OVERVIEW

We are a leading global sugar confectionery company. We are engaged in the design, manufacturing and sales of innovative products designed to deliver both happiness and health to consumers worldwide. We market our products primarily under two brands, Amos and Biobor.

Founded and defined with a mission to serve as the sweet messenger of the world, we focus on high-growth categories of confectionery products — including both creative and nutritional candies — through our omni-channel sales network spanning over 80 countries and regions. As an innovator and promoter of "Happy and Healthy" confectionery consumption, we have redefined the way sugar confectionery is consumed, set the development trend of the Chinese confectionery industry, and advanced the brand globalization and global footprint of the Chinese confectionery industry.

Our business model is built on a fully integrated value chain, which seamlessly connects deep consumer and market trend insights, and innovation-driven product development, with world-class manufacturing and global channel and marketing. This end-to-end integration leads to high-quality, impactful products and ensures efficiency of manufacturing, sales and operation and a rapid "concept-to-shelf" product pipeline on a global scale.

Focused on the high-growth "joy and wellness" segments as the new disruptors to the traditional confectionery landscape, we are rapidly scaling the global expansion of our category-defining brands, creative candy brand Amos and nutritional candy brand Biobor. Our industry leadership is validated by our inclusion in the prestigious Global Candy Industry Top 100 in 2026. According to Frost & Sullivan:

- We are the largest Chinese sugar confectionery company and the fifth largest gummy company globally, in each case by retail sales value in 2025.
- We were the fastest-growing company among the world's top 30 sugar confectionery companies by retail sales value from 2023 to 2025, with a CAGR of 61.9%, as compared to an industry average of 5.9% during the same period.
- We had the largest overseas market share among all Chinese sugar confectionery companies in terms of overseas revenue in 2025.

Notes:

(1) In terms of global retail sales value of sugar confectionery in 2025 among Chinese sugar confectionery companies, according to Frost & Sullivan.

(2) In terms of global retail sales value of gummies in 2025 among sugar confectionery companies, according to Frost & Sullivan.

(3) In terms of CAGR of sugar confectionery retail sales value from 2023 to 2025 among top 30 sugar confectionery companies in the corresponding region, according to Frost & Sullivan. The ranking of "top 30 sugar confectionery companies" is based on sugar confectionery retail sales value in the corresponding region, according to Frost & Sullivan.

(4) In terms of retail sales value of probiotic gummies in 2025 among sugar confectionery companies in China's market, according to Frost & Sullivan.

Our Brands

Our creative sugar confectionery brand, *Amos*, has revitalized the traditional confectionery landscape through category-focused product innovation. Our brand Amos represents "a moment of sweets", "a moment of smile", "a moment of sharing" and "a moment of sincerity." It was recognized by *Numerator*, a leading consumer data analytics institution, as a fastest-growing brands to watch in 2025 in the U.S. market and we are the only sugar confectionery company included. Leveraging a comprehensive R&D framework and highly scalable product development and channel execution capabilities, we pioneered the transition of creative product concepts into both flexible, customized manufacturing and high-volume, scalable production for blockbuster products. This innovation-driven "concept-to-shelf" methodology has yielded a portfolio of blockbuster products with proven track records across retail channels and consumer segments, including:

- ***Peelerz Gummies:*** Our signature fruit-flavored peelable gummies, represented by our mango-shaped gummies, have redefined the consumer experience with its unique texture and interactive "peeling" experience.

- ***4D ("3D + Delicious") Blocks Gummies:*** By introducing a playful "stackable" format, we also created a new category of creative gummies that included fruit-flavored and animal-shaped varieties.

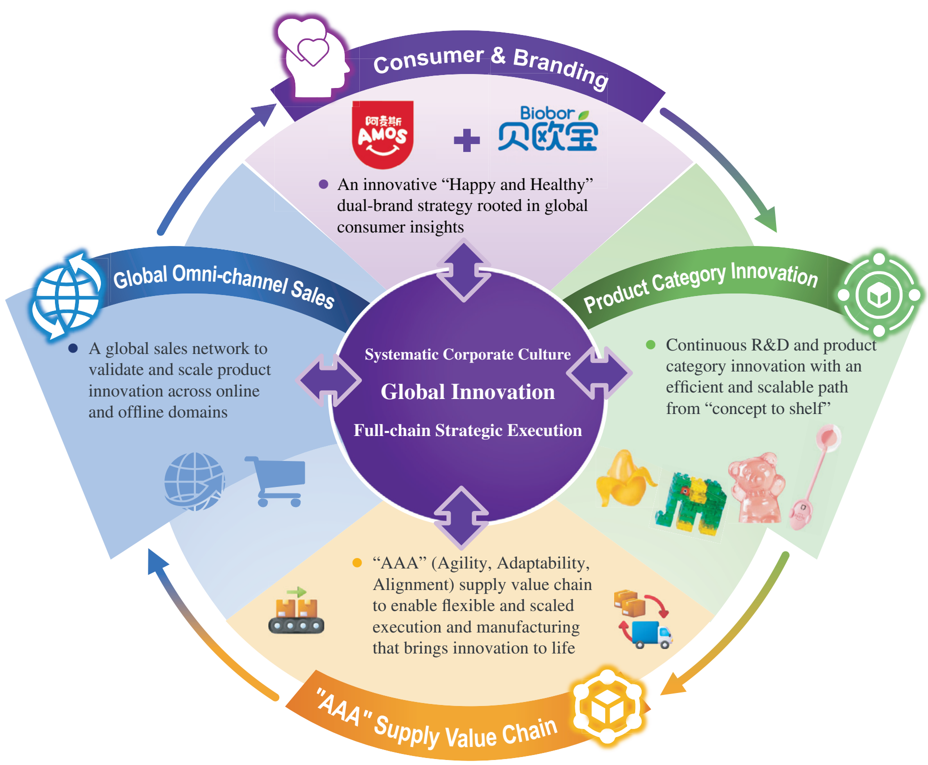
- ***Seasonal Confectionery:*** Our seasonal confectionery products have generated stable sales growth across major global retail chains and e-commerce platforms over the years, with products designed for Chinese New Year, Valentine's Day, Easter, Halloween, Christmas, etc.

- ***TastySounds Audio Lollipop:*** Including music lollipops and lollipops featuring various cultural elements, demonstrate our ability to integrate cultural elements and technology into confectionery, enabling cross-domain innovation.

Building on our success in the creative sugar confectionery segment and witnessing the structural shift towards health-conscious consumption, we launched *Biobor* — our brand focused on the high-growth nutritional, "better-for-you" sugar confectionery segment. As the industry pioneer in active probiotic gummies in China, Biobor bridges the gap between joy and wellness through science-driven formulations. Biobor's commercial viability and R&D capabilities are underscored by its consistent performance and prestigious industry recognition. Its probiotic gummies ranked No. 1 best-selling products in this category in China in 2025, in terms of retail sales value, according to Frost & Sullivan. Supported by these cross-category accolades and a tailwind of global wellness trends, Biobor is positioned as our second growth engine by capturing a fast-growing sophisticated consumer segment with its wellness benefits.

Our Business Model

With a systematic corporate culture as our core and full-chain strategic execution as our foundation, and drawing on global consumer insights and market development trends, we have established a full value chain business model spanning research and development, production, sales channels and brand building, which continuously drives innovation on a global scale.



Market Opportunity

The global sugar confectionery market is large and highly fragmented, with a stable consumption base and broad cross-market appeal. According to Frost & Sullivan, the global sugar confectionery market was approximately RMB538.1 billion in 2025 and is expected to reach approximately RMB703.3 billion by 2030. Market growth is expected to be driven by generational shifts in consumption, rising health awareness, increasing demand for products associated with emotional value, and product mix upgrades in mature markets. Within the broader confectionery market, creative, nutritional and health-oriented products are becoming important drivers of segment growth. Younger consumers increasingly seek novelty, interactive product experiences and products with social sharing appeal, which is supporting demand for creative confectionery products. Meanwhile, health-oriented consumption trends continue to expand globally, and nutritional gummy products remain at a relatively early stage of development. In addition, leading global retail channels continue to demand innovative products and reliable supply. Companies with product development capabilities, scaled manufacturing capacity and regulatory compliance across multiple markets may be better positioned to benefit from these industry trends. We believe our product development capabilities and global operating platform position us to capture opportunities in these segments and support our future growth.

Our Financial Performance

As a result of our "Happy and Healthy" product strategy, we achieved strong revenue and profit growth during the Track Record Period. Our revenue increased from RMB1,070.4 million in 2023 to RMB2,782.1 million in 2025, representing a CAGR of 61.2%. Our net profit increased from RMB137.0 million in 2023 to RMB600.0 million in 2025, and our net profit margin increased from 12.8% to 21.6%, reflecting improved operating leverage and efficiency. We also maintained solid cash flow generation, providing support for continued investment in our business, and ability to generate shareholder returns. During the Track Record Period, cash flow generated from operating activities remained positive and increased over time.

OUR STRENGTHS

A World-Class Chinese Confectionery Enterprise with Global Branding Influence

We are a world-class Chinese sugar confectionery enterprise with global branding influence, according to Frost & Sullivan, leading the transition from "product export" to "brand globalization." Through an integrated business model that unifies strategic vision with operational execution and global scalability with continuous innovation, we have built our competitive foundation. Starting from the two largest sugar confectionery consumption markets globally, the U.S. and China, our integrated global expansion strategy, together with online and offline sales, and an extensive omni-channel distribution network, enables market penetration and channel efficiency.

Leveraging our global distribution network and cross-regional production capabilities, we are scaling our operations and transforming confectionery from a seasonal treat to a year-round daily consumption category that caters to all occasions and consumer segments. Through continuous product innovation, we consistently extend product life cycles. Integrated development and optimization are core operational mechanisms, embedded in our talent management, organizational structure, and daily business practices.

By leveraging this integrated business model as our core competitive strength, we have developed strong resilience to navigate industry cycles and the ability to scale through replication, enabling us to break through in the global confectionery landscape. This competitiveness has been demonstrated by our growing global market performance and elevated industry standing. According to Frost & Sullivan, by global retail sales in 2025, we are the largest Chinese sugar confectionery company. In terms of overseas revenue in 2025, we have the largest overseas market share among Chinese sugar confectionery companies. Moreover, we are the fifth largest gummy company globally by retails sales value in 2025. We were also the fastest-growing company among the world's top 30 sugar confectionery companies by retail sales from 2023 to 2025, with a CAGR of 61.9%, significantly outperforming the industry's average CAGR of 5.9%. This strong performance validates the replicability and sustainability of our globalization strategy.

In the competitive North American market, we have established strong brand influence and market penetration. Our products are widely available in leading retailers such as Walmart, Costco, Target, and 7-Eleven. North America contributed 52.7% of our total revenue in 2025, and was one of our fastest-growing markets from 2023 to 2025, underscoring our strength as a significant competitor in the global sugar confectionery industry.

In the China market, we have a solid business foundation and clear competitive advantages. We maintain leading positions in key retail and distribution channels. For example, according to Frost & Sullivan, we ranked first in China's probiotic gummy markets in terms of retail sales value in 2025. In addition, in terms of retail sales value in 2025, among the top five Chinese sugar confectionery companies, we were the fastest-growing company by retail sales value CAGR from 2023 to 2025, further consolidating our leadership in China. Leveraging the channel expansion and operational excellence we've cultivated in North America and China, we have replicated this success in over 80 countries and regions worldwide, including Europe, Australia, and Southeast Asia markets, establishing a global business footprint.

Strategically focused on "creative" and "nutritional" sugar confectionery, our Amos and Biobor brands have built strong brand recognition. Amos enjoys prominent awareness, particularly among young consumers, for its creative design while Biobor has strong appeal among sophisticated consumers seeking healthier confectionery options, according to Frost & Sullivan. By transforming our supply chain advantages into globally influential brand assets, our own-brand model has granted us greater pricing power and brand premiums.

Reshaping Global Confectionery Landscape with "Happy and Healthy" Product Portfolio

We are committed to becoming an innovation-driven global confectionery enterprise. Through deep consumer insights and continuous, integrated R&D, we operate under our "Happy and Healthy" strategy and launched Amos and Biobor. We have reshaped the global sugar confectionery landscape with our trend-setting products.

