试，测试验证扫码识别率、扫码功能、开奖功能（*注意100%中奖）	合格
	二维码测试小计			150	150		
项目验收前测试	2024/2/26	2024/2/26	项目上线前测试	70	70	项目上线前持续测试活动全部功能	合格
	项目验收小计			70	70		
项目上线	2024/2/27	2024/2/28	项目验收	100	100	对平台系统功能进行测试验收	合格
	2024/3/1	2024/3/1	项目上线	35	35	项目上线	合格
	项目上线小计			135	135		
所有测试项目数合计				2245	2245		

Project evaluation



BUSINESS

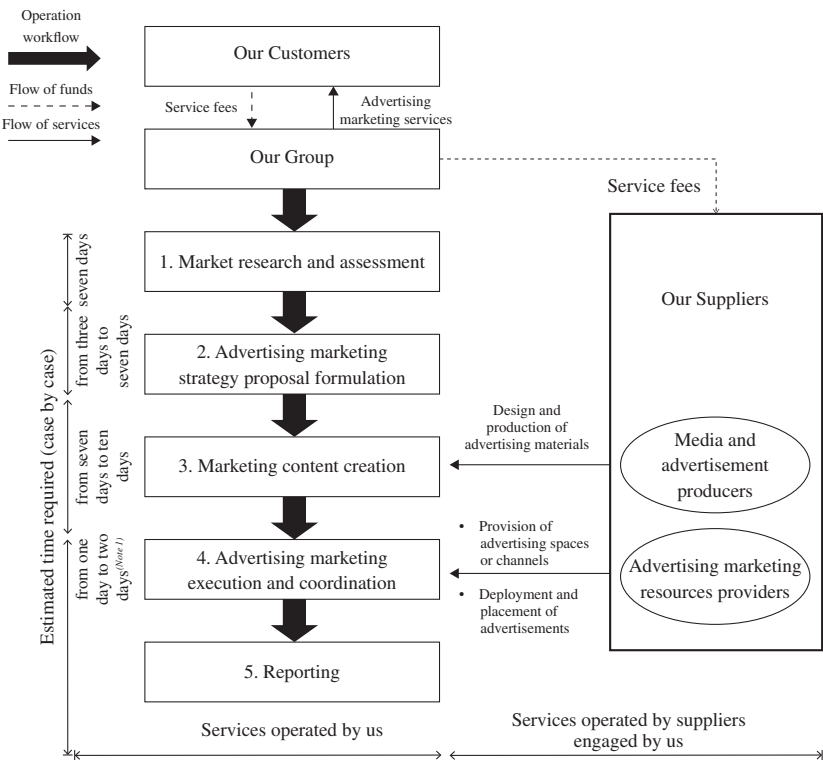
OUR ADVERTISING MARKETING SERVICES

Our services under this segment primarily includes the creative design and production of advertising content in the form of videos, banners, posters and graphics as well as the strategic placement and deployment of these contents and materials at suitable timing, schedule and targeted locations or media channels. We assist in media channels buying for the deployment of advertising content with an aim to acquire traffic and increase audience reach and exposure of the advertising content. Depending on the agreements signed, we may participate in the design and production of advertising content and advise customers on effective advertising and deployment strategies. During the Track Record Period, we have also started to incorporate our self-developed AI tools in the design and content creation process to enhance efficiency and support creative output. The advertisements may be displayed on traditional advertising channels such as television and outdoor public advertising resources including, among others, outdoor billboards and LED displays on public transportation and infrastructure, indoor advertising spaces such as television screens in elevators and LCD digital advertising screens inside buildings, or online and digital advertising spaces including websites, applications and social media platforms.

For FY2023, FY2024 and FY2025, we generated revenue of approximately RMB18.5 million, RMB81.5 million and RMB134.9 million from our advertising marketing service, representing approximately 11.3%, 32.3% and 44.9% of our total revenue, respectively. During FY2023, FY2024 and FY2025, we undertook 27, 26 and 44 advertising marketing service projects, respectively.

Our operation process

The following diagram generalises the business model and operation process of our advertising marketing services:



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Note:

1. Such estimated duration does not include the placement time and duration of the advertising content which is subject to contract terms.

1. Market research and assessment

As part of our planning, we assess our customers’ demands and conduct market research. Depending on the needs of each project, this may include research about our customers’ brands, nature of their products and/or services, the target consumers and their age group, as well as the assessment of suitable medium and location for the placement of advertising marketing materials taking into account the characteristics of the target consumers, with an aim to achieve maximum exposure to such target audience through the placement of advertisements at those medium or locations.

2. Advertising marketing strategy proposal formulation

After understanding our customers’ needs and conducting the necessary market research and assessment, we may prepare a proposal of advertising marketing based on our research findings and assessment results. In formulating such proposal, we would comprehensively consider key strategic factors including but not limited to the proposed form and mode of advertising marketing, content design, appropriate advertising media and locations, projected reach and audience coverage, budget consideration as well as optimal arrangements such as advertising schedule, timing, duration and frequency.

3. Marketing content creation

We also offer to assist our customers in creating, revising and/or optimising the marketing contents used in the advertisement to be placed, subject to factors including but not limited to the size of the advertising space, playback duration and frequency. These contents can be of different nature, ranging from static visuals such as images, banners and posters to dynamic display such as videos and motion graphics, in both 2D and 3D formats. Through the efforts of our AIGC Lab, we have successfully integrated AI technology into our regular creative workflow and generate marketing content, images and videos including naked-eye 3D materials as well as other video special effects using our self-developed AI tool. Upon the design of our advertising content, we then work with our customers to ensure that our designed graphics and output are in line with their requests and branding position.

BUSINESS

Representative projects

Below are some of our representative projects during the Track Record Period:

Master Kong “Master Kong Iced Red Tea” (康師傅 “康師傅冰紅茶”)



Project description:

We provided advertising and marketing services for our customer by utilising advanced AI technology powered by our AIGC Lab to design and generate naked-eye 3D creative content. This content was specially developed for display on an outdoor screen at a shopping mall in the PRC, creating an immersive and visually engaging experience for passersby without the need for special glasses.

4. Advertising marketing execution and coordination

Upon creating the marketing content to be used in the advertisements, we supports our customers in executing and placing their advertisements at the designated location or across suitable channels through collaborating with a network of trusted third-party suppliers.

We coordinate placement of advertisements on various traditional advertising channels and online and digital advertising spaces by engaging with advertising marketing resources providers, such as operators of social media platforms and traditional advertising channels.

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We have a close working relationship with our network of trusted advertising marketing resources providers, being owners and operators of different social media platforms and traditional advertising spaces or channels for placement and deployment of advertising content, empowering us with the capability of matching our customers with the suppliers that suits their advertising needs, thereby enabling us to assist its customers in placing advertisements across different channels, from offline outdoor billboards at highway, high-speed railway station and subway station, to indoor digital advertising spaces, digital media resources and online social media platforms.

Depending on the agreement terms, we may need to make prepayment to these service providers for their resources. We also monitor the execution of placement and assess advertisements’ performance. For instance, ensuring operation of social media platforms for online advertisements; ensuring the advertisement continues to be visible and maintain the condition of the advertisement for offline advertisements, including to monitor if there is adverse weather or vandalism. We monitor the advertisements’ performance until the end of the relevant advertisement period and assist with the relevant removals.

5. Reporting

During the media placement, depending on the mediums on which the media is placed, we may collect data such as views and click-through rates. We collate and present the data to our customers allowing our customers to review the effectiveness of such advertisement the audience reach and exposure.

OUR PROJECTS

We provide our integrated marketing services and marketing technology services on both (i) project basis, where we enter into a separate contract with our customers based on each independent marketing campaign or event, or enter into a framework agreement but charge on actual services provided; and (ii) recurring basis, where we enter into long-term agreement for providing marketing services to our customers over a period of time and charge regularly or periodically. By contrast, the provision of our advertising marketing services is solely on a project basis.

Projects by project and recurring basis

Set forth below is a breakdown of our revenue from integrated marketing services and marketing technology services by contract nature for the years indicated:

Integrated marketing services

	FY2023		FY2024		FY2025	
	Revenue		Revenue		Revenue	
	(RMB’000)	%	(RMB’000)	%	(RMB’000)	%
Project basis	50,468	65.0	74,930	67.0	84,503	82.6
Recurring basis	<u>27,167</u>	<u>35.0</u>	<u>36,817</u>	<u>33.0</u>	<u>17,817</u>	<u>17.4</u>
Total	<u><u>77,635</u></u>	<u><u>100.0</u></u>	<u><u>111,747</u></u>	<u><u>100.0</u></u>	<u><u>102,320</u></u>	<u><u>100.0</u></u>

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Marketing technology services

	FY2023		FY2024		FY2025	
	Revenue		Revenue		Revenue	
	(RMB'000)	%	(RMB'000)	%	(RMB'000)	%
Project basis	23,557	35.0	10,971	18.7	8,640	13.6
Recurring basis	43,782	65.0	47,683	81.3	54,808	86.4
Total	67,339	100.0	58,654	100.0	63,448	100.0

Movement in the number of our projects

The following table sets forth the movement in the number of our projects with revenue contribution and those that had been awarded to us but not yet commenced work during the Track Record Period, with breakdown of new projects awarded to us during FY2023, FY2024 and FY2025 and projects completed during the relevant year:

	FY2023	FY2024	FY2025
	No. of projects	No. of projects	No. of projects
Projects brought forward	4	12	19
New projects awarded to us during the relevant year	194	156	154
Less: Projects completed during the relevant year	(186)	(149)	(165)
Projects carried forward	12	19	8

Backlog

As at 31 December 2023, 31 December 2024 and 31 December 2025, we had a total of 12, 19 and 8 projects in our backlog (including projects that have commenced but not completed as well as projects that have been awarded to us but not yet commenced) with revenue derived or expected to be derived from such projects as follows:

	As at 31 December 2023	As at 31 December 2024	As at 31 December 2025
	No. of projects	No. of projects	No. of projects
Number of projects in our backlog	12	19	8
	RMB'000	RMB'000	RMB'000
Total estimated contract sum	21,415	52,701	2,669
Total revenue attributable to such projects recognised on or before the date indicated	(12,461)	(25,781)	(1,306)
Total revenue attributable to such projects yet to be recognised as at the date indicated	8,953	26,921	1,363

BUSINESS

Major projects

The following tables set forth particulars of our ten largest projects for FY2023, FY2024 and FY2025 in terms of revenue contribution:

For FY2023

Project	Customer	Types of services provided by our Group	Actual or expected project period	Total contract sum RMB'000	Revenue recognised for the year RMB'000	Percentage of total revenue for the year	Revenue yet to be recognised as at 31 December 2023 RMB'000
Project 1	Customer Group A	Marketing technology services	November 2022 to February 2023	4,510	4,510	4.02%	—
Project 2	Customer Group A	Integrated marketing services	December 2023 to January 2024	4,019	3,848	3.43%	171
Project 3	Customer D	Advertising marketing services	August 2023 to November 2023	3,565	3,565	3.18%	—
Project 4	Customer Group A	Marketing technology services	March 2023 to September 2023	3,337	3,337	2.97%	—
Project 5	Customer Group A	Integrated marketing services	March 2023	3,265	3,265	2.91%	—
Project 6	Customer Group A	Integrated marketing services	August 2023 to September 2023	2,917	2,917	2.60%	—
Project 7	Customer Group A	Marketing technology services	April 2023 to November 2023	2,711	2,692	2.40%	19
Project 8	Customer Group A	Integrated marketing services	August 2023 to October 2023	2,610	2,610	2.32%	—
Project 9	Customer N	Integrated marketing services	July 2023 to December 2023	2,481	2,481	2.21%	—
Project 10	Customer Group A	Advertising marketing services	April 2023 to October 2023	2,264	2,264	2.02%	—

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For FY2024

Project	Customer	Types of services provided by our Group	Actual or expected project period	Total contract sum RMB'000	Revenue recognised for the year RMB'000	Percentage of total revenue for the year	Revenue yet to be recognised as at 31 December 2024 RMB'000
Project 11	Customer I	Advertising marketing services	July 2024 to March 2025	22,920	19,725	17.57%	3,195
Project 12	Customer J	Advertising marketing services	July 2024 to August 2024	8,779	8,779	7.82%	—
Project 13	Customer Group H	Advertising marketing services	December 2024	7,776	7,776	6.92%	—
Project 14	Customer Group L	Integrated marketing services	October 2024 to January 2025	9,434	7,123	6.34%	2,311
Project 15	Customer Group A	Integrated marketing services	June 2024	4,371	4,371	3.89%	—
Project 16	Customer Group H	Advertising marketing services	December 2024	4,365	4,365	3.89%	—
Project 17	Customer Group H	Advertising marketing services	December 2024	4,340	4,340	3.86%	—
Project 18	Customer Group A	Integrated marketing services	August 2024	4,288	4,288	3.82%	—
Project 19	Customer J	Advertising marketing services	September 2024	4,231	4,231	3.77%	—
Project 20	Customer Group H	Advertising marketing services	November 2024	4,068	4,068	3.62%	—

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For FY2025

Project	Customer	Types of services provided by our Group	Actual or expected project period	Total contract sum RMB'000	Revenue recognised for the year RMB'000	Percentage of total revenue for the year	Revenue yet to be recognised as at 31 December 2025 RMB'000
Project 21	Customer Group H	Advertising marketing services	August 2025	8,354	8,354	2.78%	—
Project 22	Customer Group H	Advertising marketing services	September 2025 to October 2025	7,578	7,578	2.52%	—
Project 23	Customer Group H	Advertising marketing services	November 2025 to December 2025	7,110	7,110	2.36%	—
Project 24	Customer Group H	Advertising marketing services	April 2025 to May 2025	7,019	7,019	2.33%	—
Project 25	Customer K	Integrated marketing services	March 2025	6,877	6,877	2.29%	—
Project 26	Customer Group H	Advertising marketing services	April 2025 to May 2025	6,781	6,781	2.26%	—
Project 27	Customer Group H	Advertising marketing services	September 2025	6,384	6,384	2.12%	—
Project 28	Customer Group H	Advertising marketing services	May 2025 to June 2025	6,368	6,368	2.12%	—
Project 29	Customer Group H	Advertising marketing services	October 2025 to November 2025	5,955	5,955	1.98%	—
Project 30	Customer K	Integrated marketing services	February 2025	5,733	5,733	1.91%	—

During the Track Record Period, we had recorded two loss-making projects. The first one was recorded in the first half of FY2023 in relation to the service agreement between IOT Data and Customer Group G where a fire incident occurred which resulted in the destruction of promotional prizes belonging to Customer Group G leading to the subsequent legal proceedings. The second one was recorded in the second half of FY2024 which was attributable to a one-off clerical error and inadvertent oversight in project execution.