Leading the Trend Toward Creative Confectionery Through Structural Innovation

Our Amos brand, a leading creative confectionery brand, has attracted consumers worldwide who seek fun, interactive experiences and strong emotional engagement. Among them, Peelerz — a signature peelable gummy series under Amos — breaks the traditional gummy formats by simulating the real fruit-peeling experience. Taking the mango flavor Peelerz as an example, it resembles the authentic experience of peeling and tasting a juicy mango. According to Frost & Sullivan, by global retail sales values in 2025, Peelerz is the largest peelable gummy brand worldwide and has become a category-defining brand.

Our 4D gummy blocks employ proprietary mold and forming systems, precision injection molding, and zoned gelation technology to create a unique "build, stack & snack" experience. In addition, our 4D fruit-flavored gummies adopted proprietary stable juice-filled formulation technique. Our 4D candy series has won broad recognition across the globe, including being featured in *Der Spiegel*, a recognized news magazine in Germany.

In seasonal confectionery, we focus on a "themed shape + gifting packaging" strategy. We consistently launch tailored items and extend offerings to other key occasions like Chinese New Year, Valentine's Day, Easter, Halloween and Christmas, continuously reinforcing brand perception and increasing brand momentum. Meanwhile, channel-exclusive and customized SKUs further strengthen our strategic partnerships with mainstream retail channels.

Additionally, our audio lollipop merges confectionery with technology, music, and cultural elements. Through continuous iterations, it enhances the product emotion and social interaction value, attracting strong attention across social media channels.

Leading the Trend Toward Nutritional Confectionery Through a Systematic Strategic Expansion into the Better-for-You Sector.

In response to the global wave of health-conscious consumption, we launched Biobor, a pioneering nutritional sugar confectionery brand in China. We have made advancements in key technologies such as probiotic stability. Through exclusive strategic partnerships with leading global ingredient suppliers, we have effectively addressed industry challenges like probiotic inactivation during gummy production and shelf life, ensuring our products deliver both superior taste and nutrition. We transform various traditional dietary and nutritional products into delicious gummies, building a lifecycle-wide nutritional confectionery matrix with pricing premium that serves a broad consumer base including children, women, fitness enthusiasts, and seniors. According to Frost & Sullivan, by retail sales value in 2025, Biobor has become China's largest probiotic gummy brand and a market-leading brand.

A Collaborative Product Development Ecosystem

We have established a collaborative product development ecosystem with a global vision, oriented by our keen observation of global consumer needs and our pursuit of high-quality products. This enables us to swiftly capture global trends in healthy ingredients, taste enhancement, fun and creative packaging and product innovation.

We possess industry-leading product development and innovation capabilities, with an efficient system for incubating blockbuster products and sustaining a creative output pipeline. From concept validation, formulation adjustment, mold development, and stability testing to commercial mass production, we can complete a new product launch within a cycle of as short as three months, enabling rapid response to market demands. Building on this, we extend the lifecycle of blockbuster products through continuous micro-iterations and creative expansions such as seasonal editions, while consistently introducing new products.

We leverage consumer insights from online channels to inform product iterations. For instance, in response to global consumers' preference for clean products, we swiftly optimized better-for-you formulations demonstrating our R&D agility.

Our product development team comprises 210 professionals, and we maintain industry-academia-research collaborations with academicians of the Chinese Academy of Engineering and the School of Food Science and Technology at Jiangnan University via the establishment of a joint lab. Together, we focus on food science and engineering and nutritional science research, precise confectionery ingredient formulation, and the integration of optimal flavor and nutrition, building technical barriers in fundamental ingredient research, process innovation, and functional validation.

Global Omni-Channel Sales Network with Proven Replication Capabilities

We have built a multi-dimensional sales network covering more than 80 countries and regions worldwide, achieving deep penetration into the key retail channels of core global markets. This deep penetration into mainstream channels not only serves as a core driver of our revenue growth but also forms a channel advantage against peers.

High Barriers to Entry in Major Channels and Stable Customer Relationships

Global retail chains impose stringent entry standards for food manufacturers, typically involving multi-year factory audits, ESG compliance reviews, and supply chain stress tests. Through over a decade of accumulation, we have become one of the few Chinese sugar confectionery companies capable of simultaneously meeting multiple global quality certification systems, complying with the access requirements of global retail chains.

We have established deep strategic partnerships with key channels, such as Walmart, Costco, Sam's Club, Target and 7-Eleven, spanning from product development to end-sales. We provide comprehensive offerings that cover both daily core SKUs and seasonal products. We also work with leading retailers and produce sugar products customized to meet specifications under an ODM model. We believe that we can benefit from such collaborations by deepening our relationships with selected leading retailers gaining insights into consumer trends.

Proven Capability to Replicate and Expand Globally

Our successful operational experience accumulated in North America and China has been transformed into a replicable market expansion framework. Leveraging the business relationships established with global retail giants at their U.S. headquarters, as well as our strong performance in the North American and China markets, we have extended cooperation to their global networks in Australia, Europe, Asia, and elsewhere. Concurrently, we rapidly replicate best-selling products and shelf-display solutions that have been validated in mature markets to emerging markets, reducing the trial-and-error costs and time required for new market development.

Our market-entry strategy typically prioritizes major local channels. By entering leading retail chains, we establish a premium brand image and pricing benchmark, then leverage the resulting brand momentum to empower local distributor networks for broader penetration. We have established local sales teams in North America and China, effectively combining the leading product innovation capabilities with local channel resources and market insights. Our products are currently available in major retail channels across globe, such as Walmart and Target in North America, Sam's Club and Costco in China, Carrefour in Europe and 7-Eleven in Asia-Pacific. Moreover, we are expanding our business presence in emerging markets such as Latin America, Southeast Asia and Middle East, demonstrating our capability for cross-cultural and cross-regional global operation and expansion.

Omni-Channel Synergy

While solidifying our strong offline shelf presence, we actively develop online channels in both overseas and China markets, promoting brand visibility. During the Track Record Period, the CAGR of our online sales exceeded 60%. We established strong presence in both Chinese and overseas online platforms such as Amazon, TikTok and Tmall, and received wide exposure on global leading social media platforms.

By continuing to expand our brand influence across both online and offline channels, we seek to create synergies across our omnichannel network by catering to evolving consumer purchasing preferences.

A Global Supply Chain Supporting Flexible Manufacturing and Scalable Business Expansion

"China Plus One" Production Layout for Efficient Global Service

Currently, we operate three modern production factories in Jiangmen, and Shenzhen, Guangdong Province, and are constructing a fourth factory in Vietnam, establishing a "China Plus One" production layout. The Jiangmen and Shenzhen factories serve as our manufacturing and innovation hubs, focusing on the R&D and production of high-technology, high-value-added products, such as 4D gummies, Peelerz peelable gummies, and probiotic gummies, providing core support for global product iteration. Our Vietnam base under construction is planned to house four production lines, with an estimated annual designed production capacity of 13.3 thousand tons. This base will leverage cost advantages of local labor and certain raw materials, enhancing regional delivery efficiency. This forward-looking integrated capacity layout affords us greater pricing flexibility and supply chain resilience.

Hybrid Production Capability Balancing Scale and Flexibility

Guided by our "AAA" supply chain strategy — agility, adaptability, and alignment, we operate automated production lines to support the scaled manufacturing of globally bestselling products, maximizing production efficiency and minimizing unit costs. Simultaneously, to meet seasonal customization demands, we maintain flexible production lines. We can complete mold changes and complex packaging assembly in a very short time, responding nimbly to the diverse and fragmented procurement needs and shelf strategies of global retailers. This dual capability — excelling in both high-volume runs and complex customizations — strengthens customer reliance on us.

Efficient Global Logistics and Localized Fulfillment System

We have partnered with global warehousing and logistics service providers, establishing localized fulfillment capabilities, thereby improving order fulfillment timeliness and turnover efficiency, and meeting the stringent demands of leading retailers for supply chain agility.

Quality Control System Meeting Stringent International Standards

Our production bases comply with stringent international food safety standards. Our Amos factory in Shenzhen has obtained BRCGS A+, ISO22000 and HACCP certifications; Amos factory in Jiangmen has obtained BRCGS A+ and FSSC 22000 certifications; Biobor factory in Jiangmen has obtained BRCGS A+, FSSC 22000 and NSF/ANSI 455-2 certifications. Compliance with these applicable international regulations established us as a confectionery manufacturer with global access.

We have established a nationally accredited CNAS laboratory in Jiangmen, Guangdong Province and introduced advanced testing equipment and technologies into the production process, ensuring consistency in taste, appearance, and safety for every piece of candy. Our consistent pursuit of quality is the foundation of earning the long-term trust of our global customers.

Vertically Integrated Supply Chain Management

We are integrated into the upstream industry chain, building a vertically integrated supply chain ecosystem. Through strategic direct procurement and joint R&D with global raw material suppliers, such as gelatin and probiotic suppliers, we have effectively secured priority access to high-quality ingredients and smoothed procurement price fluctuations. Effective from 2026, we obtained the exclusive supply for high-grade BC30 probiotic strain — known for exceptional heat and acid/base tolerance — for use in the gummies in China. On the procurement front, for each category of core raw materials and packaging materials, we implement a diversified global supplier portfolio strategy, ensuring stable quality, secure supply, reliable delivery, and continuous cost optimization. Furthermore, we possess in-house mold development and packaging design capabilities, which not only accelerate "concept-to-shelf" for new products but also improve our production cost-efficiency.

Experience- and Digital-Driven Branding with Global Influence

We have built a multi-dimensional marketing system that integrates online digital interaction with offline instant experience. This system effectively transcends cultural and geographical boundaries, enabling us to efficiently reach and retain young consumer groups worldwide. We analyze real-time social media feedback and trends, applying these insights to product development and marketing strategies to ensure our brand remains aligned with trends globally.

Empowering Brand Value Through Collaborations

We actively pursue strategic crossover collaborations with globally influential events and brands. Notable partnerships include serving as the exclusive VIP gifting candy partner for the 68th Annual Grammy Awards and becoming the globally licensed confectionery brand for the Milan Winter Olympics. Additionally, we collaborate with contemporary art institutions and trending artists to develop innovative products such as audio lollipops and artist collaboration gift sets. These "confectionery + art/sports/music" collaborations enhance our brand's premium positioning and cultural relevance.

Creating the "Candy Dream Factory" Immersive Experience

We are dedicated to extending the brand experience from shelves to consumers' lives. At our Jiangmen production center, we offer the "Candy Dream Factory," an integrated facility for tours, interaction, and education. Through transparent production showcases and interactive installations engagement, it conveys the brand ethos of "Happy and Healthy" to consumers. We plan to further enhance this experiential model to continuously strengthen the brand's offline touchpoints and user engagement.

Experienced Leadership Team with Global Vision and Local Market Expertise

Visionary Leadership with Global Experience

Our founding team has an average of more than 20 years of experience in the confectionery industry and international trade, with complementary and long-term stable collaborations in strategic planning, global expansion, brand positioning, product management, global marketing, food safety and supply chain management in accordance with international standards. Our founder and Chairman, Mr. Ma Enduo, has devoted more than 20 years to the confectionery industry. Drawing on his academic training in international trade and marketing, his doctoral research in food engineering, and over 20 years of practical experience, Mr. Ma has consistently applied a systematic and forward-looking strategic approach, driving product upgrades through cultural and technological innovation. He has led our team in the transformation from a traditional industry player into a leading company in an emerging sector, establishing a robust corporate culture that includes a clear and ambitious vision, a mission that combines strong commercial value with a genuine sense of social responsibility, and a business philosophy that respects the fundamentals of business development and delivering sustainable growth across the full value chain, including strategy execution, insights into market trends product development, international-standard manufacturing, channel establishment and brand building. Mr. Ma has continued to advance our international expansion and shape our global growth story. Guided by a strong commitment to innovation and intellectual property rights, grounded in a systematic approach to corporate management and strategic execution and the pursuit of both commercial and social value, he has earned broad respect in international markets and received repeated recognition from leading industry institutions. His honors include his induction into the Candy Hall of Fame in the United States in 2024, making him the first Chinese hall-of-famer in history; the Harvard Business Review Ram Charan Award for Distinguished Management Practice in 2022; and recognition as a Forbes China 2025 Industry Innovation Leader, a Benchmark Figure for Growth in China's Food Industry, and a Shenzhen Industry Leading Figure for three consecutive terms. These distinctions reflect the high regard in which we are held by global industry peers and underscore our leadership position in the sector.