In light of the above incidents leading to loss-making projects, we have strengthened our internal control measures over project execution and cost management. In particular, we have refined the roles and responsibilities of existing project personnel to enhance oversight of implementation, verification of key project details and communication with customers, and introduced additional review and approval procedures by senior management for material project matters. Furthermore, we have also formulated project cost-management policy to require more structured budgeting and monitoring of project costs and, where appropriate, will seek to improve contractual allocation of risks and maintain suitable insurance coverage for projects involving customer property or significant third-party assets, so as to reduce the likelihood and impact of similar loss-making projects in the future.

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OUR CUSTOMERS

During the Track Record Period, our customers mainly included enterprises from the FMCG industry. While we focus on the FMCG industry, we have been actively diversifying our customer base to include enterprises from various industries such as automobile, household essentials commercial services, telecommunications and information technology. We secure contracts with our customers primarily through direct engagement or tender.

Our Group provides each type of services in accordance with the relevant scope of services and service fees specified in the corresponding agreements. Most of our customers assess our performance mainly based on whether we have fulfilled all the requirements as set out in the scope of work in the agreements with our customers. Our Group is constantly looking to expand its customers to utilise its capabilities to assist different kinds of customers from different industries.

Five Largest Customers

For FY2023, FY2024 and FY2025, we derived approximately 91.2%, 79.8% and 91.3% of our revenue, respectively, from our five largest customers. For the same years, we derived approximately 78.6%, 49.3% and 40.4% of our revenue from our largest customer, Customer Group A, respectively.

The tables below set forth a breakdown of our revenue derived from our five largest customers in each year during the Track Record Period, together with their background information:

BUSINESS

For FY2023

Rank	Customer	Year in which business relationship with our Group commenced	Type(s) of services provided by our Group during the Track Record Period	Credit term	Revenue derived from customer for FY2023 RMB\$'000	Percentage of total revenue %
1	Customer Group A	2013	- Integrated marketing services including brand strategy planning, organising and executing promotional campaigns across online and offline channels - Marketing technology services including digital upgrade of production line, planning and execution of marketing campaigns through QR codes printed on individual products leveraging our One Item One Code technology - Advertising marketing services including advertising proposal formation, creative design, production and placement of advertising content across relevant media and channels	30 to 90 days	128,495	78.6
2	Customer B	2021	- Integrated marketing services including planning, organising and executing promotional campaigns across online and offline channels - Advertising marketing services including production and placement of advertising content on outdoor media	90 days	9,502	5.8
3	Customer Group F	2023	Integrated marketing services including the production and installation of promotional materials for marketing campaigns	30 days	4,379	2.7
4	Customer D	2019	- Integrated marketing services including planning and executing online promotional campaigns and offline user engagement activities - Advertising marketing services including creative proposal formulation, production and placement of advertising content on LED outdoor media	15 business days	3,565	2.2
5	Customer Group G	2018	- Integrated marketing services including planning, organising and executing promotional campaigns - Marketing technology services including planning and execution of marketing campaigns through QR codes printed on individual products leveraging our One Item One Code technology	60 days	3,028	1.9
Five largest customers in aggregate					148,969	91.2
All other customers					14,477	8.8
Total revenue for FY2023					<u>163,446</u>	<u>100.0</u>

BUSINESS

For FY2024

Rank	Customer	Year in which business relationship with our Group commenced	Type(s) of services provided by our Group during the Track Record Period	Credit term	Revenue derived from customer for FY2024 RMB\$'000	Percentage of total revenue %
1	Customer Group A	2013	- Integrated marketing services including brand strategy planning, organising and executing promotional campaigns across online and offline channels - Marketing technology services including digital upgrade of production line, planning and execution of marketing campaigns through QR codes printed on individual products leveraging our One Item One Code technology - Advertising marketing services including advertising proposal formation, creative design, production and placement of advertising content across relevant media and channels	30 to 90 days	124,302	49.3
2	Customer Group H	2024	Advertising marketing services including creative proposal formulation, production and placement of online advertising content for brand promotion	180 business days	32,392	12.9
3	Customer I	2024	Advertising marketing services including creative proposal formulation, production and placement of advertising content on LED outdoor media	158 days	19,743	7.8
4	Customer J	2024	Advertising marketing services including creative design, production and placement of brand advertising content across relevant media channels	180 business days	13,010	5.2
5	Customer Group F	2023	Integrated marketing services including the production and installation of promotional materials for marketing campaigns	30 days	11,470	4.6
Five largest customers in aggregate					200,917	79.8
All other customers					<u>50,969</u>	<u>20.2</u>
Total revenue for FY2024					<u><u>251,886</u></u>	<u><u>100.0</u></u>

BUSINESS

For FY2025

Rank	Customer	Year in which business relationship with our Group commenced	Type(s) of services provided by our Group during the Track Record Period	Credit term	Revenue derived from customer for FY2025 RMB\$'000	Percentage of total revenue %
1	Customer Group A	2013	- Integrated marketing services including brand strategy planning, organising and executing promotional campaigns across online and offline channels - Marketing technology services including digital upgrade of production line, planning and execution of marketing campaigns through QR codes printed on individual products leveraging our One Item One Code technology - Advertising marketing services including advertising proposal formation, creative design, production and placement of advertising content across relevant media and channels	30 to 90 days	121,581	40.4
2	Customer Group H	2024	Advertising marketing services including creative proposal formulation, production and placement of online advertising content for brand promotion	180 business days	117,300	39.0
3	Customer K	2024	Integrated marketing services including planning and executing large scale concert campaign in the PRC, including marketing strategy design, content preparation and multi channel dissemination across online and offline channels	15 to 30 days	21,130	7.0
4	Customer Group L	2024	Integrated marketing services including brand strategy planning, campaign design and multi channel content deployment across online and offline platforms	7 days	9,009	3.0
5	Customer Group M	2024	Integrated marketing services including on-site management and coordination of marketing activities, liaison with third-party service providers, and support for the implementation and execution of offline marketing event.	120 to 180 days	5,642	1.9
Five largest customers in aggregate					274,662	91.3
All other customers					26,019	8.7
Total revenue for FY2025					<u>300,681</u>	<u>100.0</u>

Notes:

- Customer Group A is a leading food and beverage group listed on the Main Board of the Stock Exchange engaged in the production and distribution of FMCG, specifically instant noodles and beverages in the PRC.
- Customer B is a PRC limited liability company founded in 2013 and is principally engaged in the provision of marketing and media advertising services, with registered capital of RMB20 million.
- Customer D is a PRC provincial public institution officially responsible for management and operation of sports lottery activities, no founding date is applicable.

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4. Customer Group F is a leading telecommunications group founded in 1999 and listed on the Main Board of the Stock Exchange principally engaged in the provision of mobile and information services.
5. Customer Group G is a global leading food and beverage group listed on the Nasdaq exchange and engaged in the production and distribution of beverages, snacks and food products. The companies under Customer Group were founded in 1988 and 1998.
6. Customer Group H is a PRC state-owned group, principally engaged in satellite communication services, telecommunications, media advertising design and publication, with registered capital ranging from approximately RMB350 million to RMB1 billion.
7. Customer I is a PRC limited liability company founded in 2023 and principally engaged in development, production and sale of skincare and cosmetics products, with registered capital of RMB30 million.
8. Customer J is a PRC state-owned limited liability company founded in 2001 and principally engaged in the operation of broadcasting and telecommunications networks, provision of cable television and related media services, with registered capital of RMB450 million.
9. Customer K is a PRC limited liability company founded in 2015 and principally engaged in the production and distribution of Chinese Liquor and other spirits, with registered capital of approximately RMB187 million.
10. Customer Group L is a PRC group founded in 2015, principally engaged in the development and provision of technology solutions, each of which has a registered capital of approximately RMB1 million.
11. Customer Group M is a PRC group founded in 2010, principally engaged in conference and exhibition services, cultural and sports event organisation, advertising design and production, and related consulting and technical services, with registered capital ranging from approximately RMB5 million to RMB10 million.

Our Directors confirmed that, during the Track Record Period and up to the Latest Practicable Date, none of our Directors or their close associates, or any of our Shareholders which to the knowledge of our Directors owns more than 5% of our Company’s issued share capital, had any interest in any of our top five customers during the Track Record Period.

In addition, during the Track Record Period, our gross profit margin recorded with Customer Group A remains the highest amongst the other customers of our Group. Our Group has provided services across all three segments to Customer Group A. In particular, the services rendered under the marketing technology segment achieved a relatively high gross profit margin, attributable to the provision of end-to-end solutions design, systems development, and digital upgrading of production lines, which are services characterised by higher technical sophistication and complexity. Our Directors believe that such relatively high gross profit margin also reflects our sustained bargaining power and demonstrates our Group’s long-standing and mutually beneficial relationship established with Customer Group A over the years.

The table below sets forth the breakdown of our gross profit margins generated from Customer Group A, the remaining top five customers and other customers, for the years indicated:

	FY2023	FY2024	FY2025
	Gross Profit	Gross Profit	Gross Profit
	Margin	Margin	Margin
Customer Group A	38.5%	35.9%	37.2%
Other top five customers	16.3%	10.3%	13.3%
Other customers	21.9%	15.9%	25.4%

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Customer concentration

For FY2023, FY2024 and FY2025, our five largest customers in each year accounted for approximately 91.2%, 79.8% and 91.3% of our total revenue, respectively. For FY2023, FY2024 and FY2025, our largest customer in each year, Customer Group A, accounted for approximately 78.6%, 49.3% and 40.4% of our total revenue, respectively. If any of our major customers reduce their demand on our services or even cease their business relationship with us, our business, results of operations and financial position may be materially and adversely affected. Please refer to “Risk Factors — Risks relating to our Group — We are subject to customer concentration risk” in this document for further details.

We have developed a stable and long-term business relationship with Customer Group A since 2014. We provide Customer Group A with a wide variety of services including integrated marketing services, marketing technology services and advertising marketing services.

Our Directors are of the view that we will be able to control the risk of customer concentration, and such customer concentration would not adversely affect our business operation, our financial performance and would not impact on our Group’s suitability for the [REDACTED] based on the following reasons:

(1) Established and stable relationship and mutual reliance

We have maintained our relationship with Customer Group A for approximately 12 years since 2014. As we strengthen our marketing and digital capabilities over the years, we believe that Customer Group A has a good understanding of our strengths and capabilities and engaged us for more service types. For our integrated marketing services, we have entered into annual contracts with Customer Group A. For our marketing technology services, we have entered into an eight-year long-term binding contract with Customer Group A.

As advised by Frost & Sullivan, the provision of marketing technology services involving digitalisation and marketing solutions often require a high degree of customisation and integration into the customer’s operation line, IT and marketing systems. Due to the significant resources, investment and technical expertise involved in such deep integration, service providers are more likely to form long-term and exclusive relationships with a smaller number of major customers. As such, it is not uncommon that service providers like us would focus more on establishing a long-term relationship with smaller number of major customer such as Customer Group A.

Moreover, our Directors believe that our long-standing partnership has demonstrated stability and ongoing cooperation, and to the best knowledge of the Directors, we have not received any material complaints or indication of dissatisfaction from Customer Group A regarding our services during the Track Record Period and as at the Latest Practicable Date.

Furthermore, our Directors believe that given our established long term relationship, the reliance between our Group and Customer Group A is mutual and complimentary for the following reasons:

- As advised by Frost & Sullivan, (i) digitalisation projects in the FMCG sector are typically launched on a large scale, sometimes at the national level or across broad product portfolios; and (ii) due to the significant resources, investment and technical integration required, smaller brands may not require or have the budget for such

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extensive services, therefore, it is not uncommon that service providers derive a significant proportion of their revenue from a few leading brands that have the capacity for these large-scale projects.

- To our Directors’ knowledge, we are one of its original suppliers responsible for providing marketing technology services for its beverage products supply chain across the PRC. While we are not the exclusive marketing service provider of Customer Group A in China or in any particular region or channel, as at the Latest Practicable Date, through delivering marketing technology services, we assist Customer Group A in the development, implementation and operation of marketing systems and serve as one of their main marketing technology service providers for their beverage products, where we are involved in its supply chains for up to 20 types of beverage products across four key regions of East China, South China, Northwest China and Southwest China in the PRC. We believe this long-standing collaboration has built our deep understanding of Customer Group A’s business operations, their specific needs, and strategic priorities, enabling us to deliver highly tailored and efficient marketing technology solutions. Furthermore, we believe that this long-standing collaboration has led to shared operational familiarity, expertise and process alignment, making it more efficient for Customer Group A to continue working with the Group for ongoing and new marketing and technology needs.
- According to Frost & Sullivan’s observations and given the degree of integration of our technology and marketing systems into Customer Group A’s operations, we believe that shifting to alternative service providers or bringing these digitalisation functions in-house would face significant challenges and require substantial adjustments and investment, such as the need to source and coordinate with various service providers, adjusting or replacing the complex marketing systems developed and operated by the Group over the last seven years, investing in new equipment and staff training. Such a transition would also involve considerable time and costs, the transfer and handover of extensive operational data accumulated over the years, significant changes to their internal processes and the risk of business disruption or potential data security concerns. As such, our Directors believe the established integration of our solutions, along with our familiarity with their processes and operational requirements, means it is more practical and cost-effective for Customer Group A to continue utilising our services.