Ms. Wu Weijia is a specialist in international confectionery trade and was honored with the U.S. sugar confectionery 2026 IMPACT Award, further demonstrating the high level of recognition and appreciation from international peers for the broad influence we have brought to the global confectionery market. Mr. Ma Hongfan is an expert in international food safety management, with extensive experience in production operations and management in compliance with internationally recognized food standards. Mr. Ye Hai has deep expertise in global procurement and international logistics management. Together, our founding team provides strong professional support across the key areas of our global development, and this stable management and organizational structure underpins the effective execution of our long-term strategy.

The "Sweet Messenger of the World" Promoting Welfare Globally

Guided by our mission to serve as the sweet messenger of the world, we go beyond offering "happy and healthy" products and actively promote charity and welfare initiatives for children, women and those in need across regions and cultural groups. In the area of social responsibility, we have consistently used confectionery as a carrier for public good, with an enduring commitment to the well-being of children and women around the world. Our initiatives include long-term support for rural education, assistance for children with disabilities, and programs dedicated to women's care and empowerment. We also provide charitable support in response to urgent social needs and emergency situations, including donations made in 2025 to residents affected by the Tai Po fire in Hong Kong. In environmental protection, we proactively fulfill our corporate social responsibility by continuously promoting energy conservation and carbon reduction. We are gradually adopting recyclable packaging materials to reduce plastic usage, and using plant-based ingredients, implementing low-carbon, green, and sustainable business practices.

"Glocal" Talent Strategy

Moreover, we adopt a "glocal" talent strategy, establishing local sales and operations teams in key overseas markets including the U.S., Asia, Latin America and Oceania. This enables us to gain precise insights into local consumer demand, collaborate efficiently with international retail partners, and ensure the effective implementation of our strategies worldwide. On the back-end operational front, we have deployed the SAP system, constructing a globally integrated, group-level digital information platform. This enhances cross-regional collaboration efficiency and provides a solid, high-performance operational foundation for the global expansion of our business.

OUR GROWTH STRATEGIES

To maintain sustainable competitiveness, we will continue to strengthen our leading and innovation-driven product development ecosystem centered around "happy and healthy". We aim to implement the following strategies to strengthen our global leadership and achieve sustainable growth:

Product Innovation through Blockbuster Strategy across Categories to Address Diverse Market Demands

We will continue to increase R&D investment to solidify our innovation barriers by allocating more resources to fundamental food science, ingredient applications, and production process innovation. We will deepen industry-academia-research cooperation with world-leading universities and research institutions with outstanding food science programs, ensuring our product development capabilities remain at the forefront of the industry. Specifically, we will

- **Strengthen Leadership in Creative Confectionery**: We will continuously iterate blockbuster products like Peelerz and 4D gummies, introducing more innovative flavors and interactive features to solidify their category leadership globally and extend product lifecycles. We are also seeking to expand the boundary of our product portfolio as well as exploring other opportunities, further differentiating us from our peers.

- **Enhance Flexible and Customized Product Supply**: To address the customized needs of consumers and major customers, we will continue to enhance flexible and customized supply of our two own-brand products, in order to meet the diverse demands including formulation, taste, nutrition, product format and packaging.

- **Expand Nutrition and Wellness**: We will focus on expanding the Biobor better-for-you product line, to address the wellness needs of a diverse consumer base including children, women and seniors, striving to become a leading brand in the global nutritional sugar confectionery market.

- **Explore New Categories**: On top of our existing product portfolio, we will prudently evaluate and explore opportunities in complementary new categories to drive future growth and profitability. For example, we plan to launch new confectionery products guided by our "happy and healthy" product strategy.

Further Penetrate in Major Markets and Accelerate Expansion into Emerging Regions

We will continue to deepen our penetration in major markets such as North America, China, and Europe, enhancing channel coverage. Specific measures include increasing the product types and shelf display space with our existing key retail partners to optimize sales performance per store.

Simultaneously, leveraging the brand visibility and operational experience accumulated in established markets, we will actively expand into high-growth potential markets such as Southeast Asia, Latin America and Middle East, achieving comprehensive coverage of mainstream global markets. We plan to replicate our proven business model and blockbuster product strategy in these regions, with a particular focus on utilizing emerging social commerce platforms to rapidly establish brand awareness and capture market share.

Comprehensively Upgrade Brand Building to Enhance Brand Premium and Consumer Loyalty

We are committed to a strategy that combines long-term brand building with influential marketing activities to elevate the global exposure and influence of our brands, transforming Amos and Biobor into iconic brands beloved by consumers worldwide.

We will continue to increase our global brand marketing investment, deepening our global social media operations and marketing to strengthen interaction and emotional connection with consumers. In addition to online marketing, we will also conduct more localized brand activities in key overseas markets, participating in famous and influential cultural and sporting events and integrating local elements to continuously enhance brand influence and affinity. For example, we plan to launch the global brand campaign "Amos Treats the World to Sweets" in 2026 to communicate our brand value proposition to consumers worldwide. We are also planning to host the first "Amos International Candy Festival" in 2026 to raise our global brand profile.

We plan to introduce the upgraded 2.0 version of "Candy Dream Factory" to promote industrial tourism experience, incorporating more immersive and interactive elements. Concurrently, we will explore collaborations to establish premium candy experience spaces in overseas markets as an important supplement to elevating our global brand image and premium perception.

Optimize Global Supply Chain Layout and Advance Digital and Intelligent Transformation

To support the rapid global expansion of our business, we will further optimize our global production capacity layout. Domestically, we plan to commence the second-phase construction of the Jiangmen production center, expanding manufacturing capacity and enhancing the automation and intelligence levels of our facilities. Overseas, we will accelerate the ramp-up and utilization of capacity at our Vietnam production base and actively assess the feasibility of establishing, acquiring, or entering joint ventures for production facilities in other regions to optimize regional supply chain efficiency and cost structure.

Concurrently, we will comprehensively advance our corporate digital transformation, enhancing the application of information and digital technology in core areas such as consumer insights, product R&D, supply chain management, and precision marketing. We aim to build a data-driven intelligent decision-making system to comprehensively enhance operational efficiency and responsiveness.

Attract and Cultivate Top Global Talent, Building Organizational Capability

Establish Global Hubs for Innovation and R&D

To maintain our continuous leadership, we plan to set up overseas innovation and R&D centers, actively attracting product designers, flavor experts, packaging artists, and food and nutritional scientists with global vision.

Deepen the "Glocal" Talent Strategy

To support rapid global business expansion, we will increase investment in localized talent in key markets such as North America, Europe, Oceania and Southeast Asia, introducing operational and marketing experts with deep local retail resources and market experience.

Talent Acquisition and Incentive Systems

We will establish a Cross-Border Rotation Program and a Global Management Trainee Program to cultivate versatile talents with cross-cultural leadership capabilities. Moreover, we will implement competitive compensation and benefits packages alongside medium- to long-term equity incentive plans to attract, retain, and motivate our global core team.

Pursue Strategic Cooperation and Investment Opportunities

We will prudently evaluate and seek strategic alliances with high-quality global partners, as well as investment or acquisition opportunities for targets within the industry value chain that offer synergistic effects or complementary value. Our focus areas include: upstream core raw material suppliers, R&D institutions with unique technologies, distributors with strong regional capabilities, and brands complementary to our existing product categories. Through an active external growth strategy, we aim to further integrate global premium resources, accelerate technological innovation and market expansion, and create long-term value for our shareholders.

OUR BRANDS AND PRODUCTS

We manufacture and sell candies to over 80 countries and regions as of the Latest Practicable Date. As of the Latest Practicable Date, we primarily operate two brands, namely Amos and Biobor. Amos is a leading brand for creative candy treats and Biobor is a health-focused brand. We have long-term brand development plans and strong brand communication capabilities. We craft differentiated positioning, visual identity designs and promotion strategies, addressing diverse demands from consumers. For each brand, we have launched several blockbuster products that have achieved strong market recognition, while maintaining a comprehensive product portfolio that addresses diverse needs across different consumer profiles and geographic regions.

In addition to our own-brand products, we also sold third-party branded products under an ODM business model during the Track Record Period, pursuant to which we provide product development and manufacturing and related services to primarily leading retailers and prominent consumer brands. The ODM business model enables us to obtain timely market feedback on evolving consumer preferences, category trends and promotional strategies in our target markets, thereby enhancing our ability to anticipate demand, refine our product offerings and respond efficiently to changes in the competitive landscape.

We have sustained strong topline growth, with revenue increased from RMB1,070,4 million in 2023 to RMB1,571.3 million in 2024 and RMB2,782.1 million in 2025. The following table sets forth the breakdown of our revenue by products in absolute amounts and as a percentage of our total revenue for such products, for the years indicated.

	For the year ended December 31,					
	2023		2024		2025	
	RMB	*%*	*RMB*	*%*	*RMB*	*%*
	(in thousands, except for percentages)					
Own-brand Products						
Amos	505,717	47.2	828,450	52.7	1,968,282	70.7
Biobor	166,583	15.6	163,131	10.4	199,524	7.2
Sub-total	**672,300**	**62.8**	**991,581**	**63.1**	**2,167,806**	**77.9**
Third-Party Brands	398,081	37.2	579,670	36.9	614,263	22.1
Total	**1,070,381**	**100.0**	**1,571,251**	**100.0**	**2,782,069**	**100.0**

Amos — Creative Candy

Amos is a leading brand offering creative candy treats such as peelable gummies through our *Peelerz* product line, 4D gummies, TastySounds music lollipops and seasonal candies. Our brand Amos represents "a moment of sweets", "a moment of smile", "a moment of sharing" and "a moment of sincerity." We primarily target consumers who seek both delicious flavors and playful experiences. We created 4D gummies, including 4D gummy blocks and 4D fruit gummies with a natural fruit filling that stands out for its taste and deliver interactive fun at the same time. Our peelable gummies have become a favorite in global markets, offering an authentic and unique "peeling" experience that brings playfulness and satisfaction. In addition, under our Amos brand, our Candy Uncle product line offers high-quality and affordable confectionery products.

Innovation is at the heart of crafting our candy. For example, we have developed and launched our creative peelable gummy product line, Peelerz. It offers a uniquely interactive snacking experience, with each gummy designed to mimic the look and feel of real fruit with outer layer that can be peeled before eating. Peelerz is available in multiple flavors, including mango, peach, lychee, orange and banana. Peelerz are crafted with concentrated real fruit juice. Since its introduction, the product has gained significant traction on social media platforms, where unboxing and peeling videos have turned it into a viral sensation, particularly among younger consumers. With its combination of imaginative design, quality ingredients, and strong digital presence, Peelerz has established itself as a standout product in the increasingly competitive sugar confectionery market. We continue to reshape the sugar confectionery industry with new products such as our TastySounds music lollipops, which integrate candy and music, setting new trends in emotional engagement for our consumers.

The table below sets forth highlights of our main product lines under the Amos brand.

Products	Launch Time	Suggested Retail Price Range[(1)]
Peelable Gummies (Peelerz): peelable fruit gummies	October 2023	RMB1.5 to RMB99.0

Products	Launch Time	Suggested Retail Price Range[(1)]
4D ("3D + Delicious") Gummy:	June 2018	RMB2.0 to RMB69.8
• ***4D Fruit Gummy: Burst Juice Filled:*** fruit gummies filled with real fruit juice that burst when biting into them		

Products	Launch Time	Suggested Retail Price Range[(1)]
• ***4D Gummy Blocks:*** colorful, interlocking gummy candy pieces	April 2017	RMB2.0 to RMB88.0

Products	Launch Time	Suggested Retail Price Range[(1)]
TastySounds Music Lollipop: our music lollipop automatically sings the built-in song when consumers taste it, using bone-conduction technology to create a uniquely immersive sensory experience. We are also launching audio lollipops that blend poems and cultural elements with interactive design, reimagining confectionery as a fusion of technology, audio and culture.	January 2021	RMB16.0 to RMB40.0

Products	Launch Time	Suggested Retail Price Range[(1)]
Seasonal Confectionery: we offer a thoughtfully curated range of confectionery products designed to celebrate cultural occasions across the globe throughout the year, from Chinese New Year, Valentine's Day, Easter, Halloween, to Christmas	September 2013	RMB9.9 to RMB128.0

Note

(1): Our suggested retail price range reflect the prices of the various packaging configurations.

Biobor — Nutritional Candy

Guided by our "better for you" vision, launched in 2018, Biobor is a health-focused brand created to meet the evolving needs of today's consumers seeking to improve their well-being while enjoying great taste by mixing nutritional value with delicious flavors. As a leading nutritional gummy brand, we focus on healthy formulations that balance sweetness and nutrition. As of the Latest Practicable Date, under the Biobor brand, we offered probiotic gummy, vitamin gummy, DHA algal oil gummy, and lutein gummy, among others. Our products are tailored for children, women, seniors, and fitness enthusiasts, among others. By combining proprietary nutritional formulas with high-quality ingredients, Biobor empowers consumers to supplement their nutrition anytime, anywhere. In addition, under our Biobor brand, our Blink is a sub-brand that specializing in refreshing mint candy designed to provide a clean, cool taste experience.

As an industry leader in probiotic gummies in China, our signature "active probiotic gummy" series has received remarkable market feedback and widespread consumer recognition. Our active probiotic gummy has ranked as the top-selling product in their category at major retailers. Our suggested retail prices for Biobor probiotic gummy products are between RMB10.0 to RMB70.0, reflecting the pricing of the various packaging configurations.

ODM

As of the Latest Practicable Date, we had served approximately 74 ODM customers, including leading retailers and other prominent consumer brands. Under the ODM business model, we manufacture candy products based on customer specifications. We believe that we can benefit from such collaborations by deepening our relationships with these leading retailers and gaining insights into consumer trends. The third-party branded product portfolio under our ODM business model is strategically confined to product categories and flavor profiles that do not directly compete with our proprietary brands. In addition, we also maintain a disciplined production capacity allocation framework. The allocation between our own brands and the third-party branded products is dynamically adjusted in response to seasonal demand patterns and client order volumes. Meanwhile, to ensure sufficient manufacturing capacity for our own brand products, we are also in the process of expanding our manufacturing facilities and engage qualified third-party contract manufacturers. For details, see "— Manufacturing."

KEY OPERATING DATA

The following table sets forth sales volume and average selling price for the years indicated.

	Year ended December 31,					
	2023		2024		2025	
	Sales Volume	Average Selling Price	Sales Volume	Average Selling Price	Sales Volume	Average Selling Price
	(thousand ton)	*(RMB in thousands per ton)*	*(thousand ton)*	*(RMB in thousands per ton)*	*(thousand ton)*	*(RMB in thousands per ton)*
Own-Brand Products						
Amos	9.1	55.5	14.2	58.2	32.0	61.5
Biobor	1.9	88.8	1.8	88.3	2.2	89.0
Third-Party Brands	15.0	26.6	21.7	26.7	20.2	30.5

OUR GLOBAL FOOTPRINTS

We have established a comprehensive global footprint, with our products currently sold in over 80 countries and regions worldwide. We have actively invested in production facilities to meet the international standards, successfully obtaining multiple certifications including BRCGS A+, ISO22000, and FSSC 22000, which serve as the foundation of our global expansion. The following table sets forth our revenue breakdown by key markets:

	For the year ended December 31,					
	2023		2024		2025	
	RMB	*%*	*RMB*	*%*	*RMB*	*%*
	(in thousands, except for percentages)					
North America	353,369	33.0	720,044	45.9	1,465,279	52.7
China[1]	505,046	47.2	502,995	32.0	636,755	22.9
Europe	43,623	4.1	67,110	4.3	272,635	9.8
Oceania[2]	56,419	5.3	140,478	8.9	186,979	6.7
Other regions[3]	111,924	10.4	140,624	8.9	220,421	7.9
Total	**1,070,381**	**100.0**	**1,571,251**	**100.0**	**2,782,069**	**100.0**

Notes:

(1) Includes Chinese Mainland, Hong Kong SAR, Macao SAR, and Taiwan region.

(2) Includes Australia and New Zealand.

(3) Primarily includes Latin America, Southeast Asia, East Asia and Africa.

Globalization remains the core of our future strategy. In addition to the North America and China, we are actively establishing localized sales teams across key regions globally. This strategic initiative is designed to further expand our market coverage, enhance our responsiveness to local consumer dynamics, and drive sustainable, long-term growth on a global scale.

OUR SALES CHANNELS

We primarily sell our products through key account customers, distributors and our online direct sales channel. The table below sets out a breakdown of our revenue by sales channel for the periods indicated:

	Year ended December 31,					
	2023		2024		2025	
	RMB	*%*	*RMB*	*%*	*RMB*	*%*
	(in thousands, except for percentages)					
Key accounts[1]	702,597	65.6	1,143,557	72.8	1,804,499	64.9
Distributors	316,040	29.5	311,853	19.8	836,901	30.0
Online direct sales	51,744	4.9	115,841	7.4	140,669	5.1
Total	**1,070,381**	**100.0**	**1,571,251**	**100.0**	**2,782,069**	**100.0**

(1) Our key accounts primarily comprise retailers (including their designated agents) and ODM customers.

Key Accounts

We have established robust relationships with multinational and regional-leading retailers and ODM customers in China and overseas markets. In 2023, 2024 and 2025, our products are sold to 196, 240 and 275 key account customers, respectively. We typically enter into master sales agreements with retailers, while certain other retailers purchase pursuant to individual purchase orders only. We designate certain specially packaged products for sale exclusively through a particular large retailer. The summary of the salient terms of our typical sales agreements with retailers is set forth as below.

- *Duration*: Our agreements with retailers typically have a term of one year with automatic renewal thereafter.
- *Payment term*: We typically grant a credit term of 30 to 90 days.
- *Logistic*: We shall deliver the goods to locations specified by retailers.
- *Product return*: We generally accept product returns from retailers only under specified circumstances, including product quality issues, discrepancies between the packaging and the actual product, failure of the product's shelf life to comply with contractual requirements, incorrect product barcodes, and such other circumstances as may be specified in the agreement.
- *Product quality*: We shall ensure that the products supplied comply with applicable laws, regulations, and industry standards, and that they are accompanied by legally valid inspection certificates.
- *Termination:* Both parties are typically entitled to terminate the master sales agreements by giving advance written notice.

The summary of the salient terms of our ODM arrangement are set forth as below.

- *Duration*: Our agreements with ODM customers typically have a term of one year.
- *Service*: We organize production in accordance with standards agreed by both parties and exclusively supply the relevant products to ODM customers, who then distribute and sell such products under their own brands through their respective sales channels.
- *Product quality*: We ensure that products are manufactured in accordance with the agreed product specifications, samples and other agreed requirements, and that the products supplied comply with applicable laws, regulations and industry standards and are accompanied by legally valid inspection and quality certificates.
- *Packaging and labelling*: Product packaging and labelling materials are procured by us and may only be used upon the prior written confirmation of the ODM customers. Each party owns their respective intellectual property rights involved in the collaboration.
- *Payment Term*: We typically grant a credit term of 30 to 90 days.
- *Product return*: We generally do not accept product returns from ODM customers, except in cases involving product quality issues, discrepancies between the packaging and the actual products, or failure of the products' shelf life to comply with contractual requirements.
- *Termination*: Either party is entitled to terminate the agreement by giving prior written notice to the other party in accordance with the notice period stipulated in the contract.

Distributorship

We have a worldwide distribution network that deeply penetrates the Chinese market and overseas markets. In 2023, 2024 and 2025, our distributors contributed to 29.5%, 19.8% and 30.0% of our revenue, respectively. According to Frost & Sullivan, it is common practice for companies in the confectionery industry to engage distributors to broaden their market reach.

For each geographical region, we choose a certain number of distributors who are key to our business expansion, penetration and establishment of direct cooperation with local retailers in the region. Our relationship with our distributors is a buyer and seller relationship. They are our customers and they do not act on our behalf when dealing with their own customers. We generally do not accept returns or exchange of products from distributors except for quality issues that occur during the warranty period of the product.

For all distributors, we maintain a set of well-defined management criteria, starting with a thorough evaluation during the selection process. Our criteria for selecting potential distributors include their reputation, market coverage, industry experience, track record, financial condition, warehousing and delivery capabilities, management capabilities and ability to penetrate retail points of sale. Throughout the partnership, we regularly assess each distributor's performance to ensure ongoing compliance and performance. This approach helps us build reliable, long-term relationships and promote our brand recognition in every market. With our distributors in China, we enter into distribution agreements which set clear restrictions regarding the regions in which sales are permitted whereas some of our overseas distributors place individual purchase orders. We do not engage in real-time monitor of inventory levels of our distributors. However, we from time to time ask distributors to report their inventory levels. Some of our distributors may use sub-distributors as we do not impose any restriction or prior approval requirements for our distributor to engage any sub-distribution.

We engage exclusive distributors in certain regions or specify their designated authorized distribution regions to prevent cannibalization. We generally do not impose sales targets on our distributors. While we do not monitor their inventory levels in real time, we conduct periodic reviews to ensure appropriate stock management. Given the limited shelf life of our products of 12 to 18 months in general and the associated product aging considerations, our distributors have less incentive to accumulate excess inventory. Our distributors in China are also typically required to make full payment in advance prior to delivery, which further discourages channel stuffing. We permit our overseas distributors to make partial payment in advance, with the remaining balance payable upon completion of delivery.

The table below sets out the total number of major distributors and their movements for the periods indicated:

	Years Ended December 31,		
	2023	2024	2025
Distributors[1]			
Beginning of the period	438	520	606
Additions	97	154	129
Terminations[2]	15	68	104
Number of distributors at the end of the period	**520**	**606**	**631**

Note 1: The distributors presented herein comprise only major distributors, defined as those with an annual transaction volume exceeding RMB120,000 (approximately RMB10,000 per month) in any year during the Track Record Period. The remaining long-tail distributors, namely, those with an annual transaction volume below RMB120,000, collectively accounted for less than 2% of our total revenue in each year during the Track Record Period. We apply the same distributor management and onboarding policies to both our major and long-tail distributors. Focusing on the turnover of our major distributors provides a more meaningful representation of the actual movements within our distributorship network.

Note 2: The number of terminated distributors also includes those who did not generated revenue during the indicated period.

During the Track Record Period and up to the Latest Practicable Date, to our best knowledge, all of our distributors were independent third parties, and there was no employment, financing or family relationship between our distributors and us. We did not rely on any single distributor or a small number of distributors during the Track Record Period. During the Track Record Period, we made a strategic decision to terminate our relationships with certain smaller distributors in order to streamline our distribution network and enhance operational efficiency. The increase in terminations during the Track Record Period was also attributable to certain Chinese retailers' preference for transacting directly with us rather than through distributors. The 68 distributors terminated in 2024 contributed 1.6% of our total revenue in 2023. The 104 distributors terminated in 2025 contributed 1.4% of our total revenue in 2024. By consolidating our partnerships with larger, more established distributors, we are better positioned to achieve greater market reach and stronger brand presence across our key markets.

We generally enter into distribution agreements with our distributors, while certain other distributors purchase pursuant to individual purchase orders only. The summary of the salient terms of our distribution agreements are set forth as below.

- *Duration*: Our distribution agreements with our Chinese distributors typically have a term of one year. Our overseas distributors generally place purchase orders, and some enter into distribution agreements with a one-year term.

- *Designated distribution area*: We require our distributors to distribute our products within their authorized regions.