(2) Gradual decreased reliance

The revenue we derived from services provided to Customer Group A amounted to approximately RMB128.5 million, RMB124.3 million and RMB121.6 million for FY2023, FY2024 and FY2025, respectively, representing approximately 78.6%, 49.3% and 40.4%, respectively, of our total revenue for the same period. While the revenue derived from Customer Group A remained relatively stable for FY2023, FY2024 and FY2025, its proportion of our total revenue decreased, which was a result of our Group’s effort in diversifying our customer portfolio to reduce reliance on Customer Group A. Furthermore, we plan to (i) expand our market share and reach a broader customer base beyond Customer Group A via strategically setting up new offices in Southeast Asia and the PRC; and (ii) diversify the services we offer, reach new market segments and expand our customer base by strengthening our marketing solutions through development of AI model. For further details, please refer to “Our business strategies” above in this section and “Future Plans and Use of [REDACTED]” in this document.

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As part of our mitigating measures in response to the customer concentration, while we remain focused on the FMCG industry, we have been actively diversifying our customer base to include enterprises from various industries such as information technology, household essentials, commercial services, telecommunications and automobile, and have submitted tenders to obtain and secure certain projects or contracts. For further details, please refer to “Sales and marketing — Tenders” below in this section. As a result of our efforts, during the Track Record Period, we have broadened our customer base by securing new customers. One of these customers is Customer Group H which is a state-owned group involved in, among others, telecommunications, media information services, advertisement design and publication, which engaged us for advertising marketing services.

We have maintained stable relationships with our five largest customers in each year during the Track Record Period. Save for litigations as disclosed in the section headed “Business — Legal proceedings” of this document, there were no material disputes or claims between our five largest customers in each year and our Group. For further details of our customer concentration risk, please refer to “Risk Factors — Risks relating to our Group — We are subject to customer concentration risk.” in this document.

Salient terms of contracts and agreements on a project basis and a recurring basis with major customers

Set out below are the major terms of typical contracts and agreements on a project basis and a recurring basis with our major customers:

	Integrated marketing services	Marketing technology services	Advertising marketing services
Contract period	Project basis: Contract duration typically ranging from a single day to up to six months depending on the nature and duration of the projects.	Project basis: A fixed term typically ranging from four months to 13 months.	Project basis: A fixed term typically ranging from one month to ten months.
	Recurring basis: A fixed term typically ranging from one year to two years.	Recurring basis: A fixed term typically ranging from one year to eight years.	
Fees	Project basis: Fees are either based on a fixed amount or actual services provided as per the fee schedule set out in the agreement.	Project basis: Fees are typically based on a fixed amount set out in the agreement.	Project basis: Fees are typically based on a fixed amount set out in the agreement.
	Recurring basis: Fees are charged based on actual services provided as per the fee schedule set out in the agreement.	Recurring basis: Fees are charged (i) based on a consumption basis on a fixed rate, with an average guaranteed minimum quantity to be charged or (ii) a fixed amount as set out in the agreement.	

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	Integrated marketing services	Marketing technology services	Advertising marketing services
Payment terms	Project basis: Fees are generally payable either as a single lump sum payment upon completion of the project or by instalments as per different stages of the projects. Recurring basis: Fees are generally payable periodically or an one off payment upon completion of each service.	Project basis: Fees are generally payable either as a single lump sum payment upon completion of the project or by instalments as per different stages of the projects. Recurring basis: Fees are generally payable periodically.	Project basis: Fees are generally payable either as a single lump sum payment or by instalments.
Scope of services	Project basis: Providing integrated marketing services such as marketing strategy design, event planning and execution. Recurring basis: As service provider providing long-term procurement services for the customers	Project basis and recurring basis: Providing marketing technology services using our One Item One Code technology through generating and printing QR codes on each product and/or packaging box and developing mini-programmes or systems for implementation of marketing campaigns across social media platforms or other online platforms.	Project basis: Production, display and placement of advertisements on platforms such as LED screens and billboards
Breach	Generally, if the company breaches the agreement, the customer seeks compensation and may have the right to terminate the agreement in the case of a material breach.		

SALES AND MARKETING

Our management is responsible for our sales and marketing. We mainly source new projects, identify potential customers and promote our business by (i) participating in public tenders; (ii) reaching out to potential customers based on referrals from our existing customers; (iii) communicating with and maintaining relationships with existing customers to understand their needs and stay informed of potential new projects; and (iv) actively participating in industry events and exhibitions. Occasionally, we also promote our Group by publishing projects handled by our Group, our involvement in industry exhibitions and key awards and recognitions we received.

During the Track Record Period, we participated in industry events such as events associated with Guangzhou 4A Integrated Marketing Communication Committee. We participated in activities both within and outside the industry. We served as judges for industry awards, maintaining our Group’s publicity in the advertising industry and attended industry conferences to solicit new customers and to promote our brand in the marketing industry.

Tenders

We routinely monitor publicly available tender information online and have typically assigned a business officer to collect tender information from various sources from time to time for our management to review and decide whether to participate in the tender process.

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During the Track Record period, we have participated in pitch tendering, where we design, develop and present detailed proposals for potential customers, and submitted tender applications through formal public tendering process to obtain and secure certain projects or contracts or in response to invitations from our customers.

The following table sets out the number of projects for which we have submitted tenders, the number of projects awarded and the tender success rate during the Track Record Period:

	FY2023	FY2024	FY2025
Number of tenders submitted	52	63	95
Number of tenders awarded	36	44	60
Tender success rate (%)	69.23%	69.84%	63.16%

Our Directors believe that the tender success rate has remained largely stable during the Track Record Period, despite there was a slight reduction in FY2025 which was primarily attributable to a significantly higher volume of tenders submitted in FY2025 as we put in more effort in pursuing business opportunities to broaden and diversify our customer base.

The projects awarded through tendering generally involve leading brands or larger projects where customers require a formal selection and tendering process to procure suppliers, and state-owned or state-affiliated enterprises in the PRC. In addition, for certain existing customers, our participation in tenders is sometimes necessary to comply with their procurement policies. Our Directors believe that submitting tenders allows us to (i) maintain our relationship with the customers and retain opportunities for future continued cooperation through actively responding to customers’ tendering invitations; (ii) secure business from leading brands or larger-scale projects; and (iii) maintain our presence in the market given the intense market competition.

Our Directors confirmed that there is no seasonality in the tendering cycle.

OUR SUPPLIERS

As we provide services to our customers, our suppliers are of many types. For our integrated marketing services, some of the common suppliers engaged include human resources providers, venue providers, performance providers and production and material suppliers. For our marketing technology services, we engage suppliers for various purposes including human resources providers, packaging producers, machinery and cloud service providers. For our advertising marketing services, we mainly engage advertising marketing resources providers.

Five Largest Suppliers

For FY2023, FY2024 and FY2025, approximately 29.8%, 40.0% and 55.9% of our total purchases were attributable to our five largest suppliers in each year, respectively. For FY2023, FY2024 and FY2025, approximately 6.8%, 10.7% and 26.6% of our total purchases were attributable to our largest supplier in each year, respectively.

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The tables below set forth the five largest suppliers of our Group in each year during the Track Record Period:

For FY2023

Rank	Supplier	Background of supplier	Year in which business relationship with our Group commenced	Type(s) of services provided to our Group during the Track Record Period	Credit term	Transaction amount with supplier for FY2023 RMB\$'000	Percentage of total purchase %
1	Supplier A	A PRC limited liability company principally engaged in organising cultural and artistic exchange activities, providing technical services, and offering advertising and event planning solutions, with registered capital of approximately RMB3 million	2020	Marketing event execution and human resources	60 days	8,244	6.8
2	Supplier Group B	A PRC group principally engaged in the production and distribution of environmental packaging materials and paper products, including corrugated paperboard, cartons, and related items	2018	Packaging	60 days	7,828	6.4
3	Supplier F	A PRC limited liability company principally engaged in online technology services, including food delivery and e-commerce platforms, with registered capital of approximately USD5 billion	2023	Online platform	0 day	7,159	5.9
4	Supplier C	A PRC limited liability company principally engaged in human resources services, including labour dispatch and outsourcing, with registered capital of approximately RMB10 million	2015	Human resources	60 days	6,554	5.4
5	Supplier G	A PRC limited liability company principally engaged in human resources services, including recruitment and labour management, with registered capital of approximately RMB2 million	2021	Human resources	29 days	6,402	5.3
Five largest suppliers in aggregate						36,187	29.8
All other suppliers						<u>85,238</u>	<u>70.2</u>
Total purchases for FY2023						<u><u>121,425</u></u>	<u><u>100.0</u></u>

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For FY2024

Rank	Supplier	Background of supplier	Year in which business relationship with our Group commenced	Type(s) of services provided to our Group during the Track Record Period	Credit term	Transaction amount with supplier for FY2024 RMB\$'000	Percentage of total purchase %
1	Supplier H	A PRC limited liability company principally engaged in network technology and audio content services, including podcast platforms, with registered capital of approximately RMB96 million	2024	Media placement	0 day	21,678	10.7
2	Supplier I	A PRC limited liability company principally engaged in advertising design, production, and media services, with registered capital of approximately RMB50 million	2024	Media placement	104 days	18,742	9.2
3	Supplier A	A PRC limited liability company principally engaged in organising cultural and artistic exchange activities, providing technical services, and offering advertising and event planning solutions, with registered capital of approximately RMB3 million	2020	Marketing event execution and human resources	60 days	16,755	8.2
4	Supplier J	A PRC limited liability company principally engaged in IOT technology for automotive services, with registered capital of approximately RMB10 million	2024	Media placement	0 day	13,421	6.6
5	Supplier K	A PRC limited liability company principally engaged in cultural media and event planning services, with registered capital of approximately RMB120 million	2023	Marketing event execution and supplies	45 business days	10,782	5.3
Five largest suppliers in aggregate						81,378	40.0
All other suppliers						122,015	60.0
Total purchases for FY2024						203,393	100.0

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For FY2025

Rank	Supplier	Background of supplier	Year in which business relationship with our Group commenced	Types of services provided to our Group during the Track Record Period	Credit term	Transaction amount with supplier for FY2025 RMB\$'000	Percentage of total purchase %
1	Supplier L	A PRC limited liability company principally engaged in internet automotive information services, with registered capital of approximately RMB57 million	2025	Media placement	0	67,418	26.6
2	Supplier F	A PRC limited liability company principally engaged in online technology services, including food delivery and e-commerce platforms, with registered capital of approximately USD5 billion	2023	Online platform	0	17,983	7.1
3	Supplier A	A PRC limited liability company principally engaged in organising cultural and artistic exchange activities, providing technical services, and offering advertising and event planning solutions, with registered capital of approximately RMB3 million	2020	Marketing event execution, human resources	60 days	16,730	6.6
4	Supplier O	A PRC limited liability company principally engaged in cultural communication, advertising and media services, including online media advertising placement, with registered capital of approximately RMB3.25 million	2025	Media placement	0	15,639	6.2
5	Supplier M	A PRC limited liability company principally engaged in network technology and media services, with registered capital of approximately RMB24 million	2024	Media placement	0	9,912	3.9
Five largest suppliers in aggregate						127,682	50.5
All other suppliers						<u>125,298</u>	<u>49.5</u>
Total purchases for FY2025						<u>252,980</u>	<u>100.0</u>

All of our five largest suppliers in each year during the Track Record Period were Independent Third Parties, and none of our Directors or their respective close associates or any of our Shareholders holding more than 5% of the issued share capital of our Company had any interest in any of our five largest suppliers of our Company in each year during the Track Record Period.

We enter into contracts and agreements with our major suppliers on both a project basis and a long-term basis. With respect to agreements on a project basis, we enter into standalone contracts for each individual project covering the precise scope of service, consideration, and payment terms. For agreements on a long-term basis, we enter into cooperation agreements with our suppliers for an extended service period, pursuant to which the suppliers shall provide designated services or services required by our Group during such period, including but not limited to human resources and materials production.

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Salient terms of contracts and agreements on a project basis and a long-term basis with major suppliers

Set out below are the major terms of typical contracts and agreements on a project basis and a long-term basis with our major suppliers:

	Integrated marketing services	Marketing technology services	Advertising marketing services
Contract period	Project basis: Contracts duration typically ranging from one month to three months depending on the length and nature of the projects.	Project basis: A fixed term of a few months depending on the length of the project.	Project basis: A fixed term typically ranging from one month to four months.
	Long-term basis: A fixed term typically ranging from one to four years.	Long-term basis: A fixed term typically ranging from one year to eight years.	
Fees	Project basis: Fees are generally based on a fixed amount as set out in the agreement.	Project basis: Fees are generally based on a fixed amount as set out in the agreement.	Project basis: Fees are generally based on a fixed amount as set out in the agreement.
	Long-term basis: Fees are based on actual service provided as per payment arrangement as set out in the agreement.	Long-term basis: Fees are based on a consumption basis on a fixed rate as set out in the agreement or based on actual work done and services provided.	
Payment terms	Project basis: Fees are generally payable in a single lump sum.	Project basis: Fees are generally payable in a single lump sum.	Project basis: Fees are generally payable either as a single lump sum payment or by instalments.
	Long-term basis: Fees are generally payable periodically or upon confirmation of fees incurred over a certain period of time.	Long-term basis: Fees are generally payable periodically or upon confirmation of fees incurred over a certain period of time.	
Scope of services	Project basis and long-term basis: Providing integrated marketing services such as marketing strategy design, implementation of marketing activities, event planning and execution, as well as provision of human resources.	Project basis and long-term basis: Providing facility space, packaging services, human resources and online platform.	Project basis: Providing platforms or advertising spaces for placement of media and advertisements.
Breach	Generally, if the party breaches the agreement, the customer may seek compensation and may have the right to terminate the agreement in the case of a material breach.		