- *Sales and performance target*: We do not require our distributors to meet minimum annual purchase targets.

- *Pricing policy*: The recommended retail price is typically determined based on the costs and market competitiveness.

- *Payment*: For distributors in China, we require full payment before shipment. We extend credit terms of 30 to 60 days to our overseas distributors.

- *Transfer of risk*: The risk of damage or loss shall transfer to distributors upon the delivery of products.

- *Product return*: We do not typically engage in inventory buyback arrangements with distributors; however, we may allow limited returns of certain products on a case-by-case basis.

- *Sub-distribution*: We do not prohibit our distributors from engaging sub-distributors. However, we do not enter into agreement with sub-distributors.

- *Termination*: Both parties are typically entitled to terminate the distribution agreements by giving advance written notice.

Any sales carried out by distributors outside their designated geographic areas will be deemed as cannibalization. To minimize cannibalization among the distributors and sales channels, we typically adopt the following measures:

We have implemented a multifaceted approach to minimize the risk of sales cannibalization among our distributors. We strategically select and engage qualified distributors with complementary sales channels in different regions. In addition, we regularly collect information on their sales of our products, monitor their sales to end customers, and maintain a periodic reconciliation mechanism to ensure the accuracy of accounts. Upon detecting any abnormalities, including cross-regional or cross-channel sales, we immediately communicate with the relevant distributors regarding corrective actions and may require them to suspend all sales and shipments under severe circumstances. If distributors continue to sell products outside their authorized scope under such circumstances, we reserve the right to terminate our distribution agreements with them.

Online Direct Sales

We also sell our products through online direct sales model. Under our online direct sales model, we sell products directly to consumers through our self-operated e-commerce stores or through our self-operated e-commerce stores on third-party platforms including Tmall, Amazon, etc. We are responsible for the logistics, fulfillment and after-sales services of the orders. In 2023, 2024 and 2025, revenue generated from our self-operated online stores amounted to RMB51.7 million, RMB115.8 million and RMB140.7 million, respectively, accounting for 4.9%, 7.4% and 5.1%, respectively, of our total revenue in the same years.

PRICING

Our product prices are set with reference to various factors, such as product positioning, production costs, market competition and reasonable profit level of our distributors. Our distributors are recommended to follow our pricing system with product prices and can adjust the price of the products where appropriate. Our distributors shall not take any actions that may materially disrupt our pricing system. Some contracts for the sale of products provide customers with rights of return and volume rebates. Please refer to "Appendix I — material accounting policy information" for further details.

RESEARCH AND DEVELOPMENT AND PRODUCT DESIGN

We have made substantial investment in research and development to introduce creative, tasty and healthy candy products during the Track Record Period. In 2023, 2024 and 2025, our research and development expenses amounted to RMB7.3 million, RMB15.3 million and RMB18.3 million, respectively, representing 0.7%, 1.0% and 0.7% of our total revenue for the same years, respectively. As of December 31, 2025, we had 210 personnel engaging in product development, including 103 personnel engaging in R&D, and 107 personnel primarily engaging in product design, molding and testing. Our R&D personnel hold qualifications in food science and related disciplines, including food science and nutrition, food quality and safety and fermentation engineering. They bring extensive hands-on experience in confectionery research, development, and manufacturing, complemented by expertise in nutritional food development as well as food safety testing.

We have implemented and continue to advance a number of R&D initiatives. For instance, in terms of R&D equipment, we have introduced mold design and 3D mold printing systems, fully automated gummy decorating equipment, and 3D candy printing technology, all of which enhance the precision and efficiency of confectionery mold design while supporting new product development. With respect to texture innovation, we are developing gummies featuring recrystallized and crispy textures to expand the sensory profile of traditional gummy confectionery.

In addition, we have achieved several notable R&D and product innovation milestones, including enhancing the flavor profile of peelable gummies through the use of fruit purées sourced from designated growing regions, launching Winter Olympics mascot-shaped confectionery products and introducing gummy nutrition packs tailored to the needs of different consumer segments.

INTELLECTUAL PROPERTY

As of December 31, 2025, we had 69 granted patents, 40 copyrights, as well as 999 trademarks both in China and overseas. See "Appendix V — Statutory and General Information — B. Further Information About Our Business — 2. Intellectual Property Rights" for details of our material intellectual property rights. During the Track Record Period and up to the Latest Practicable Date, we did not have any material disputes or any other pending material legal proceedings regarding intellectual property rights with third parties.

Despite our efforts to protect our proprietary rights, unauthorized parties may attempt to copy or otherwise obtain and use our IP rights. See "Risk Factors — We may not be able to adequately protect or enforce our patents, trade secrets and other intellectual property rights throughout the world, and our efforts to do so may be costly."

MANUFACTURING

During the Track Record Period, we manufactured our candy products either in-house or via collaborations with third-party contract manufacturers. To ensure safe and stable production, we have implemented a comprehensive set of internal management systems, including production safety objectives, target-based management mechanisms, and a production safety accountability system.

Our Manufacturing Bases

As of December 31, 2025, we had three manufacturing bases located in the PRC.

The table below sets out the details of our production bases for the periods indicated:

	Year ended December 31,								
	2023			2024			2025		
	Estimated Designed Capacity(1) (thousand tons)	Actual Production (thousand tons)	Utilization Rate	Estimated Designed Capacity(1) (thousand tons)	Actual Production (thousand tons)	Utilization Rate	Estimated Designed Capacity(1) (thousand tons)	Actual Production (thousand tons)	Utilization Rate
Shenzhen	15.3	13.7	89.7%	14.0(2)	11.7	83.3%	13.0(2)	11.5	88.7%
Jiangmen Amos	–	–	–	13.3	10.0	75.1%(3)	19.0	17.5	92.2%
Jiangmen Biobor	–	–	–	3.5	1.4	39.1%(4)	8.3	3.0	35.8%
Dongguan	0.4	0.2	48.9%	N/A	0.0(5)	N/A(5)	–	–	–
Total	**15.7**	**13.9**	**88.7%**	**30.8**	**23.0**	**74.7%**	**40.3**	**32.0**	**79.4%**

(1) Estimated designed capacity was calculated based on an assumed operating schedule of 20 working hours per day and 300 days per year.

(2) Certain production lines at our Shenzhen factory have experienced reduced hourly output due to equipment wear and deterioration.

(3) Our Jiangmen Amos factory opened in March 2024, and underwent a ramp-up period in manufacturing capacity for the remainder of 2024.

(4) Following the opening of our Jiangmen Biobor factory, we underwent a ramp-up period and equipment commissioning process for our new Biobor products, and commenced production at scale in September 2024.

(5) We closed our Dongguan factory in January 2024 and subsequently transferred and expanded its production lines to Jiangmen factories.

During the Track Record Period and up to the Latest Practicable Date, we were upgrading our existing production facilities in response to the increasing demand. In 2024, we established new factories in Jiangmen for both Amos and Biobor products to address the constraints in production capacity and to meet the increasing market demands. Accordingly, we strategically closed the factory in Dongguan in 2024, the functions of which have been transferred to our factories in Jiangmen. Additionally, we were establishing new production facilities in locations strategically critical to our key markets. As part of our global expansion strategy and to strengthen our manufacturing capacity, we are constructing a new factory in Vietnam. This facility will have a designed annual production capacity of 13.3 thousand tons and is expected to start operation by or around the end of 2026, establishing a "China Plus One" production layout to enhance the supply chain resilience and meet the global demand.

During the Track Record Period, we also engaged third-party contract manufacturers to supplement our in-house manufacturing capacity. In 2023, 2024 and 2025, the procurement volume from third-party contract manufacturers was approximately 13.4 thousand tons, 19.8 thousand tons and 28.1 thousand tons, respectively. We select our third-party contract manufacturers based on a rigorous set of criteria, including their production capabilities, quality control standards, regulatory compliance track record, and ability to meet our specifications consistently. We conduct thorough due diligence assessments prior to onboarding any new manufacturer to ensure alignment with our operational and food safety requirements. To safeguard our proprietary product designs and formulas, we typically enter into confidentiality agreements with these third-party manufacturers before commencing any collaboration.

- *Duration*: Our agreements with third-party manufacturers typically have a term of one year.

- *Service*: The suppliers manufacture products strictly in accordance with the samples confirmed by both parties, and the products manufactured are exclusively supplied for our sales.

- *Product quality*: The suppliers are required to ensure that the products comply with the samples or standards agreed by both parties, the PRC national standards for export inspection commodities, as well as the quality standards of the destination countries.

- *Packaging*: We are responsible for providing the packaging design, while the suppliers are responsible for product packaging, with packaging costs included in the product price.

- *Payment*: We pay a certain percentage of the purchase price as a prepayment upon execution of the purchase order, with the remaining balance settled after receipt and inspection of the goods, against invoices issued by the suppliers.

- *Logistics*: The suppliers are responsible for transporting the products to our designated warehouses.

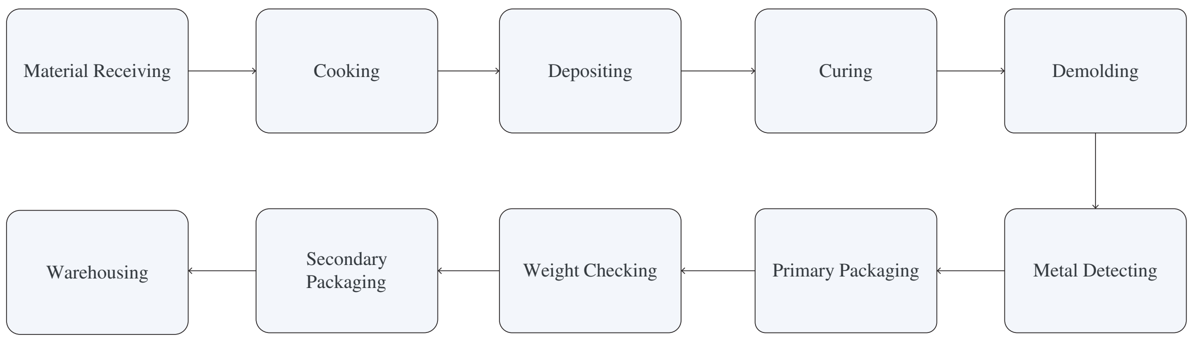
- *Product return*: We are entitled to return the products in the event that the products fail to meet the agreed quality requirements.

- *Confidentiality*: The suppliers are prohibited from disclosing to any third-party manufacturers or domestic or overseas customers the supply relationship between us and the suppliers, as well as all information set out in the relevant contracts.

- *Termination*: The agreements may be terminated upon mutual agreement of both parties or under circumstances stipulated in the contracts, including repeated occurrences of product quality issues attributable to the suppliers.

Our Manufacturing Process

The diagram below summarizes the key steps of our production process for our candy products:



Our Production Equipment

We continuously invest in upgrading our production lines by introducing advanced equipment from leading domestic and international suppliers, which enables us to enhance our production capacity while improving manufacturing techniques. Our production equipment encompasses key confectionery manufacturing systems, including cooking, depositing, molding and drying equipment, as well as primary and secondary packaging lines. We regularly inspect and maintain our production equipment to ensure optimal operating conditions and production safety. We have established a comprehensive equipment management system covering usage protocols, inspection procedures, and preventive maintenance schedules, with automatic detection and monitoring devices installed at critical production stages.

FOOD SAFETY AND QUALITY CONTROL

Food safety and quality is our top priority. Our food safety and quality assurance system covers the entire production process of our products, including steps from procurement, production, storage, distribution to sales. The raw materials and products are tracked in order to meet customers' requirements and the corresponding legal and regulatory requirements.

Formula Quality Control

Product formulation is key to quality control. We have a designated team for formula quality control. With this team, we are able to develop safer and more scientific formulas to control our products' quality. To ensure food safety, we have established a Product Design and Development Control Procedure governing product formulations. This procedure sets out guiding principles regarding any new product development and requires that any new products and changes to product formulations be subject to formal approval by the food safety team, during which potential hazards are assessed and appropriate control measures are implemented. In addition, new products are required to undergo trial production using production equipment, initial shelf-life testing, and the results of such testing are recorded and retained.