SEASONALITY

Our Group’s business is subject to seasonality, with higher sales and momentum typically in the second half of the year. This is driven by major holidays (such as Mid-Autumn Festival, National Day, New Year’s Day and Chinese New Year), and large e-commerce campaigns (such as Double 11 Day and Double 12 Day), when brand owners heighten their promotion and marketing efforts. For our FMCG customers, summer season also brings increased momentum and more activities, as warmer weather boosts demand for products like beverages and seasonal products.

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According to the Frost & Sullivan, it is an industry norm that there is seasonality in the marketing services market, as (i) brands are willing to allocate more budget toward marketing services for products and services in the second half of the year and during periods of heightened demand such as the summer season; and (ii) although New Year’s Day and Chinese New Year occur in the first half of the year, brands may begin planning in advance and launching their holiday marketing campaigns in advance during the second half of the preceding year.

PRICING POLICY

We do not charge or receive any performance-based fee. We generally adopt a cost-plus approach when determining the fees we charge our customers on a case-by-case basis, taking into account other various factors including (i) estimated time to be spent and the complexity of the project, such as the technology involved, the number of staff to be involved in the project and customers’ requirements; (ii) scope of services provided; (iii) fees charged by our suppliers including third-party service providers; (iv) budgets of our customers; (v) time requirements of the services; (vi) background of the customers; and (vii) future business opportunities with the customers.

In determining the fees for our integrated marketing services, we would make reference to staff costs, material costs, supplier costs and operating costs including but not limited to site leasing, stage setup, promotional booths setup, procurement of materials, sound effects, lightning, photography and videography, celebrities and KOLs engagement, car renting, provision of manpower, procurement of digital and social media resources, and dissemination of promotional materials across different platforms. Such fees may vary depending on the scale of the marketing campaign, the size of the event, project duration and customer requirements.

In determining the fees for our marketing technology services, we would make reference to staff costs, supplier costs and operating costs including but not limited to QR codes printing and embedding, systems and mini-programmes development, user interface and functions design, platform and database operation and maintenance, cloud service procurement, provision of online customer services to end-users, market research, provision of manpower, as well as prizes and cash for red packets. Such fees may vary depending on the scale of the marketing campaign such as the number of QR codes required, the number of end-users, the size of data, the value of the prizes involved, as well as project duration and customer requirements.

In determining the fees for our advertising marketing services, we would make reference to staff costs, material costs and supplier costs including but not limited to procurement and production of advertising materials, photography and videography, editing and visual effects, as well as purchase of advertising spaces (both online and offline, physical and digital) such as outdoor billboards, screens, websites, smartphone applications or social media platforms. Such fees may vary depending on the medium or location of the advertising marketing activities, the size and quality of the advertising content, project duration and customer requirements.

As advised by Frost & Sullivan, it is common for integrated marketing service provider, marketing technology service provider and advertising marketing service provider to determine their fees on a cost-plus approach.

RESEARCH AND DEVELOPMENT

Our research and development efforts are crucial to our business, underpinning our ability to innovate and deliver advanced tech-integrated and data-driven marketing solutions. As at the Latest Practicable Date, we had an experienced research and development team consisting of our employees

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with principal expertise in software and technical management, systems architecture and technical management. In addition to the daily operation including overseeing, troubleshooting, optimising and upgrading of our existing and/or launched marketing systems, our research and development team is also responsible for the development of innovative features for our mini programmes including interactive gamified features, prize distribution system, e-commerce campaign architecture and big data analytics integration. Ongoing projects include integration of AR technology for interactive marketing, AI-powered image recognition for product analysis, user sentiment analysis tools, 24/7 chatbot customer service system, virtual reality product display system and large-scale offline events ticketing functionality. For FY2023, FY2024 and FY2025, we recorded research and development costs of approximately RMB5.3 million, RMB3.6 million and RMB4.7 million, representing approximately 3.2%, 1.4% and 1.6% of our total revenue, respectively.

As at the Latest Practicable Date, our Group had an experienced research and development team consisting of 20 employees, representing approximately 18.5% of the total number of employees as at the Latest Practicable Date, among which 19 of them have obtained diploma or higher education qualifications.

As at the Latest Practicable Date, we had 91 copyrights and nine patents, a number of which were contributed by our research and development team. Please refer to “Statutory and General Information — A. Further information about the business of our Group — 2. Intellectual property rights” in Appendix IV to this document for details of our computer software copyrights in the PRC.

In addition, we have also established our AIGC Lab (AIGC智能實驗室), a specifically designated in-house department with dedicated responsibilities distinct from the Group’s research and development team, which places specific focus on the development and enhancement of the Group’s AI systems and AI-powered tools, with an aim to integrate AI technology into the Group’s operational workflow to improve the quality, efficiency and effectiveness of our service offerings. As at the Latest Practicable Date, our AIGC Lab comprises four members, all of whom hold bachelor’s degree or higher qualifications.

During the Track Record Period, our AIGC Lab focused on developing and advancing our vertical AI model, seeking to enhance the AI model to better understand the specific industry context, to improve the quality and relevance of the marketing content generated and to enhance the operational efficiency in conducting market research and developing marketing materials. The work generally involves (i) organising and structuring industry-specific datasets; (ii) data labelling and annotation; (iii) data cleaning; (iv) adjusting and refining AI model’s settings and algorithms; (v) AI model running and training; and (vi) reviewing AI model’s output to ensure correct and accurate interpretation of the data.

During the Track Record Period, through the efforts of the AIGC Lab, we have successfully applied AI technology and leveraged AI-driven automation and analytics to generate marketing content, images and videos, including naked-eye 3D materials as well as other video special effects, new creative ideas, refine campaign concepts and deliver more tailored solutions for our customers, demonstrating our proactive commitment to technological advancement and operational enhancement. We have also developed an AI-powered IP assistant tool that enables one-click generation of custom brand IP characters and emoji packs, infusing corporate brands with distinctive visual identities and personalities to enhance brand assets for advertising, social media, storytelling, collaborations, merchandise, with an aim to foster consumer engagement and connections. This ongoing integration of AI not only improves our current service delivery and operational responsiveness, but also positions us to further expand the use of advanced technology in future marketing solutions with greater accuracy and relevance. As at the

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Latest Practicable Date, we have accumulated raw data of over 2,000 marketing cases in the database of our vertical AI model pending data cleaning, most of which are mainly originated from our Group’s previous projects.

Going forward, we intend to continue our research and development in AI technology, and in particular, in training and enhancing our vertical AI model for both internal support and marketing application, and to develop a customer-facing platform which enables customers to actively participate in the early stages of campaign planning and content creation through AI-driven tools. Please refer to “Business — Our business strategies — Strengthen our marketing solutions and capability through upgrading and development of vertical AI model” in this document for details of our discussion of our future plans.

CYBERSECURITY AND DATA PRIVACY

Throughout the provision of marketing services, we may collect and process consumers’ personal information to support a range of online and offline marketing activities on behalf of our customers.

For online marketing activities, we develop and operate customised marketing systems for our customers. Once the systems are being launched, we begin collecting information from the users. Users are typically asked to provide basic personal information, such as their nickname, profile picture, and mobile phone number, to participate in general marketing activities. We may also collect consumers’ personal information through WeChat mini-programmes or online event webpages in order to provide services including information display, promotional activities, membership programme and interactive games. In certain marketing campaigns, such as lucky draws, rewards redemptions and prize deliveries, we may collect additional sensitive information necessary for campaign fulfilment and for complying with prize-related tax reporting obligations, including transaction history, payment credentials, personal identification numbers and delivery addresses.

For offline marketing activities, participants are generally selected or registered through online systems, and their personal information are collected solely via such online systems. However, for events held at physical venues such as shopping malls, where prizes are distributed instantly and in physical form, no additional personal data collection occurs. As a result, these offline marketing activities do not involve the collection of personal data.

Our Group is committed to handling the personal information in compliance with applicable laws and regulations to ensure the privacy and security of our consumers. We have adopted various measures to safeguard cybersecurity and data privacy, including the following:

- (i) We have established several relevant internal policies, guidelines and measures, including:
 - Personal Information Protection and Data Security Management Measures* (個人信息保護和數據安全管理辦法) which regulate overall data and personal information management. Our Group has a dedicated Data Security Committee, which is responsible for overseeing data security strategy, major decisions, and cross-departmental coordination. We have also appointed designated network and privacy officers;
 - Personal Information Incidents Emergency Response Plan* (個人信息突發事件應急預案) which set out contingency protocols and response mechanisms for personal data incidents, with tiered response and reporting;

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- Data Classification and Grading Management Measures* (數據分類分級管理辦法) which define data categorisation principles and controls based on sensitivity and business use; and
 - Data Desensitization and Encryption Security Guidelines* (數據脫敏及加密安全指南) which establish standards for anonymisation and encryption at each stage of the data lifecycle, covering data at rest, in transit, and in use, with clear technical solutions for managing risks.
- (ii) In relation to collection and processing of personal information in both offline and online marketing activities, we have formulated and published a Personal Information Protection Policy* (個人信息保護政策) and has clearly communicated such policy to the data subjects and obtained their consent before data collection. We shall process personal information in accordance with the consent obtained, and shall update the policy promptly and obtain consent once again in case there are any changes to the purpose, type, scope, or use of personal information. We are also required to obtain separate consent through pop-up notifications, and disclose the necessity of collecting and processing such information and its impact on the rights of the data subjects before collecting any sensitive personal information;
- (iii) As a trustee, we operate online systems commissioned by our customers, and process personal information on their behalf. While the PRC Cybersecurity and Data Privacy Legal Adviser confirmed that there is currently no definitive provision under PRC national law regarding data ownership, the Group follows the “three-rights separation” (三權分置) approach set out in the 2022 “Opinions on Establishing a Fundamental Data System and Better Leveraging the Role of Data Elements” (《關於構建數據基礎制度更好發揮數據要素作用的意見》). This legal document distinguishes between data resource possessory rights, data processing and usage rights, and data product operation rights. According to the Group’s agreements with its customers, the Group generally holds the possessory right to the data resources. However, the ownership of the data is not regarded as exclusively belonging to either the Group or its customers. Moving forward, we are prepared to enter into standardised Data Entrusted Processing Agreement* (數據委託處理協議) with other parties, clearly defining the purposes, duration, processing methods, categories of personal information, protection measures and the rights and obligations of both parties;
- (iv) Regarding users’ data storage, we currently engage a single cloud database service provider to provide cloud-based data storage services. Consumer data is stored within the service provider’s cloud database. Our Group retains users’ personal information for as long as necessary to fulfil the purposes outlined in its own published Personal Information Protection Policy, unless otherwise required by laws and regulations. Upon expiry of the retention period, user personal data is either deleted or anonymised.

During the Track Record Period and up to the Latest Practicable Date, our Group had engaged in software development activities relating to our service offerings, such as the development of mini-programmes and systems, and had procured software development services from third-party service providers for the provision of our marketing technology services, but had not procured any data intelligence solution services. Furthermore, our Group does not utilise private or state-owned cloud platforms in its operation. All cloud database services are provided by the cloud database service provider via public cloud infrastructure; and

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- (v) For any push notifications campaigns, we provide clear labels indicating the nature of any such push notifications, and offers users convenient opt-out options to disable automated recommendations and marketing promotions.

Our PRC Cybersecurity and Data Privacy Legal Adviser conducted consultation, via the hotline on behalf of us on 15 July 2025, with an officer of the China Cybersecurity Review, Certification and Market Regulation Big Data Center (中國網絡安全審查認證和市場監管大數據中心) (the “CCRC”). As advised by the PRC Cybersecurity and Data Privacy Legal Adviser, in accordance with the official announcement issued by the CAC, the CCRC is entrusted by the CAC to undertake the responsibilities of accepting and reviewing application materials, as well as establishing a hotline for cybersecurity review consultations. Based on such consultation, the CCRC officer stated that the [REDACTED] in Hong Kong does not constitute a “foreign [REDACTED]”, and therefore we are not required to proactively file for cybersecurity review.

Furthermore, we have not received any notice from the competent authorities requiring cooperation in cybersecurity reviews. The information systems and network facilities operated and managed by our Group have not been notified or designated as critical information infrastructure by any competent authority, nor has our Group been determined or informed that it may be classified as a critical information infrastructure operator. Additionally, we have not been notified by any customer that, due to such customer being a critical information infrastructure operator, our Group is required to fulfill relevant obligations under the CII Security Protection Regulations.