Raw Material Quality Control

We have implemented and maintained stringent policies and procedures for selecting suppliers to secure the quality of our raw materials. We typically work with reputable suppliers. We comprehensively consider several factors in selecting and evaluating suppliers, including but not limited to operating environment and conditions, supply chain capabilities, product quality and production scale, and the relevant certifications of food safety systems by suppliers. Raw materials provided by our suppliers are required to meet the regulatory standards and our procurement standards. Furthermore, we have implemented a series of quality management measures for our raw materials, primarily including the following. We have established raw material acceptance procedures to standardize the receipt, inspection, warehousing, and storage of incoming raw materials, as well as the relevant operating methods, in order to ensure the safety and quality of raw materials used in the production process. In addition, we have also established technical standards for key raw materials, including white granulated sugar, glucose syrup, gelatin and pectin, which set out the acceptance criteria and inspection requirements, as well as the sampling methods and assessment rules applied during inspection, and also specify the storage and transportation conditions, in order to ensure that the raw materials used meet our quality requirements.

Production Process Quality Control

To ensure the quality of our products, we strictly adhere to our production procedures, pay close attention to and abide by the implementation and effect of laws, regulations and standards of the industry and corporate procedure documents, forming closed-loop management in system and regulation, training, training effect verification, on-site execution, inspection and improvement.

We set up multiple check points in every segment throughout the production process and the quality team monitors the production process in accordance with our internal quality guidance. Based on our Production Process Control Procedure and relevant internal guidelines, we exercise control over key process parameters, including temperature, time, pressure and storage conditions. Process monitoring is carried out by trained personnel, and appropriate production records are maintained.

Where processing conditions within equipment that are critical to product safety or quality may change, we conduct confirmation and validation of the relevant processing characteristics based on risk assessment and equipment performance. In the event that any process deviates from established specifications, we implement corrective and preventive actions in accordance with our Corrective and Preventive Actions Control Procedure, and maintain corresponding records.

In addition, we have established procedures to ensure the accuracy of packaging and labelling in response to product changes. Where changes occur in product formulations, processing methods, equipment, or packaging, we reassess and update the monitoring requirements for all relevant critical processes to ensure that the products manufactured remain safe and compliant with applicable legal and regulatory requirements.

We require employees to maintain proper personal hygiene, conduct health check-ups before commencing employment, sanitize before entering facilities and enforce dress code at work for all employees during daily operation. In addition, we also provide regular training to our employees on various topics such as quality control and food safety to increase their awareness and professional knowledge.

Product Returns and Product Recalls

We have established comprehensive product return and recall management procedures to address product quality concerns. We have also established product identification and traceability control procedures that enable end-to-end traceability from finished products back to raw materials. In the event of customer complaints, our quality control department promptly communicates with the relevant customers to ascertain the nature and impact of each complaint and determines the appropriate course of action based on its type. Where a complaint pertains to product quality, safety, or hygiene, we respond by adopting measures including organizing internal investigations and analyses for confirmation, conducting sample inspections, providing timely responses to customers, and, where necessary, sending personnel to customers' sites to carry out sampling, testing, and confirmation. If any of our products are confirmed to have fallen short of applicable quality, safety, or hygiene requirements, the affected customers are requested to suspend use of the relevant products, replacement products are provided in a timely manner, and existing inventory held by the customers is recalled. Any consequences arising from products that have already been consumed or used are addressed in proportion to the severity of their impact. These corrective and preventive measures are implemented by the quality control department in coordination with the production department, and the outcomes are communicated to the affected customers accordingly. According to Frost & Sullivan, our product return policy is in line with industry practice.

Additionally, we have developed product recall protocols to ensure full compliance with food safety requirements in accordance with applicable laws and regulations. Where any product issue arises, our quality control department assesses its severity. If the issue is determined to pose a significant risk to food safety, we immediately suspend the production and sale of the affected products and promptly initiate a recall of any units that have already been distributed. The head of our food safety team then conducts a recall analysis and issues a Product Recall Notice, which identifies the relevant parties involved in the recall and sets out the appropriate methods for communicating recall information to each category of stakeholder. Each batch of recalled products is recorded and tracked through the Product Recall Notice. In accordance with applicable laws and regulations, recalled products are then subject to remedial action, harmless treatment, or destruction, as appropriate. Upon completion of the recall, the food safety team prepares a Product Recall Summary Report and implements preventive measures to mitigate the risk of recurrence.

During the Track Record Period and up to the Latest Practicable Date, we did not receive any material complaints from customers in connection with product quality or food safety, have any material product recalls or returns, or encounter any material food safety incidents resulting in material administrative penalties. In 2023, 2024 and 2025, revenue reversed due to sales return for the year accounted for 0.4%, 0.6% and 0.4% of our total revenue, respectively, primarily due to damage incurred during transportation.

RAW MATERIALS AND SUPPLIERS

We aim to provide safe and tasty candy products to our consumers by selecting high-quality raw materials. We cooperate with large-scale raw material providers to ensure high-quality and stable supply of raw materials.

We produce our products from a wide variety of ingredients. The primary raw materials that we use in the production of our products are white granulated sugar, glucose syrup, gelatin, maltitol and pectin, among others. Other auxiliary materials such as fruit juice and fruit purée, food flavorings and food colorings are also used in our production process. We also purchase and use large quantities of packaging materials, including cartons, intermediate boxes, composite packaging films and packaging bags, among others.

Substantially all packaging bags and labels for our products are produced by our packaging material suppliers. We generally enter into procurement agreements for packaging materials with a typical term of one to two years. These agreements contain the general terms of cooperation, while the actual price terms and purchase volume are determined by the purchase orders that we send to our suppliers. Packaging materials provided by our suppliers are required to meet the food safety standards set by competent government authorities in China and other target markets.

We typically enter into procurement agreements with our raw material suppliers, and place orders based on market conditions. All raw materials supplied by the suppliers are required to meet our quality standards and the standards set by competent government authorities.

During the Track Record Period, we did not experience any material cost increases in raw materials or any material shortages in raw material supply. The prices of our raw materials may fluctuate due to factors including economic conditions, supply and demand dynamics, and geopolitical situations. We adopt different procurement strategies for different raw materials to ensure supply stability.

Our Suppliers

During the Track Record Period, our suppliers primarily comprise third-party contract manufacturers and suppliers of raw materials in China and across the world, and logistics service providers. In 2023, 2024 and 2025, the aggregate purchase amounts from our five largest suppliers were RMB141.4 million, RMB264.3 million and RMB628.4 million, representing 24.7%, 30.6% and 45.0% of our total purchases for the same years, respectively. In 2023, 2024 and 2025, the purchase amounts from our largest suppliers were RMB30.5 million, RMB81.4 million and RMB243.1 million, representing 5.3%, 9.4% and 17.4% of our total purchases for the same years, respectively.

During the Track Record Period, we did not experience any significant fluctuation in prices set by our suppliers or material breach of contract on the part of our suppliers. As of the Latest Practicable Date, none of our Directors, their associates or any of our Shareholders (who or which to the knowledge of the Directors owned more than 5% of our issued share capital) had any interest in any of our five largest suppliers. To the best of our knowledge, during the Track Record Period and up to the Latest Practicable Date, each of our top five suppliers are independent from each other.

The follow table sets forth details of our five largest suppliers for each year during the Track Record Period:

For the year ended December 31, 2023

Supplier	Background and principal business	Products purchased	Year of commencing relationship	Credit term	Purchase amount	% of total purchases
					(RMB in thousands)	
Supplier A	A company manufacturing gelatin and collagen peptide, located in Fujian, China	Raw materials	2017	30 days after monthly settlement	30,509	5.3%
Supplier B	A food manufacturing company, primarily engaging in candy processing and distribution, located in Fujian, China	Raw Materials and OEM	2017	20% advance payment, 80% payment within 30 days upon receipt of invoice upon arrival	30,208	5.3%
Supplier C	A food manufacturing company, primarily engaged in the production and sale of local specialty foods, located in Guangdong, China	Raw Materials and OEM	2022	20% advance payment, 80% payment within 30 days upon receipt of invoice upon arrival	27,872	4.9%
Supplier D	A sugar refiner, primarily engaged in refined sugar and syrup production, located in Guangdong, China	Raw materials	2018	30 days after monthly settlement	27,561	4.8%
Supplier E	A food manufacturing company, focusing on high-quality food production, located in Anhui, China	Raw Materials and OEM	2018	20% advance payment, 80% payment within 30 days upon receipt of invoice upon arrival	25,229	4.4%

For the year ended December 31, 2024

Supplier	Background and principal business	Products purchased	Year of commencing relationship	Credit term	Purchase amount	% of total purchases
					(RMB in thousands)	
Supplier F	A full-service international freight forwarding company, specializing in multimodal transport and cross-border logistics solutions	Warehousing and logistic services	2020	45 days after monthly settlement	81,388	9.4%
Supplier G	A food manufacturing company, focusing on candy and chocolate production, located in Fujian, China	Raw Materials and OEM	2023	20% advance payment, 80% payment within 30 days upon receipt of invoice upon arrival	77,635	9.0%
Supplier E	A food manufacturing company, focusing on high-quality food production, located in Anhui, China	Raw Materials and OEM	2018	20% advance payment, 80% payment within 30 days upon receipt of invoice upon arrival	42,553	4.9%
Supplier H	A food manufacturing company, focusing on snack food production and brand development, located in Guangdong, China	Raw Materials and OEM	2007	90 days after monthly settlement	31,695	3.7%
Supplier I	A plastic packaging manufacturer, focusing on plastic and paper packaging for consumer goods, located in Guangdong, China	Packaging materials	2009	20% advance payment, 80% payment within 20 days after departure	30,999	3.6%

For the year ended December 31, 2025

Supplier	Background and principal business	Products purchased	Year of commencing relationship	Credit term	Purchase amount	% of total purchases
					(RMB in thousands)	
Supplier F	A full-service international freight forwarding company, specializing in multimodal transport and cross-border logistics solutions	Warehousing and logistic services	2020	45 days after monthly settlement	243,133	17.4%

Supplier	Background and principal business	Products purchased	Year of commencing relationship	Credit term	Purchase amount	% of total purchases
					(RMB in thousands)	
Supplier G	A food manufacturing company, focusing on candy and chocolate production, located in Fujian, China	Raw Materials and OEM	2023	20% advance payment, 80% payment within 30 days upon receipt of invoice upon arrival	227,850	16.3%
Supplier E	A food manufacturing company, focusing on high-quality food production, located in Anhui, China	Raw Materials and OEM	2018	20% advance payment, 80% payment within 30 days upon receipt of invoice upon arrival	59,705	4.3%
Supplier J	A global e-commerce fulfillment technology company, providing third-party logistics and warehouse management system solutions, located in Chicago, the U.S.	Warehousing and logistic services	2024	30 days after monthly settlement	53,148	3.8%
Supplier K	A domestic toy manufacturing and solutions provider, specializing in plastic toy design, production and sales, located in Hunan Province, China.	Raw materials	2024	30% advance payment, 60% payment after shipment, and the remaining 10% payment after acceptance of the goods	44,524	3.2%

Procurement Agreements

We generally enter into framework procurement agreements with our raw material suppliers setting forth general terms that will be used in each purchase order. Below are the major terms of our standard framework procurement agreement with our suppliers:

- *Duration:* Generally one to two year.
- *Purchase Orders:* Our purchases are conducted on a purchase order basis. Each purchase order specifies, among other things, the product type, unit price, quantity, delivery schedule and other relevant terms.
- *Payment and Credit Terms:* Our suppliers generally grant us a credit period of 30 to 90 days.
- *Product Quality:* Products supplied by our suppliers are required to comply with our quality standards as well as applicable national and industry standards. Where products fail to meet the relevant standards, we are entitled to pursue the supplier's corresponding liabilities.

- *Product Returns:* We are entitled to return products in circumstances including, but not limited to, damaged packaging, exposed goods, or failure to meet applicable quality or hygiene standards.

- *Termination:* Upon the occurrence of events specified in the relevant contract, either party may terminate the contract at any time by providing written notice to the other party.

WAREHOUSING, LOGISTICS AND INVENTORY MANAGEMENT

We established comprehensive systems and procedures for warehousing, logistics, and inventory management. We have engaged competent logistics providers to ensure safe, timely, and reliable product delivery.

Warehousing

As of December 31, 2025, we have 10 third-party warehouses with inventory operations managed by third-party service providers (the "**cooperating warehouses**").

The key terms of the cooperation agreements for our cooperating warehouses are outlined as follows:

- *Duration:* Generally two years.

- *Payment and Credit Terms:* We are granted with a credit period of 45 days.

- *Pricing:* Fees are charged based on the type of services provided, calculated by applying unit prices to the relevant service units, subject to a minimum monthly charge.

- *Scope of Services:* The warehousing service provider offers services including storage, sorting, inbound and outbound handling, and loading and unloading operations.

- *Ownership and Risk of Loss:* While ownership to the goods remains with us at all times, the warehousing service provider bears the risk of loss or damage to the goods during the period from receipt of the goods by the provider until the goods are delivered to us or to third parties designated by us.

- *Insurance and Compensation:* The warehousing service provider provides insured warehousing services for our goods. In the event of damage, shortage or loss of goods during the insured period, the warehousing service provider is required to compensate us based on the actual loss incurred.

- *Termination:* Either party is entitled to terminate the contract by providing at least 90 days' prior written notice to the other party.

Logistics

We primarily determine our delivery arrangements based on customers' needs, the nature of the products and the sales channels used, taking into consideration factors such as the total costs, the delivery capacity, the delivery speed and the geographic reach of each category of delivery arrangement.

The key terms of the framework agreements with third-party logistics solutions providers are outlined as follows:

- *Duration:* Generally one to two years.

- *Payment and Credit Terms:* Logistics service fees are settled on a monthly basis with a 30 to 45-day payment period, which is calculated from the date on which we have received the complete set of invoices and the original proof of delivery signed by the customer.

- *Pricing:* Pricing varies based on the origin and destination of the goods and is calculated based on either a per-kilogram rate or a per-cubic-meter rate, with charges determined based on the higher of the two as calculated.

- *Scope of Services:* The logistics service provider provides door-to-door transportation services, including loading goods at warehouses designated by us and delivering the goods safely and intact to addresses designated by us.

- *Risk of Loss:* The risk of damage to or loss of the goods transfers to the logistics service provider once the goods are loaded onto vehicles designated by the logistics service provider.

- *Insurance and Compensation:* The logistics service provider procures insurance based on the value of the goods. In the event that the logistics service provider fails to procure such insurance, it shall be liable for compensation in respect of any insured events.

During the Track Record Period and up to the Latest Practicable Date, we did not experience any material disruption in the delivery of our products or suffer any material loss as a result of any delay in delivery or mishandling of goods. We did not encounter any material shortages or obsolescence of inventory during the Track Record Period and up to the Latest Practicable Date.

Inventory Management

As food preservation is time-sensitive, effective inventory management is vital to our ongoing success. We implement stringent inventory control management measures in order to ensure the high quality of our products with authentic tastes and to reduce the risks associated with deterioration of raw materials and finished products.

Our inventories primarily consist of raw materials, and finished products. All of our warehouses maintain well-ventilated and dry storage conditions with controlled temperature and humidity to avoid the risk of deterioration of our inventories. We implement a first-in-first-out policy to manage the shelf life of our raw materials and finished products.

We have established and implemented differentiated inventory management policies to address key scenarios, including sales returns and rejected deliveries, slow-moving products, and product disposal. We conduct weekly inventory classification based on the remaining shelf life of finished goods, categorizing inventory into four tiers: effective inventory, at-risk inventory, near-expiry inventory, and obsolete inventory. Corresponding warning indicators are applied to each category, and tailored inventory clearance plans are formulated, executed, and monitored on an ongoing basis. For sales returns and rejected deliveries, all returns from key account customers and distributors, as well as deliveries rejected for quality-related reasons, are subject to our internal approval process, after which the relevant products are returned via logistics services providers and undergo inspection before being returned back into our warehouses. In the case of product disposal, any products requiring disposal due to returns, or obsolescence must be accompanied by a formal disposal application submitted by the relevant responsible department or personnel, and following review and approval, the factory administrative department carries out the disposal process.

MARKETING AND PROMOTION

We enhance the awareness of our brands and promote our products through both offline and online channels. We launched the "Amos Treats the World to Sweets" campaign as part of our ESG initiatives. We also showcased our brand at the 2026 Winter Olympics as part of our branding and marketing strategy, which further increased our market visibility and reinforced our brand image among consumers. We actively leverage social media platforms to connect with our target audience, utilizing content-driven campaigns and influencer partnerships to strengthen brand awareness and drive product discovery. In addition, we strategically pursue crossover collaborations with well-known consumer brands and characters that appeal to a broader consumer base and generate heightened market interest. These initiatives collectively enable us to maintain a dynamic brand presence and stay attuned to evolving consumer preferences.

OUR CUSTOMERS

Our customers primarily comprise key account customers, distributors and individual consumers. In 2023, 2024 and 2025, revenue generated from our five largest customers amounted to RMB339.1 million, RMB439.3 million and RMB724.0 million, respectively, accounted for 31.7%, 28.0% and 26.0% of our total revenue for the same years, respectively. In 2023, 2024 and 2025, revenue generated from our largest customers amounted to RMB116.3 million, RMB153.6 million and RMB196.9 million, respectively, accounted for 10.9%, 9.8% and 7.1% of our total revenue for the same years, respectively. During the Track Record Period, we mainly sell sugar confectionery products to our five largest customers.

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

The follow table sets forth details of our five largest customers for each year during the Track Record Period:

For the year ended December 31, 2023

Customer	Background and principal business	Year of commencing relationship	Credit term	Sales amount	% of revenue
				(RMB in thousands)	
Customer A	A company operating primarily in international discount retail operations and sourcing, located in Montreal, Quebec, Canada	2006	Payment within 14 days upon receipt of bill of lading copy	116,341	10.9%
Customer B	A U.S.-based confectionery company, located in New York, the U.S.	2011	Payment within 45 days upon receipt of bill of lading copy	95,186	8.9%
Customer C	A company primarily engaged in retail investment and management, supply chain services, and e-commerce, located in Shenzhen, China	2014	Payment 60 days after receipt of invoice	86,902	8.1%
Customer D	A company primarily engaged in discount retailing of consumables, seasonal items, and home products, located in Goodlettsville, Tennessee, United States	2012	Payment 120 days after receipt of goods	21,073	2.0%

Customer	Background and principal business	Year of commencing relationship	Credit term	Sales amount	% of revenue
				(RMB in thousands)	
Customer E	A company primarily engaged in novelty confectionery manufacturing, located in Madrid, Spain	2014	Payment within 10 days upon receipt of bill of lading copy	19,608	1.8%

For the year ended December 31, 2024

Customer	Background and principal business	Year of commencing relationship	Credit term	Sales amount	% of revenue
				(RMB in thousands)	
Customer A	A company operating primarily in international discount retail operations and sourcing, located in Montreal, Quebec, Canada	2006	Payment within 14 days upon receipt of bill of lading copy	153,629	9.8%
Customer F	A company primarily engaged in discount retail merchandising, sourcing, and supply chain management located in Bristol, Virginia, the U.S.	2009	Payment within 90 days after receipt of goods and invoice	83,122	5.3%
Customer B	A U.S.-based confectionery company, located in New York, the U.S.	2011	Payment within 45 days upon receipt of bill of lading copy	79,660	5.1%
Customer C	A company primarily engaged in retail investment and management, supply chain services, and e-commerce, located in Shenzhen, China	2014	Payment within 60 days after receipt of invoice	70,166	4.5%
Customer G	A company primarily engaged in grocery, foodservice, and beverage wholesale distribution and supply chain logistics, located in Temple, Texas, the U.S.	2021	Payment within 60 days after receipt of goods and invoice	52,712	3.3%

For the year ended December 31, 2025

Customer	Background and principal business	Year of commencing relationship	Credit term	Sales amount	% of revenue
				(RMB in thousands)	
Customer H	A company primarily engaging in extreme-value retail, targeting teens and tweens, located in Philadelphia, Pennsylvania, the U.S.	2023	Payment within 60 days after receipt of goods and invoice	196,877	7.1%
Customer G	A company primarily engaged in grocery, foodservice, and beverage wholesale distribution and supply chain logistics, located in Temple, Texas, the U.S.	2021	Payment within 60 days after receipt of goods and invoice	147,903	5.3%
Customer A	A company operating primarily in international discount retail operations and sourcing, located in Montreal, Quebec, Canada	2006	Payment within 14 days upon receipt of bill of lading copy	145,146	5.2%
Customer I.	A company primarily engaging in general merchandise discount retail, omnichannel commerce, and owned-brand product development, located in Minneapolis, Minnesota, the U.S.	2022	Payment within 30 days after receipt of goods and invoice	119,620	4.3%
Customer C	A company primarily engaged in retail investment and management, supply chain services, and e-commerce, located in Shenzhen, China	2014	Payment within 60 days after receipt of invoice	114,474	4.1%

OVERLAPPING OF CUSTOMERS AND SUPPLIERS

During the Track Record Period, Supplier K was also our customer. We procure raw materials from, and sell sugar confectionery products to this supplier/customer. The total revenue we generated from the overlapping customer and supplier amounted to RMB5.5 million and RMB9.5 million in 2024 and 2025, respectively, and the purchases from the overlapping customer and supplier amounted to RMB3.3 million and RMB44.5 million in 2024 and 2025, respectively. Our Directors have confirmed that none of our sales to and purchases from our overlapping customer and supplier during the Track Record Period was inter-conditional, inter-related or otherwise considered as one transaction. We negotiate the transactions with our overlapping customer and supplier on an arm's-length basis.

PROPERTIES

As of the Latest Practicable Date, we had one owned property in Jiangmen, Guangdong Province and 22 leased properties in PRC involved in our business operations, with a total aggregate gross floor area of approximately 111,640 sq.m. Such properties are mainly used for office space, warehouse and manufacturing bases. Our headquarters are located in Shenzhen, PRC. We also leased one property in Vietnam with total aggregate gross floor areas of approximately 21,935.6 sq.m, mainly for factory uses.

As of the Latest Practicable Date, six leased properties with a total GFA of approximately 47,987.5 sq.m. (the "**Defective Leased Properties**") were leased from lessors who failed to or were unable to provide sufficient or valid title certificates or relevant authorization documents evidencing their rights to lease the properties to us.

As advised by our PRC Legal Adviser, taking in to account the competent authorities' confirmation and the intended use of the Defective Leased Properties, the likelihood of the Defective Leased Properties being subject to demolition within a foreseeable period of time is low or such properties are considered to be highly substitutable. Based on the foregoing, our Directors are of the view that the Defective Leased Properties will not have a material adverse impact on the overall business of the Company.

In addition, as of the Latest Practicable Date, our 11 lease agreements had not been registered with the relevant PRC authorities, primarily because certain landlords failed to cooperate to complete the lease registration. As advised by our PRC Legal Adviser, the lack of registration of the lease agreements does not affect the validity of such lease agreements and use of the properties. During the Track Record Period and up to the Latest Practicable Date, we have had no material disputes, government investigations, or administrative penalties related to the absence of the ownership documents, nor are we subject to any material adverse impact due to these matters. In addition, we have not received any notices or administrative penalty decisions from the relevant authorities requiring us to complete lease registration filings for certain leased properties. Based on the foregoing, our Directors are of the view that this will not have a material adverse impact on the overall business of the Company.

Jones Lang LaSalle Corporate Appraisal and Advisory Limited, an independent property valuer, set out in Appendix III of this Document, sets out details of our property interests as of February 28, 2026. Jones Lang LaSalle Corporate Appraisal and Advisory Limited valued our property interests at an amount of RMB424.4 million as of February 28, 2026. Except for the property interests set forth in the property valuation report, no single property interest that forms part of our non-property activities had a carrying amount representing 15% or more of our total assets as of December 31, 2025.