Based on the above, the PRC Cybersecurity and Data Privacy Legal Adviser is of the view that (i) we currently do not process important or core data subject to specific obligations under PRC law and are not required to declare security assessment for outbound data transfer; (ii) our Group’s operations within the PRC have implemented appropriate organisational, institutional, and technical measures addressing the key aspects of requirements related to cybersecurity, data security and personal information protection, substantially complying with applicable PRC laws, administrative regulations and normative documents in relation to cybersecurity, data security and personal information protection, with no major incidents, litigation, or regulatory investigations or penalties related to these areas; and (iii) our Group had complied in material respects with applicable laws and regulations on data security and privacy, with no significant defects or legal risks that would materially impede our business operations; and (iv) our Group had not experienced any cyberattacks, service interruption, system failure, improper use of data and/or data loss during the Track Record Period and up to the Latest Practicable Date. Further, based on the verification by the PRC Cybersecurity and Data Privacy Legal Adviser and the Group’s own assurance, the Group’s domestic operations have not, in their capacity as personal information processors, disclosed consumer personal information to external parties, nor has any cross-border transfer of consumer personal information occurred. In addition, as confirmed by our PRC Legal Advisers, our Group had utilised open-source software in compliance with licensing terms during the Track Record Period and up to the Latest Practicable Date.

MACHINERY

We own all of our major production machinery. We regularly inspect and maintain the production machinery, and replace worn consumable parts and components subject to their wear and tear conditions. Our major production machinery have an estimated average useful life of five to ten years. We use the straight-line method to make provisions for depreciation, with a principal annual rate of 10% to 20%. The remaining useful life, based on our depreciation method, of such machinery is approximately 2.4 years on average.

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The following table sets out certain information relating to our production machinery as at the Latest Practicable Date:

Types of machinery	Usage/Function	Amount	Purchase year	Average estimated useful life	Average remaining useful life
Data collection	Data collection, analysis and real-time tracking	67	2018 to 2022	8 years	2.1 years
QR codes printing and embedment	Printing and embedding QR codes on products and/or packaging boxes	12	2018 to 2020	7.8 years	1.5 years
Others	Auxiliary equipment and components	18	2018 to 2023	7.2 years	1.2 years

We do not carry out any production activities. As part of our marketing technology services, we offer end-to-end solutions which include assisting our customers to digitally upgrade their production lines to enhance their technical capabilities. We installed and maintained the machinery at the facilities of our customers and/or their suppliers to streamline their operation process while enabling them to leverage our One Item One Code technology.

Through the operation of the machinery, customers can print and embed QR codes on their products, connect the digital product identity with our back-end management systems and facilitate real-time data collection throughout different stages of their business operation, thereby enabling them to implement different marketing campaigns with the use of QR codes and facilitate marketing strategies execution. For details, please refer to “Our marketing technology services — Our operation process” above in this section.

LICENCE AND PERMIT

Save as disclosed in “Regulatory Overview”, there is no specific licencing requirement for conducting our business in the PRC and in Hong Kong in addition to what is generally required for carrying on businesses in the PRC and Hong Kong respectively. As at the Latest Practicable Date, our Group has obtained all material licences, permits and certificates which are necessary for our operations in the PRC and in Hong Kong.

Our Directors confirm that during the Track Record Period and up to the Latest Practicable Date, we had obtained all the approvals, permits, consents, licenses and registrations that were material to our business and operations and all of them are in force as at the Latest Practicable Date. We renew all such material permits and licenses from time to time to comply with the relevant laws and regulations in all material respects. Our Directors are of the view that there is no material legal impediment to renewing such licenses and permits.

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In any event, save for the ordinary business licence, we have obtained the following license and permit that is, in the opinion of our Directors, material to our business, as of the Latest Practicable Date:

Holder	Name of license and permit	Issuing authority	Date of grant/filing	Date of expiry
Guangdong Holyfire	Business Performance License (營業性演出許可證) ¹	Guangzhou Municipal Bureau of Culture, Radio, Film and Television Tourism (廣州市文化廣電旅遊局)	17 December 2024	16 December 2026

Note:

1. Due to a change in the entity type of Guangdong Holyfire, it is necessary to update this license. As at the Latest Practicable Date, Guangdong Holyfire is currently in the process of handling the procedures for changing the entity type for the license.

From time to time during the course of our business, our Group requires ad hoc registrations and permissions to complete our projects. The usual registrations include the public security registration (公安備案) as required under the Regulations on Safety Administration of Large-scale Public Activities (大型群眾性活動安全管理條例) for organising a public event in the PRC.

RECOGNITIONS AND AWARDS

The following table sets out our major awards and recognitions:

Award Name	Awarding Authority	Year
Alipay Tap 2025 Annual Unlimited New Sharp Partner Award* (支付寶(碰一下)2025年度無界新銳合作夥伴獎)	Alipay Payment Technology Co., Ltd. (支付寶支付科技有限公司)	2025
Annual Integrated Marketing Company in Greater China* (大中華區年度整合營銷公司)	International Advertising Executive Committee (IAI國際廣告獎執行委員會)	2021
Annual Most Promising Digital Marketing Company* (年度最具成長力數字營銷公司)	International Advertising Executive Committee (IAI國際廣告獎執行委員會)	2021
Best Marketing Effect Award* (最佳營銷效果獎)	Golden Mouse Digital Marketing Awards (金鼠標數字營銷大賽)	2023
China International Public Relations Case Competition — Bronze Award for Cultural and Sports Communication and Public Relations* (中國國際公共關係案例大賽 — 文化體育傳播與公共關係類銅獎)	China International Public Relations Association (中國國際公共關係協會)	2018

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Award Name	Awarding Authority	Year
Cross-Channel Integration Gold Award* (跨渠道整合類金獎)	Digital Marketing Annual Awards (DMAA 國際數字營銷獎)	2023
Digital Marketing Influence Agency of the Year (年度數字營銷影響力代理商)	Golden Mouse Digital Marketing Awards (金鼠標數字營銷大賽)	2023
Event Marketing Gold Award* (事件營銷金獎)	Digital Marketing Annual Awards (DMAA 國際數字營銷獎)	2023
Golden Investment Award — New Retail Group Silver Award* (金投資獎 — 新零售組銀獎)	Golden Investment Award (金投資)	2018
Golden Phoenix Awards — Big Data Marketing Silver Award* (金梧獎 — 大數據營銷類銀獎)	Golden Phoenix Awards Organising Committee (金梧獎組委會)	2020
Golden Phoenix Awards — Innovative MarTech Company of the Year (金梧獎 — 年度創新MarTech公司)	Golden Phoenix Awards Organising Committee (金梧獎組委會)	2021
Golden Phoenix Awards — Social Marketing Gold Award* (金梧獎 — 社會化營銷類金獎)	Golden Phoenix Awards Organising Committee (金梧獎組委會)	2020
Great Wall Award — Integrated Marketing Bronze Award* (長城獎 — 整合營銷類 銅獎)	China International Advertising Festival (中國國際廣告節)	2020
Great Wall Award — Intelligent Marketing Silver Award* (長城獎 — 智能營銷類 銀獎)	China International Advertising Festival (中國國際廣告節)	2021
Great Wall Award — Social Marketing Bronze Award* (長城獎 — 社會化營銷類銅獎)	China International Advertising Festival (中國國際廣告節)	2021
Intelligent Marketing Gold/Silver Award* (智能 營銷類金獎/銀獎)	Golden Mouse Digital Marketing Awards (金鼠標數字營銷大賽)	2023/2021
Intelligent Marketing Gold/Silver Award* (智能營銷類金獎/銀獎)	Golden Mouse Digital Marketing Awards (金鼠標數字營銷大賽)	2021
Internet Platform Award Gold Award* (互聯網平台獎金獎)	Digital Marketing Annual Awards (DMAA 國際數字營銷獎)	2025
Kirin Award — Annual Marketing Case Gold Award* (麒麟獎 — 年度營銷案例金獎)	Kirin International Creativity Festival (麒麟國際廣告獎)	2024
Kirin Award — Beverage Category Gold Award* (麒麟獎 — 飲料類金獎)	Kirin International Creativity Festival (麒麟國際廣告獎)	2024
Kirin Award — Effect Conversion Silver Award* (麒麟獎 — 效果轉化類銀獎)	Kirin International Creativity Festival (麒麟國際廣告獎)	2024
Kirin Award — Event Marketing Gold Award* (麒麟獎 — 活動營銷類金獎)	Kirin International Creativity Festival (麒麟國際廣告獎)	2024

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Award Name	Awarding Authority	Year
Leading Marketing Awards — Annual Best Integrated Marketing Case* (金勢獎 — 年度最佳整合營銷案例)	Marketing Department Network (市場部網)	2024
MarTech Marketing Technology Innovation Category Silver Award (MarTech營銷技術創新類—銀獎)	ICEIA (國際數字營銷獎)	2024
Marketing Services Gold Award (營銷服務類金獎)	TopDigital (創新營銷盛典)	2019
Media 360 — Event Marketing Gold Award* (活動營銷金獎)	Media 360 (媒介360)	2016
Technology Marketing Gold/Silver Award* (技術營銷金獎/銀獎)	International Advertising Executive Committee (IAI國際廣告獎執行委員會)	2022/2021
Tiger Roar Award — Annual Big Data & Intelligent Company Award* (虎嘯獎 — 年度大數據 & 智能公司大獎)	Tiger Roar Award (虎嘯獎)	2021
Tiger Roar Award — Private Domain Marketing Silver Award* (虎嘯獎 — 私域營銷類銀獎)	Tiger Roar Award (虎嘯獎)	2022
Video Category Platform Award Gold Award* (視頻類平台獎金獎)	Digital Marketing Annual Awards (DMAA 國際數字營銷獎)	2025
2020 Feifan Award — Classic Case Award* (2020非凡大賞 — 典型案例獎)	Feifan Capital (非凡資本)	2020
2020 Feifan Award — Preferred Case Award* (2020非凡大賞 — 優選案例獎)	Feifan Capital (非凡資本)	2020

* For identification only

INSURANCE

We provide social security insurance including pension insurance, unemployment insurance, work-related injury insurance and medical insurance (including maternity insurance) to our employees.

We consider that the coverage from the insurance policies maintained by us is adequate for our present operations and is in line with the industry norm. For our risks relating to our insurance coverage, please refer to “Risk factors — Risks related to our Group — Our insurance coverage may not be sufficient to cover all risks involved in our business operations.” in this document.

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ENVIRONMENTAL, SOCIAL AND GOVERNANCE

ESG governance

We consider environmental, social and governance (“ESG”) matters essential to our long-term and sustainable development. Focusing on economic, employee, environmental and social responsibilities, we are committed to steadily enhancing our ESG governance system, improving our ESG practices as well as performance and contributing to the well-being of communities and society through various ESG measures.

To effectively address and manage ESG issues, we will establish an ESG governance framework to ensure effective management of ESG-related matters upon [REDACTED]. We will implement an ESG governance structure comprising our Board (including the Audit Committee) and management. This structure is designed to ensure systematic and efficient ESG management.

Our Board

Our Board plays a central role in overseeing and guiding our Group’s ESG efforts. As the primary decision-making body for ESG management, our Board is responsible for supervising our Group’s ESG activities and providing input on major decisions. This includes regularly monitoring the implementation and progress of ESG initiatives to ensure alignment with corporate goals and regulatory expectations. Our Board will conduct an annual enterprise risk assessment and review or engage external experts to evaluate these risks and our Group’s strategy, targets and controls, implementing improvements as needed to manage and reduce risks.

One of our Board’s key duties is to review and approve our Group’s annual ESG report, along with other relevant disclosure documents such as Directors’ ESG-related resumes and training records. Our Board also exercises any additional ESG-related powers granted to it, ensuring comprehensive oversight of our Group’s sustainability and governance practices.

Strategically, our Board formulates our Group’s ESG goals and medium to long-term plans, integrating them with the broader corporate strategy. They establish the foundational ESG management system and review the results of materiality assessments to identify and prioritise key ESG issues. In addition to the annual ESG report, our Board evaluates other significant ESG matters that may impact our Group’s operations or reputation.

Audit Committee

The responsibilities of the Audit Committee include, among others, enabling effective oversight and ensuring that ESG considerations are embedded throughout our Group’s strategic and operational decision-making processes.

Management

Our Group’s management is responsible for organising and promoting ESG management throughout our Group. Their primary role is to ensure that ESG initiatives are effectively implemented and aligned with the Group’s strategic direction. This includes reviewing the company’s ESG medium and long-term plans in conjunction with its overall strategic goals, as well as evaluating the foundational ESG management system to ensure its adequacy and relevance.

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Management also leads the identification, evaluation and management of ESG-related activities, ensuring that related goals are clearly defined and achieved.

A critical part of their responsibilities involves conducting regular ESG materiality assessments, which incorporate stakeholder engagement, external feedback and internal evaluations to identify key ESG issues.

Additionally, management is tasked with formulating and regularly updating ESG key performance indicators (“KPIs”) to monitor progress and performance. They also carry out other ESG-related functions and powers as delegated by our Board, ensuring that ESG efforts are integrated into our Group’s operations and decision-making processes.

Functional departments

The functional departments are responsible for executing our Group’s ESG management. They implement ESG decisions, support system development, and align departmental practices with ESG requirements. Their duties include identifying key ESG issues, maintaining and submitting indicator data and reports, and collecting ESG data to management. Each department monitors ESG KPIs, while management summarises, analyses and reports the results to our Board.

ESG management system

In order to effectively manage our sustainable development performance, we have formulated and implemented our ESG management system on our material ESG topics including economic, environmental, social and governance areas.

Our Group’s ESG management is rooted in a strong commitment to green development and the national “Dual Carbon” goals. Guided by technological innovation, our Group focuses on ecological protection and strives toward a path of green and zero-carbon growth. We actively identify both direct and indirect sources of carbon emissions from its operations and takes necessary measures to mitigate adverse impacts. Through environmental technology upgrades and innovation, our Group enhances operational efficiency and promotes sustainable development.

In the area of safety, our Group emphasises building a robust safety management system, enforcing safety responsibilities, and fostering a culture of safety. We have established mechanisms for occupational health risk management, safety training and standardised safety operations. By prioritising risk identification and hazard control, our Group reinforces our commitment to safe and environmentally responsible production.

Our Group also promotes innovation in talent management, providing a supportive work environment and social protection for employees. We encourage diversity, continuous training and performance-based incentives to cultivate a workforce that is knowledgeable, skilled and innovative. This approach aligns employee growth with corporate development, enhancing overall well-being and engagement.

In governance, our Group strengthens legal compliance and risk control by building a capable compliance team and fostering a culture of accountability. We continuously improve our compliance management system, conducts major risk assessments and integrate internal control with business operations to prevent and mitigate legal and operational risks.

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To support these efforts, our Group has established a comprehensive ESG management system covering organisational structure, policies, performance indicators, operational mechanisms and evaluation processes. A unified ESG indicator framework has been developed to guide supervision, benchmarking, reporting and rating improvements. These indicators span economic, environmental, social and governance dimensions, and are assigned to relevant departments and units based on their roles. The framework is regularly updated to reflect regulatory standards, rating requirements and the evolving ESG landscape.

ESG risks

As at 31 December 2024, we have identified the following ESG risks that we consider material and which may impact our business, strategy, or financial performance. To address these risks, we have implemented the following mitigation measures:

Major ESG issues	Potential risks, impacts and mitigation measures
Information security and privacy protection	Inefficient information security and privacy protection pose serious risks and impacts to us. Data breaches, unauthorised access, or misuse of sensitive customer and consumer data may result in loss of trust, reputational harm, regulatory actions, or material financial losses, including business interruptions and increased compliance costs. To mitigate these risks, we have implemented various data privacy and information security policies and measures to protect our servers and systems.
Human resource management	Ineffective human resources management could result in difficulties hiring or retaining talent, which may lead to increased turnover, reduced productivity, and impaired delivery of customer solutions. These issues may also affect the long-term sustainability of our innovation-driven business model. To mitigate these risks, we have implemented our policy aiming to attract and retain talent.
Response to climate change	Business interruptions or damage to digital infrastructure resulting from extreme weather or related events may disrupt our advertising campaigns and affect supplier reliability. These disruptions may also pose safety risks to employees and trigger additional operational or reputational consequences. To address these risks, we have implemented our ESG management system to identify and address environmental risks.
Health and safety	Ineffective health and safety management may bring many risks and potential impacts to our Group. Frequent employee health issues may result in decreased work efficiency and increased errors at work, directly affecting our operations. Furthermore, recurring health problems can negatively impact employee morale and team cohesion, potentially damaging our corporate culture. In addition, non-compliant health management practices may expose us to legal actions and fines, thereby damaging our reputation and financial position. To address these risk, we implement our occupational health and safety management system and conduct training.

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Strategies in addressing ESG-related risks

Our Group will conduct enterprise risk assessment at least once a year to cover the current and potential risks faced by our Group, including but not limited to the risks arising from the ESG aspects and strategic risk around disruptive forces such as climate change. Our Board will assess or engage external experts to evaluate the risks and review our Group’s existing strategy, target and internal controls, and necessary improvement will be implemented to mitigate the risks. Our Board and Audit Committee will maintain oversight of our Group’s approach to risk management, including climate-related risks and risks are monitored as part of the standard operating processes to ensure the appropriate mitigations are in place as part of the regular management reviews. The decision to mitigate, transfer, accept or control risk is determined by various factors such as government regulation, transportation network and public perception.

Our Group will incorporate climate-related issues into our risk assessment processes and risk appetite setting. If the risks and opportunities are considered to be material, our Group will refer to them in the course of the strategy and financial planning process. Upon annual review of the environmental, social and climate-related risks, and our Group’s performance in addressing the risks, we may revise and adjust the ESG strategies as appropriate.

Metrics and targets

Our Board will set targets for each material KPIs at the beginning of each financial year in accordance with the reporting requirements of Appendix C2 to the Listing Rules and other relevant rules and regulations upon [REDACTED]. The relevant targets on material KPIs will be reviewed on an annual basis to ensure that they remain appropriate to the needs of our Group. In setting targets for the KPIs, our Group has taken into account their respective historical levels for FY2023 to FY2025, and has considered our future business expansion in a thorough and prudent manner with a view of balancing business growth and environmental protection to achieve sustainable development. We have also made reference to industry standards in setting our KPI targets in relation to greenhouse gas emissions and waste treatment. While the KPI targets generally vary among industry peers, the KPI targets adopted by industry peers generally show a stable trend of emission intensity or a decreasing trend of emission intensity of each year. Details of our KPI targets are set forth in the corresponding sections below and they are aligned with the aforesaid industry standards. Our Group will continuously monitor the industry trend in relation to setting of KPI targets and will adjust our KPI targets accordingly when necessary.

We have integrated our “Dual Carbon” goals, carbon peak by 2030 and carbon neutrality by 2060 into its ESG Management System. This system establishes a comprehensive framework for economic, environmental, social, and governance indicators with responsibilities decomposed across departments. It adheres to industry standards ensuring strategic guidance, management prioritisation, effective integration, and upper-lower linkage departments. The ESG indicator system includes basic information, key issues, and KPIs, adjusted annually to meet regulatory and rating requirements. Based on our historical performance for total GHG emissions, we plan to reduce our total GHG emissions per number of employees by 5% by 2030.

Environmental protection

We do not operate any production facilities, which shields us from significant health, work safety, social or environmental risks. Nevertheless, we remain dedicated to enhancing our environmental accountability and our role in the public sphere. We recognise the importance of being a responsible corporation and are committed to implementing initiatives that promote sustainability and reduce our environmental footprint.

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We have incorporated ESG policies into marketing operations, emphasising sustainable use of printed/physical materials, packaging and utensils to minimise environmental impact and align with Dual Carbon goals. For example, we have eco-Friendly design and production related policy, to mandate low-VOC inks and energy-efficient printing processes, with suppliers required to report carbon footprint, and regarding sustainable material sourcing, we require 100% use of FSC-certified or recycled paper for printed materials (e.g., brochures, posters).

We are committed to reducing the carbon footprint during our operations. To minimise energy consumption, we prioritise the use of natural light and have implemented a zoned lighting system with independent controls to reduce unnecessary usage. Our facilities are equipped with energy-efficient appliances, and we adhere to a strict maintenance schedule — including the regular cleaning of light fixtures and air-conditioning filters — to ensure peak operational efficiency. Furthermore, we optimise our cooling systems by avoiding direct sunlight on AC units and conducting routine leakage inspections.

Energy consumption and emissions

The table below sets forth our energy consumption and emissions during the years indicated:

Environmental Performance Data¹	Unit	FY2025	FY2024	FY2023
Air Emissions				
Nitrogen oxides (“NO _x ”)	kg	1.27	1.53	1.15
Sulphur oxides (“SO _x ”)	kg	0.25	0.30	0.23
Particulate Matter (“PM”)	kg	0.09	0.11	0.08
Energy Consumption				
Total energy consumption	MWh	293.52	297.43	243.29
Direct energy consumption				
• <i>Energy of Mobile Fuels (Gasoline)</i>	MWh	182.55	222.18	166.20
Indirect energy consumption				
• Purchased electricity	MWh	110.97	75.25	77.09
Intensity				
• <i>By size of workforce</i>	MWh per employee	2.55	2.08	1.89
Greenhouse Gas (“GHG”) Emissions				
Total GHG emission	tCO₂e²	202.71	183.24	144.18
• Scope 1 ³	tCO ₂ e	47.88	58.27	43.59
• Scope 2 ⁴	tCO ₂ e	67.70	45.91	47.03
• Scope 3 ^{5 6}	tCO ₂ e	87.13	79.06	53.56
Intensity				
• <i>By size of workforce</i>	tCO ₂ e per employee	1.76	1.28	1.12

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Footnote:

- ¹ The calculation had referred to GHG Protocol — Emission Factors from Cross-Sector Tools and the published emission factors of the “How to prepare an ESG Report Appendix 2: Reporting Guidance on Environmental KPIs” published by the Stock Exchange.
- ² tCO₂e stands for “tonnes (t) of carbon dioxide (CO₂) equivalent (e)”.
- ³ Scope 1 represents direct GHG emissions generated from the use of gasoline from the Company’s vehicles.
- ⁴ Scope 2 represents indirect GHG emissions generated from the use of purchased electricity in office in Guangzhou and Shanghai.
- ⁵ Scope 3 represents other indirect GHG emissions generated from paper disposal and business air travels in Guangzhou and Shanghai.
- ⁶ Our Group uses the emission factor for medium-sized aircraft from the Climate Change Research specific to Chinese civil aviation. Since 100% of our business trips from FY2023 to FY2025 were travelled domestically within China, this research focused on Chinese aircraft is relevant to our context. The Climate Change Research is managed by the China Meteorological Administration. For further information about the study, please refer to this website: <https://statics.teams.cdn.office.net/evergreen-assets/safelinks/1/atp-safelinks.html>

Social responsibility

We are committed to carrying out our social responsibilities in the following aspects.

Employees

The table below sets forth our employee composition as at 31 December 2025:

Employee Data	As at 31 December 2025
Total Number	115
By Gender	
Male	53 (46.09%)
Female	62 (53.91%)
By Age group	
Below 30	43 (37.39%)
30 – 50	67 (58.26%)
Over 50	5 (4.35%)
By Geographical Region	
China	115 (100%)
By Employment Type	
Senior Management	12 (10.43%)
Middle Management	29 (25.22%)
General Staff	74 (64.35%)

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	As at 31 December 2025
Employee Turnover Data⁷	
<i>Total Turnover Rate</i>	45 (39.13%)
By Gender	
Male	22 (41.51%)
Female	23 (37.10%)
By Age Group	
Below 30	25 (58.14%)
30 – 50	20 (29.85%)
Over 50	0 (0%)
By geographical region	
China	45 (39.13%)

Footnote:

- ⁷ The turnover rate is calculated by dividing the employees in the specified category leaving employment by the average number of employees in the specified category.

Occupational safety

We consider occupational health and safety as one of our important responsibilities so we are committed to providing employees and customers with a safe, efficient and comfortable working environment and services. We have developed an occupational health and safety management system which complies with GB/T 45001-2020/ISO 45001. Our human resources department is responsible for recording and tracking any workplace accidents and following up on related insurance claims, such as accident and supplementary medical insurance.

Material accidents

During the Track Record Period, we had no lost days due to work-related injuries and no work-related fatalities.

Suppliers

The following table sets out the number of suppliers for the Group during the years indicated:

Number of Suppliers ⁸	FY2025	FY2024	FY2023
<i>Total</i>	726	858	770

Footnote:

- ⁸ All of our suppliers are based in China.

Supply Chain Management

We screen our suppliers to ensure product quality, timely delivery, and production capacity, while emphasising the assessment of their environmental and social risks. We require suppliers to comply with all anti-bribery, anti-corruption, and other relevant laws and regulations to ensure compliance in their

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operations. We prefer local or nearby suppliers to reduce transportation costs and environmental impact. We believe that by building a well-established supply chain system, we are able to provide better services to our customers while promoting the sustainable development of our business.

We have extended our ESG Management System to the supply chain, promoting sustainable development and resource integration. Our Supply Chain ESG Policy, integrated into procurement processes, requires suppliers to adhere to ESG standards, with quantifiable indicators for monitoring. Suppliers must meet ESG criteria during onboarding, including environmental compliance (e.g., zero tolerance for non-adherence to PRC environmental laws) and social standards (e.g., labour rights per ILO conventions). We conduct annual due diligence assessments on all key suppliers. We have established quantifiable ESG-related indicators, including: (i) 100% completion rate of anti-bribery training; and (ii) compliance with labour standards, as evidenced by zero child labour incidents and adherence to minimum wage requirements. During the Track Record Period, we observed no supplier failing our ESG checks.

Charitable donations

We aim to uphold our corporate social responsibility through donations to support areas such as education and development, environmental concerns, health and safety and disaster relief. The following table sets out the amount of charitable donations made by the Group during the Track Record Period.

Donation amount (CNY) ⁹	FY2025	FY2024	FY2023
Guangdong Holyfire	150,000.00	218,980.00	52,000.00
IOT Data	<u>10,000.00</u>	<u>2,000.00</u>	<u>/</u>
Total	<u><u>160,000.00</u></u>	<u><u>220,980.00</u></u>	<u><u>52,000.00</u></u>

Footnote:

⁹ The community activities and donations were made to support areas such as education and development, disaster relief, environmental concerns, health and safety, rural revitalisation and infrastructure development.

Data security and privacy protection

To address risks related with data privacy, we have implemented various policies including our Data Desensitisation and Encryption Security Guidelines, Personal Information Protection and Data Security Management Measures, Personal Information Incident Emergency Response Plan, and our Data Classification and Grading Management Measures. Please refer to “Business — Cybersecurity and data privacy” below in this section for more details.

Anti-corruption

To prevent and combat corruption and fraud, our Group has implemented an anti-fraud and anti-corruption management system applicable to all employees, senior management, related parties and third-party collaborators. This system defines corruption and fraud broadly to include bribery, abuse of power, falsification of records, asset misappropriation and concealment of material facts that harm our Group’s interests.

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Under the anti-fraud and anti-corruption management system, to mitigate corruption risks, our Group should enforce robust internal controls including segregation of duties, tiered authorisation for key functions, rigorous financial management, and transparent supplier oversight with blacklisting mechanisms. Independent, secure, and confidential reporting channels are required to be established to encourage the reporting of suspected misconduct, with strong protections against retaliation. All reported concerns are to be promptly and thoroughly investigated by the compliance department, with serious cases overseen by the audit committee and, where appropriate, external experts. Confirmed violations will result in disciplinary actions up to dismissal and referral to judicial authorities.

Employees are required to sign an integrity commitment confirming their adherence to applicable laws and regulations, rejection of improper benefits, avoidance of conflicts of interest, and cooperation with investigations. Through these measures, the Group strives to uphold a zero-tolerance culture towards corruption, safeguard its reputation and assets, and promote fair and transparent business practices.

EMPLOYEES

As at the Latest Practicable Date, we had 108 employees which were all located in the PRC. A breakdown of our employees by function is set forth below:

	As at the Latest Practicable Date
Management	8
Design and R&D	38
Operations and procurement	39
Accounting and finance	6
Human resources and administration	5
Sales and marketing	12
Total	108

Recruitment

We typically recruit our employees based the needs of the departments. Our departments will submit requests for additional employees which is reviewed and approved. Upon approval, our Human Resources department issues job posts advertising for the roles required. Candidates are interviewed by the head of each department and will go through either two or three rounds of interview dependent on the role applied for. We generally recruit employees by way of placing advertisements on various online employment platforms.

Relationship with staff

Our Directors consider that we have maintained a good relationship with our employees. Save as disclosed in “Business — Compliance” in this section below, our Directors confirm that during the Track Record Period and up to the Latest Practicable Date, we had complied with all applicable labour laws and regulations in all material respects.

Our Directors confirm that during the Track Record Period and up to the Latest Practicable Date, we had not experienced any significant disputes with our employees or any disruption to our operations due to labour disputes nor had we experienced any difficulties in the recruitment and retention of

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experienced staff or skilled personnel. As at the Latest Practicable Date, we have established a labour union in accordance with the relevant regulations of the PRC. The labour union enjoys the rights and undertakes the obligations as stipulated under the Trade Union Law of the PRC.

Please refer to “Insurance” above in this section for details of insurance in relation to the employee.

Training

From time to time, we provide training for our employees to enhance their knowledge, skills and capability in relation to our daily operations and service offerings, from risk management to technology-related and industry specific training.

Remuneration and benefits

We generally pay our employees a basic salary, a position-based salary and a performance-based bonus. The basic salary and position-based salary are relatively fixed, determined by factors such as the employee’s role, position, skills, and educational background. Meanwhile, the performance-based salary is variable and based upon the employee’s performance appraisal. We are required to make contributions to social insurance funds and housing provident funds for our employees in the PRC in accordance with the applicable PRC laws and regulations.

INTELLECTUAL PROPERTY

We regard our proprietary domain names, copyrights, software copyrights, trademarks, trade secrets, and other intellectual property, critical to our business operations. We rely on a combination of copyrights, trademarks, trade secret laws, and restrictions on disclosure to protect our intellectual property. As at the Latest Practicable Date, our Group had registered 57 trademarks, 91 copyrights, nine patents and 11 domain names in the PRC and six trademarks in Hong Kong. Please refer to “Statutory and General Information — A. Further information about the business of our Group — 2. Intellectual property rights” in Appendix IV to this document for details of our intellectual properties which we consider to be material to our business.

As at the Latest Practicable Date, there were no material disputes in relation to infringement of our intellectual property rights and our Directors believe that we have taken reasonable measures to avoid infringement of our own IP rights. During the Track Record Period, we were not subject to any material dispute or claims for infringement upon third parties’ trademarks, licences and other intellectual property rights.

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PROPERTIES

As at the Latest Practicable Date, our Group did not own any property and we leased the following material properties in the PRC for our operations:

No.	Address	Approximate gross floor area (sq. m.)	Usage	Lease Term
1	704-706, No. 100 Huangpu Avenue West, Tianhe District, Guangzhou City (廣州天河區黃埔大道西100號之一704-706)	633.76	Office	1 August 2024 to 31 July 2030
2	Unit 040, B3 Floor, E1 Building, Longxishan, Huijing New Town (匯景新城龍憲山E1-負3-040單元)	10	Warehouse	1 October 2025 to 30 September 2027
3	707-710, No. 100 Huangpu Avenue West, Tianhe District, Guangzhou City (廣州天河區黃埔大道西100號之一707-710)	667.90	Office	1 August 2024 to 31 July 2030
4	Room 1202, 12/F, Building 3, Yuancheng Times Center, Xiasha, Jianggan (江干區(下沙)元成時代中心3幢12樓1202室)	53	Dormitory	1 September 2025 to 31 August 2027
5	711, No. 100 Huangpu Avenue West, Tianhe District, Guangzhou City (廣州天河區黃埔大道西100號之一711)	160.45	Office	1 August 2024 to 31 July 2030
6	No. 1799-5, Wuzhong Road, Minhang District, Shanghai City (上海市閔行區吳中路1799-5號4幢710-711)	413.76	Office	1 August 2023 to 28 February 2027
7	Room Z803, Building 11, 1888 Caoyang Road, Putuo District, Shanghai City (上海市普陀區曹楊路1888弄11號樓803室-Z)	6	Office	11 October 2024 to 10 October 2027
8	Room 203, No. 18 South China Avenue, Sanjiao Town, Meijiang District, Meizhou City (梅州市梅江區三角鎮華南大道18號203號房)	35	Office	19 May 2025 to Unspecified End Date
9	Room 317, East Block, Xingning · Tianhe Innovation Industrial Park Incubation Center, Xingning City (興寧市興寧·天河創新產業園孵化中心東棟317室)	40.92	Operation	15 December 2025 to 14 December 2026
10	Room 709, Unit 1, No. 100 Huangpu Avenue West, Tianhe District, Guangzhou City (廣州市天河區黃埔大道西100號之一709房)	137.12	Office	6 August 2025 to 31 July 2030

As at the Latest Practicable Date, three of the lease agreements of properties leased by our subsidiaries had not been registered with the relevant PRC government authorities as required by applicable PRC laws and regulations. Please refer to “Compliance” below in this section for details.

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COMPLIANCE

During the Track Record Period, save as disclosed in the table below, there is no other historical non-compliance occurred that is material or systemic.

Details of non-compliance incidents	Reasons	Possible legal consequences and impact	Remedial measures and internal control measures
<i>Social insurance and housing provident fund</i>			
During the Track Record Period, some of our subsidiaries in the PRC, namely, Guangdong Holyfire, Shanghai Holyfire, Xiufei (Shanghai), Guangdong Longque, IOT Data, Holyfire Creative and Holyfire Interconnection (“ Principal Subsidiaries ”), failed to pay or make full contributions to the social insurance and housing provident fund for our employees.	The non-compliance incident was mainly due to unwillingness of certain employees to make contributions of social insurance and housing provident fund in full for personal reasons, mainly considering the increase in their financial burden.	According to the Social Insurance Law of the PRC (《中華人民共和國社會保險法》), where an employer fails to pay social insurance premiums in full on time, the relevant competent authority shall order it to pay or make up the balance within a prescribed time limit, and impose a daily late charge at the rate of 0.05% of the outstanding amount from the due date. If an employer still fails to pay within the prescribed time limit, the relevant competent authority may impose a fine of one to three times of the overdue amount.	To ensure full compliance with the Interpretation and other relevant laws and regulations concerning social insurance and housing provident fund contributions, our Group has implemented the following measures: (i) we have paid social insurance and housing provident fund contributions in full for all of our Directors and senior management; (ii) we have communicated with all our employees and endeavoured to seek their understanding and cooperation in complying with the applicable local practice and policies, and will arrange the notices and payments to the relevant authorities as soon as practicable for the consenting employees; (iii) we will continue to use our best endeavour to communicate with the other existing employees who are still evaluating the remedial measures; and (iv) we will use our best efforts to achieve full payment for all newly recruited employees going forward.
We estimate that the amount of unpaid contributions made by our Group to the employees’ social insurance and housing provident fund for FY2023, FY2024 and FY2025 was approximately RMB3.0 million, RMB3.2 million and RMB2.8 million, respectively.		According to the Interpretation II of the Supreme People’s Court of the PRC on Issues Concerning the Application of Law in the Trial of Labor Dispute Cases (最高人民法院關於審理勞動爭議案件適用法律問題的解釋(二)) (the “Interpretation”), any agreement between an employer and an employee or any undertaking given by an employee to the employer purporting to waive the payment of social-insurance contributions shall be held invalid by the people’s courts. Where an employer fails to pay social-insurance premiums in accordance with the law and the employee, relying on Article 38(3) of the Labor Contract Law, requests termination of the labor contract and demands economic compensation from the employer, the people’s courts shall uphold the claim. Where the employer makes up the social insurance premiums in accordance with the law, and thereafter requests the employee to return the economic compensation already paid, the people’s court shall uphold such request.	In addition, our Controlling Shareholders, namely Mr. Zhong Jian and Ms. Luo Xinyan, have undertaken to indemnify our Group for all outstanding shortfalls, penalties, or damages in the event that the Group is required to pay any outstanding social insurance or housing provident fund contributions, or any overdue fees or penalties imposed by the relevant PRC authorities.

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Details of non-compliance incidents	Reasons	Possible legal consequences and impact	Remedial measures and internal control measures
	According to the Housing Provident Fund Regulation (《住房公積金管理條例》), in the event that an employer fails to pay its housing provident fund contributions in full on time, the relevant competent authority may order it to rectify the non-compliance incidents within the prescribed time limit, failing which the relevant competent authority may apply to the court for compulsory enforcement. Based on public records on the National Enterprise Credit Information Publicity System* (國家企業信用信息公示系統) and the Public Credit Information Reports* (公共信用信息報告) of the Principal Subsidiaries, our Principal Subsidiaries had not been penalised by the relevant authorities for violating laws and regulations related to social insurance and housing provident fund contributions during the Track Record Period.		In addition, we have taken the following rectification measures to prevent future recurrence of similar non-compliance, such as: (i) we have enhanced communication with our employees to obtain their consent for full payment of social insurance and housing provident fund contributions; (ii) we have strengthened internal education, and will consult our PRC legal advisers on a regular basis, to keep abreast of the latest developments on social insurance and housing provident fund laws and regulations, including providing employees with relevant training sessions and consulting our PRC Legal Advisers to consistently obtain timely updates on latest developments; (iii) we have optimised human resource management policies by formulating and internally distributing compliance policies, which requires the full and timely payment of social insurance and housing provident fund contributions in accordance with the requirements of any competent government authority; and (iv) we also assigned human resources personnel to review and supervise the declarations and contributions of social insurance and housing provident funds on a monthly basis.
	Our Directors believe that the foregoing non-compliance incident has not caused and will not cause any material and adverse financial or operation impact on us as (i) we had not been subject to any material administrative penalties during the Track Record Period and up to the Latest Practicable Date; (ii) as at the Latest Practicable Date, we had not received any notice or demand to make any payments (be it any shortfalls or penalties) with regard to the social insurance and housing provident fund contributions; (iii) the labour contracts signed between our Principal Subsidiaries and our employees as at the Latest Practicable Date do not contain any clauses agreeing to waive social insurance contributions, nor do any situations exist where employees have provided promises to our Principal Subsidiaries waiving such contributions; and (iv) we were not aware of any employee's complaints or demands for payment of social insurance or housing provident fund contributions during the Track Record Period and up to the Latest Practicable Date.		
	We undertake to make full contributions or to pay the shortfall within a prescribed time period if and when requested by the competent government authorities.		

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Details of non-compliance incidents	Reasons	Possible legal consequences and impact	Remedial measures and internal control measures
		According to the Urgent Notice of the General Office of the Ministry of Human Resources and Social Security on Effectively Implementing the Essence of the Executive Meeting of the State Council and the Measures on the Stable Collection of Social Insurance Contributions (《人力資源社會保障部辦公廳關於貫徹落實國務院常務會議精神切實做好穩定社保費徵收工作的緊急通知》(人社廳函[2018]246號)) which was promulgated on 21 September 2018, local governmental authorities are prohibited from conducting centralised collection of historical unpaid social insurance premiums. Taking into account the responses from the telephone consultations conducted by the PRC Legal Advisers with the competent authorities responsible for the collection of social insurance premiums and housing provident fund and the relevant laws and regulations including the Interpretation, the PRC Legal Advisers are of the view that: (i) the Interpretation does not expand our risk of penalties; (ii) there are no significant changes in the current policies and regulations relating to social insurance premiums and housing provident funds, and their implementation and supervision requirements by the competent authorities; (iii) no employee of the Group has initiated any litigation or arbitration regarding the payment of social insurance or housing provident fund in the PRC; and (iv) according to telephone responses from the competent authorities, in practice, unless there are mass employee complaints or reports, or changes to the current collection policies, the tax authorities and housing provident fund administration generally will not proactively require enterprises to make supplementary payments for social insurance or housing provident fund, pay overdue fines, or impose administrative penalties. Taking into account remedial measures adopted by our group and the indemnity provided by our Controlling Shareholders with regard to outstanding social insurance or housing provident fund contributions, the PRC Legal Advisers are of the view, and our Directors and the Sponsor concur after having made due enquiries, that the risk of our Group being required to make concentrated payments or social insurance premiums or housing provident funds within a prescribed time limit, to pay late fees, or penalized by the competent authorities under the relevant laws and regulations including the Interpretation is relatively low, and any such potential penalties would not have a material adverse effect on the Group's operations or financial performance.	

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Details of non-compliance incidents	Reasons	Possible legal consequences and impact	Remedial measures and internal control measures
<i>Lease registration</i> As at the Latest Practicable Date, three of the lease agreements of properties leased by our Principal Subsidiaries had not been registered with the relevant PRC government authorities as required by applicable PRC laws and regulations.	The registration of such leases requires the cooperation of the lessors and as at the Latest Practicable Date, the relevant lessors had been unwilling to cooperate in complying with the registration procedure.	Our PRC Legal Advisers have advised that, pursuant to the Administrative Measures for Commercial Housing Leases (《商品房屋租賃管理辦法》), the parties to the lease agreements shall complete the formalities for lease registration and filing within 30 days from the execution of the lease agreements. If the Company fails to do so, the relevant competent authority may order it to rectify within a prescribed time limit; if the Company fails to comply within such time limit, a fine of between RMB1,000 and RMB10,000 may be imposed. As advised by our PRC Legal Advisers, the non-registration of the lease agreements does not affect the validity of such leases, as such, there is no risk of eviction and/or cessation of occupation merely from such non-registration. For so long as the lease agreements remain in force, the Principal Subsidiaries may continue to lease the properties that have not been registered, and they will not be ordered to vacate and/or cease using such properties solely because of the lack of registration. Based on public records on the National Enterprise Credit Information Publicity System* (國家企業信用信息公示系統) and the Public Credit Information Reports* (公共信用信息報告) of the Principal Subsidiaries, as at the Latest Practicable Date, no administrative action, fine or penalty had been imposed by the relevant PRC government authorities with respect to this non-compliance incident, nor had any order or request for payment of fine been received by our Principal Subsidiaries. In the view of the PRC legal advisers, in light of the above circumstances, the likelihood that the relevant authorities will order the Principal Subsidiaries to rectify the non-compliance within a prescribed period or impose administrative fines in respect of the above-mentioned irregularities is extremely low.	We have been liaising and will continue to liaise with our lessors to obtain their cooperation for the registration of the leases.

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LEGAL PROCEEDINGS

In February 2023, Customer Group G (one of our five largest customers for FY2023) entered into a service agreement with IOT Data, pursuant to which IOT Data would provide technical services and campaign operation services (which included the management and distribution of physical promotional prizes such as branded trolleys, t-shirts, suitcases, ice-buckets, Bluetooth speakers and ukuleles) for a promotion campaign of Customer Group G. To perform its storage obligations for such promotional prizes on behalf of Customer Group G, IOT Data leased a warehouse located at Room 105, No. 1 factory warehouse, No. 6988 Zhongchun Road, Minhang District in Shanghai (the “**Warehouse**”) from 上海克騰實業發展有限公司 (Shanghai Keteng Industrial Development Limited*) (the “**Immediate Sublessor**”), who leased it from 上海浩帛實業發展有限公司 (Shanghai Haobo Industrial Development Limited*) (the “**Intermediate Sublessor**”), who in turn held the head lease from 上海美吉食品有限公司 (Shanghai Meiji Food Limited*) (the “**Head Lessor**”). The Head Lessor together with 上海榮華實業總公司 (Shanghai Ronghua Industrial Development Headquarters*) are the ultimate owners of the Warehouse (the “**Ultimate Owners**”). Each of the Immediate Sublessor, the Intermediate Sublessor and the Ultimate Owners is an Independent Third Party. In May 2023, a fire broke out at the building where the Warehouse situated at due to electrical fault (the “**Fire Incident**”), and caused substantial damage to the Warehouse and the promotional prizes stored. PICC Property and Casualty Company Limited, Shanghai Branch, the insurer of Customer Group G (the “**Insurance Company**”), subsequently indemnified Customer Group G for approximately RMB2.9 million.

In September 2024, Customer Group G initiated civil litigation against IOT Data (the “**Customer Group G Proceeding**”) before the People’s Court of Huangpu District in Shanghai, the PRC (the “**Huangpu Court**”), alleging that IOT Data had failed to properly perform its contractual obligations and statutory custodial duties in relation to the storage of promotional prizes, and claiming damages of approximately RMB4.2 million (representing the alleged value of the destroyed promotional prizes minus the amount recovered by Customer Group G from the Insurance Company) and legal costs. The Intermediate Sublessor was also joined as a third party to the Customer G Proceeding. The first-instance judgment was handed down by the Huangpu Court in August 2025 holding that IOT Data shall pay damages of approximately RMB3.3 million to Customer Group G. IOT Data appealed against the first-instance judgment to the Shanghai No. 1 Intermediate People’s Court (the “**Intermediate Court**”).

In February 2026, a court-mediated settlement was reached between IOT Data and Customer Group G before the Intermediate Court (the “**Settlement**”), pursuant to which IOT agreed to pay an aggregate amount of RMB2.2 million to Customer Group G in two instalments: (i) approximately RMB1.5 million on or before 14 February 2026 (the “**First Instalment**”); and (ii) approximately RMB0.7 million on or before 30 April 2026, as full and final resolution of the matter. The First Instalment had been paid in full and in a timely manner by IOT Data.

Separately, the Insurance Company commenced proceedings against IOT Data and Guangdong Holyfire before the Huangpu Court (the “**Insurance Proceedings**”) in May 2025 seeking damages of approximately RMB3.0 million (comprising recovery of insurance indemnity paid of approximately RMB2.9 million and interest). The first-instance hearing of the Insurance Proceedings was held in December 2025. As at the Latest Practicable Date, the first-instance judgment of the Insurance Proceedings remained pending.

In addition, IOT Data commenced proceedings against the Intermediate Sublessor and the Ultimate Owners (the “**Lessor and Owners**”) before the Minhang District People’s Court of Shanghai in February 2026, claiming that the Lessor and Owners, as the lessor and owners of the Warehouse, are subject to statutory responsibility for the fire safety management of the Warehouse as their failure to fulfill the relevant obligations led to the occurrence of the fire and resulted in the destruction of the

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promotional prizes and therefore should be liable for compensating Customer Group G for the loss of the promotional prizes. Accordingly, IOT Data is seeking an order that the Lessor and Owners jointly and severally (i) compensate IOT Data for the loss of goods in the amount of approximately RMB2.2 million; (ii) pay to IOT Data overdue interest; and (iii) bear IOT Data’s legal costs of RMB30,000 incurred. The case has been formally accepted for filing by the Minhang District People’s Court of Shanghai in March 2026. As at the Latest Practicable Date, the trial date has yet been determined.

As advised by the PRC Legal Advisors, while IOT Data may be held to bear partial liability to the Insurance Company under the Insurance Proceedings, the possibility of the Huangpu Court supporting the full amount of claim by the Insurance Company would be low as the fire was caused by third party or accidental factors. In addition, the PRC Legal Advisors advised that if the court determines that the Lessor and Owners are liable for the occurrence of the fire and the resulting damage to the promotional prizes, the relevant claims made by IOT Data in such case shall be upheld. IOT Data and Guangdong Holyfire shall also have the right to seek reimbursement from the Lessor and Owners for any compensation they may be required to pay (if any) in the Insurance Proceedings. If the Lessor and Owners failed to fulfill their safety management obligations as lessor and owners, such as knowingly failing to eliminate fire safety hazards in the Warehouse, neglecting to maintain electrical circuits, failing to conduct regular fire safety inspections, or otherwise breaching their supervision and maintenance duties, they shall be liable for the losses incurred by IOT Data.

The actual or potential liabilities of our Group arising from the Customer Group G Proceeding or the Insurance Proceeding were not covered by any insurance maintained by our Group. We have made provision for the two legal proceedings of approximately RMB7.1 million for FY2023. Our Group recognised the reversal for litigation claims of RMB1.8 million given that IOT Data and Customer Group G have reached a settlement in February 2026 and hence a reversal for litigation claims of RMB2.0 million was recognised in the legal proceedings with Customer Group G and partially offset by the provision for the total accrued interest of the litigation claims of RMB0.2 million in the legal proceedings with the Insurance Company. For details, please refer to “Financial Information — Description of Selected Items in Consolidated Statements of Profit or Loss and other Comprehensive Income — Provision/(reversal) for litigation claims” in this document.

Our Directors believe that the above legal proceedings have not had, and are not expected to have, any material adverse impact on our business relationship with customers as:

- (i) the Settlement has been reached to fully and finally resolve the dispute between Customer Group G and IOT Data;
- (ii) the legal proceedings were occasioned as a result of the Fire Incident that was not caused by our Group and did not represent any material or systemic deficiencies in our core marketing capabilities;
- (iii) save for the above legal proceedings, there were no material disputes or claims between our five largest customers in each year and our Group during the Track Record Period;
- (iv) we have recorded continuous notable increase in both our total revenue as well as revenue generated from repeated customers throughout the Track Record Period, with repeated customers accounting for more than 90% of our total revenue in each of the financial years during the Track Record Period, indicating that our broader customer base has remained stable; and

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- (v) our tender success rates have also stayed broadly stable throughout the Track Record Period, suggesting that the legal proceedings and the Fire Incident have not materially and adversely affected market perception of or confidence in our Group.

Our Group has also implemented a series of measures to reduce the likelihood of and impact of similar incidents in the future, including (among others), (i) enhancing due diligence and on-site inspections on third-party warehouses (including verification of fire safety facilities and compliance records) before leasing; (ii) strengthening contractual protections (for instance more detailed warehousing standards, indemnity and insurance-related clauses and incident reporting obligations) against warehousing and logistics services providers; (iii) adopting more stringent internal operating procedures for the storage and handling of customers’ promotional materials; (iv) adopting more stringent evaluation as to necessity of insurance requirement and coverage; (v) putting up safety measures posters inside warehouses to raise the safety awareness of the relevant person; (vi) updated its suppliers assessment form to include a specific check on the existence of any negative news relating to prospective warehouse service providers, including the occurrence of any past safety related accidents; and (vii) providing additional internal trainings to relevant staff on safety measures and emergency procedures.

Taking into account the above, our Directors are of the view that the aforementioned legal proceedings have not had and will not have any material adverse impact on the business, financial conditions and results of operations of our Group.

Save as disclosed above, during the Track Record Period and up to the Latest Practicable Date, we were not engaged in any other litigation, arbitration or claim of material importance, and no litigation, arbitration or claim of material importance is known to our Directors to be pending or threatened by or against us, that would have a material adverse effect on our business, financial condition or results of operations.

INTERNAL CONTROL MEASURES AND RISK MANAGEMENT

In order to maintain sound and effective controls to safeguard our Shareholders’ interests and our Group’s assets, we engaged an independent internal control consultant (the “**Internal Control Consultant**”) to assist us to review our internal control procedures, systems and controls, as well as to put forward respective recommendations. We have adopted, or expect to adopt before the [REDACTED], a series of internal control policies and procedures designed to provide reasonable assurances for achieving objectives including effective and efficient operations, reliable financial reporting and compliance with applicable laws and regulations. Highlights of our internal control system include the following:

- We have adopted an anti-fraud and anti-corruption management system that requires lawful and ethical conduct by our employees, and we require our suppliers to comply with all relevant anti-bribery, anti-corruption, and related laws and regulations. To embed this compliance culture throughout the Company, we regularly review our risk management and internal control procedures, enforce internal accountability, and conduct periodic compliance training. We remain committed to implementing appropriate internal control measures to ensure ongoing compliance with applicable laws and regulations.
- We have established the Audit Committee responsible for overseeing our financial records, internal control procedures and risk management systems. Please refer to “Directors and senior management” in this document for details of the description of the responsibility of our Audit Committee as well as the qualifications and experience of their members.

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- We have implemented measures to ensure better communication and human resources function in our Group. The adequacy and effectiveness of our communication system will be reviewed regularly.
- We have internal control policies covering various aspects of human resources management such as recruiting, training, work ethics and legal compliance. Our employee handbook contains guidelines on work ethics and prevention of fraud and corruption and these guidelines will be reviewed and updated from time to time to meet the requirements of the latest labour laws and regulations.
- We will continue to monitor our compliance with relevant laws and regulations and our senior management team will work closely with our employees to implement actions required to ensure our compliance with relevant laws and regulations. We will also continue to arrange ongoing training to be provided by Hong Kong legal advisers to our Directors, senior management and employees on the Listing Rules, including but not limited to aspects related to corporate governance and connected transactions, and by our PRC Legal Advisers on PRC laws and regulations. Our senior management, internal audit team and the Audit Committee together will monitor the implementation of our internal control system on an ongoing basis to ensure our policies and implementation are effective and sufficient.
- We have established the Investment Committee to oversee our Group’s investment activities, including formulation and periodic review of investment policies and strategies, identification and management of investment risks, regular reporting to the Board, and handling matters related to the Company’s investments. Please refer to (i) “Directors and senior management” in this document for details of the description of the responsibility of our Investment Committee as well as the qualifications and experience of their members; and (ii) “Investment management policy” below in this section.

Investment management policy

During the Track Record Period, our Directors were responsible for managing and overseeing our investment activities. To identify, manage and control investment risks, and to ensure proper monitoring of our future investments, we established an Investment Committee comprising Mr. Zhong Jian, Ms. Wang Huan and Mr. Xie Fang to oversee our Group’s investment activities and transactions. Please refer to “Directors and Senior Management — Board committees” in this document for details of our Investment Committee.

We have also implemented an investment management policy (the “**Investment Management Policy**”) which sets out various internal control measures in relation to our Group’s investments, among which, (i) the Investment Committee shall periodically review and monitor the performance of our Group’s investments and report to our Board on a regular basis; (ii) the Investment Committee shall set out investment goals and objective, risk tolerance level and trading limit and shall reject a proposed investment falling outside such scope or limit; and (iii) feasibility study has to be conducted on all potential investments and a detailed proposal of the potential investments (including expected return, the cost-benefit analysis, impact on the operations of our Group, key performance indicators and risks) shall be submitted to our Board for approval.

Any potential investment to be made shall be subject to the Board’s approval. The Board shall also ensure that the investment to be made after the [REDACTED] will be in compliance with Chapter 14 of the Listing Rules.