THIRD-PARTY PAYMENT ARRANGEMENTS

Background

During the Track Record Period and up to the Latest Practicable Date, we accepted payments made by third parties to settle the amounts that certain customers owed to us in connection with their purchases of our products. In 2023, 2024 and 2025, the aggregate amount settled through such Third-Party Payment Arrangements was RMB13.8 million, RMB9.5 million and RMB13.3 million, respectively, representing 1.3%, 0.6% and 0.5% of our total revenue for the same year, respectively. The number of distributors and Key account customers who settled payments through accounts belonging to parties other than the contractual counterparties or the business operators of sole proprietorships under the sales agreements or purchase orders, referred to as "Third-Party Settled Customers," was 44 in 2023, 58 in 2024 and 87 in 2025. All relevant Third-Party Payment Arrangements during the Track Record Period were settled via electronic payments. No individual Third-Party Settled Customer made a material contribution to our revenue through third-party payments during the Track Record Period.

Based on the representations of the Third-Party Settled Customers and to the best knowledge of our Directors, the reason of such Third-Party Payment Arrangements is primarily for their intra-group payment arrangement and payment convenience. As a result, we have to accept the Third-Party Payment

Arrangements. The third parties who made the payments to us during the Track Record Period, referred to as "Third-Party Payers," consisted of the entities that had other existing business relationships with the Third-Party Settled Customers. We maintain standard know-your-customer procedures before customer onboarding. We generally require Third-Party Settled Customers to provide written authorization letters acknowledging relevant Third-Party Payment Arrangements or perform additional procedures to verify the relationship between the Third-Party Settled Customers and the Third-Party Payers.

Our Directors have confirmed that, to the best of their knowledge, during the Track Record Period, the Third-Party Settled Customers and Third-Party Payers involved in the Third-Party Payment Arrangements were Independent Third Parties and did not have any past or current relationship (including, without limitation, family, business, financing, employment or otherwise) with us, our subsidiaries, our Shareholders, Directors, senior management, or any of their respective associates. To the best knowledge of our Directors, the Third-Party Payment Arrangements were based on bona fide underlying transactions and valid contractual relationships, and were recorded completely and accurately, in all material respects, in the accounting books and records of the Group

During the Track Record Period, (i) other than accepting such payments, we had not proactively initiated any Third-Party Payment Arrangements, (ii) we had not encountered any disputes with, nor received any refund request from, any Third-Party Settled Customer or Third-Party Payer, (iii) we had not been subject to any investigation, enquiries, administrative penalties by any government authorities with respect to the Third-Party Payment Arrangements, (iv) the pricing, payment and other salient terms of the agreements we entered into with the Third-Party Settled Customers were in line with our other customers not involved in the Third-Party Payment Arrangements, and (v) we had not provided any discount, commission, rebate or other benefits to any of the Third-Party Settled Customers or the Third-Party Payers to facilitate or encourage the Third-Party Payment Arrangements.

Rectification of Third-Party Payment Arrangements and Enhanced Internal Control Measures

To safeguard against the risks associated with Third-Party Payment Arrangements, we have commenced rectification of these arrangements and implemented comprehensive internal control measures. As of the date of this Document, we have ceased or rectified the large majority of such arrangement; however, additional time is required to complete the rectification process in light of these customers' international operational scale, complex internal payment structures, and relatively strong bargaining power. Our key efforts include, among others:

- We have adopted standard tripartite agreement form that defines the payment obligations between contracting customers and designated payers and provides us with the contractual right to seek recourse from either party in respect of such obligations. Alternatively, there are also tripartite arrangements documented by way of purchase order addenda or appendices.

- We have revised and implemented our Accounts Receivable Management Policy, which now clearly defines the permissible scope of third-party payers. Our sales team is required to inform customers that requested third-party payment payments that third-party payments are not acceptable, except where tripartite agreements or written payment agreements are entered that clearly specify the obligations of relevant parties thereof, such as the customers and the designated payers undertaking that they shall be jointly and severally liable to us for all their respective obligations and responsibilities.

- We have promulgated third-party payment policy to ensure the compliance with relevant laws and regulations on the third-party payment arrangements. We also have internal guidelines in place regarding anti-money laundering, which require our employees to exercise reasonable due diligence with respect to all trading parties, including their business nature, business models and ownership and proposed transactions, to identify potential risks of anti-money laundering.

- To prevent fraud or money laundering activities and ensure the accuracy and completeness of our accounting books and records, we will continue to maintain our know-your-customer procedures to gain a comprehensive understanding of our customers and perform verification of payment details against our records to confirm payments are made in accordance with the agreements and/or the undertaking letters. If any abnormalities are detected, we will promptly liaise with such customers for verification and correction. In addition, our sales team will continue to hold regular meetings with customers to gain insights into their business operations, thereby reducing the risk of involvement in fraudulent or money laundering activities.

In view of the fact that (i) the Third-Party Payment Arrangements account for only an insignificant proportion of our total revenue in each year of the Track Record Period and (ii) we have implemented enhanced internal control measures, the Directors are of the view that the Third-Party Payment Arrangements do not have any material adverse effect on our business, operation, performance and financial condition.

TRANSFER PRICING ARRANGEMENTS

Our Company and our subsidiaries conduct intercompany transactions in accordance with our transfer pricing policy. We follow the fundamental principle that intercompany transactions must be conducted on an arm's length basis. During the Track Record Period, there were certain intercompany transactions in respect of the purchase and sale of finished products and services among our Company and our subsidiaries to facilitate the respective function of our subsidiaries during the course of business of our Group.

During the Track Record Period, the entities involved in cross-border intercompany transactions include the Company, Amos (Guangdong) Food Technology Co., Ltd. ("**Jiangmen AMOS**"), Amos Sweets Co., Ltd. ("**Shenzhen Amos**"), Amos FOOD (HK) Limited ("**Amos HK**") and AMOS SWEETS INC. ("**Amos US**").

During the Track Record Period, the main cross-border intercompany transactions (the "**Covered Transactions**") are as follows:

- Transaction 1: Amos HK purchased finished products from the company, Jiangmen Amos and Shenzhen Amos or third-party suppliers and sold them to overseas related parties and third-party clients for further distribution.

- Transaction 2: Amos US purchased finished products from Amos HK for local distribution, and paid a service fee to the Company for the provision of marketing support, supply chain management, finance and accounting, legal and internal control consulting, and human resources services.

In addition to the Covered Transactions, there also existed domestic intercompany transactions in the PRC. These intercompany transactions primarily occurred between domestic entities that were subject to the same effective corporate income tax rate in the PRC and did not result the Group in underpaying PRC corporate income tax.

We have engaged the Independent Transfer Pricing Consultant to review the Covered Transactions. The Independent Transfer Pricing Consultant applied the Transactional Net Margin Method ("**TNMM**") for both Covered Transactions when conducting transfer pricing review to evaluate whether the Covered Transactions are in compliance with the arm's length principle as requested by the Organization for Economic Cooperation and Development Transfer Pricing Guidelines for Multinational Enterprises and Tax Administrations (the "**OECD Transfer Pricing Guidelines**") and the relevant Chinese transfer pricing regulations and guidelines. Based on the analysis, the Independent Transfer Pricing Consultant concluded that the Covered Transactions are in compliance with the arm's length principle, and the transfer pricing adjustment risk is limited during the Track Record Period.

During the Track Record Period and up to the Latest Practicable Date, we were not subject to any penalties, investigations, inquiries or transfer pricing audits carried out by local tax authorities in relation to these intercompany transactions. Our Directors are of the view that the abovementioned intercompany transactions were in line with the arm's length principle and we were in compliance with the relevant transfer pricing laws and regulations during the Track Record Period and up to the Latest Practicable Date.

LICENSES, PERMITS AND APPROVALS

We are required to obtain permits, licenses, approvals, filings and certifications for certain business operated by us from the relevant government authorities as required under PRC laws and regulations. During the Track Record Period and up to the Latest Practicable Date, we had obtained all licenses, permits, approvals, filings and certifications that are material to our operations, and such licenses, permits, approvals, filings and certifications all remain in full effect. See "Regulatory Overview" for more details regarding the laws and regulations to which we are subject.

During the Track Record Period and up to the Latest Practicable Date, we had not experienced any material difficulty in renewing such licenses, permits, approvals and certificates. To the best of our Directors' knowledge, we do not expect to encounter any material difficulty in renewing them when they expire, if applicable, and no material unexpected or adverse changes have occurred since the date of their respective issuance.

The following table sets forth the key licenses and permits material to our business and operations as of December 31, 2025:

License/Permit	Holder	Grant Date	Expiration Date
Filing of Consignors and Consignees of Import and Export Goods (進出口貨物收發貨人備案)	Amos Food (Group) Co., Ltd. (阿麥斯食品(集團)股份有限公司)	2008.10.16	Long term
Filing of Consignors and Consignees of Import and Export Goods	Shenzhen Amos Food Marketing Co., Ltd. (深圳市金多多食品營銷有限公司)	2011.07.29	Long term
Food Production License (《食品生產許可證》)	AMOS SWEETS CO., LTD. (深圳市阿麥斯食品科技有限公司)	2023.06.15	2028.06.14
Filing Certificate of Export Food Production Enterprise (《出口食品生產企業備案證明》)	AMOS SWEETS CO., LTD.	2020.08.03	Long term
Filing of Consignors and Consignees of Import and Export Goods	AMOS SWEETS CO., LTD.	2007.11.29	Long term
Pollutant Discharge Permit (《排污許可證》)	AMOS SWEETS CO., LTD.	2025.07.03	2030.07.02
Urban Water Discharge Permit (《城市排水許可證》)	AMOS SWEETS CO., LTD.	2022.07.11	2027.07.10
Food Production License	Amos Food (Guangdong) Co., Ltd. (阿麥斯(廣東)食品科技有限公司)	2024.11.19	2028.10.24
Filing Certificate of Export Food Production Enterprise	Amos Food (Guangdong) Co., Ltd.	2025.11.14	Long term

License/Permit	Holder	Grant Date	Expiration Date
Filing of Consignors and Consignees of Import and Export Goods	Amos Food (Guangdong) Co., Ltd.	2021.01.26	Long term
Permit to Discharge Urban Sewage into Drainage Pipelines (《城鎮污水排入排水管網許可證》)	Amos Food (Guangdong) Co., Ltd.	2024.02.08	2029.02.07
Registration Receipt of Fixed Pollution Source Emission (《固定污染源排污登記回執》)	Amos Food (Guangdong) Co., Ltd.	2024.02.04	2029.02.03
Food Production License . . .	Biobor Health (Guangdong) Co., Ltd. (貝歐寶(廣東)健康科技有限公司)	2024.11.01	2029.01.14
Filing of Consignors and Consignees of Import and Export Goods	Biobor Health (Guangdong) Co., Ltd.	2023.04.25	Long term
Filing Certificate of Export Food Production Enterprise	Biobor Health (Guangdong) Co., Ltd.	2025.11.14	Long term

EMPLOYEES

As of December 31, 2025, we had 2,099 employees, including 2,090 employees located in China and nine employees located overseas. The following table sets forth a breakdown of our employees by function as of December 31, 2025:

Function	Number of Employees	% of Total
R&D	103	4.9%
Sales and Marketing	603	28.7%
Manufacturing	1,129	53.8%
Administrative	160	7.6%
Others	104	5.0%
Total	2,099	100.0%

Our success depends on our ability to attract, retain and motivate qualified personnel. As part of our human resources strategy, we offer employees remuneration packages, including salaries and performance-based incentives. We recruit employees through multiple channels, including campus recruitment, online recruitment platforms, internal referrals and third-party recruitment agencies, with a focus on professionals in fields relevant to our business. We align our workforce planning and recruitment strategies with our development plans and proactively build a talent pipeline to support future growth. To support employee development, we provide structured training program and have established defined career development pathways covering both managerial and professional tracks. We adopt performance evaluation and incentive mechanisms primarily linked to individual contributions and business performance, and have implemented long-term incentive arrangements for key employees. We have established internal policies governing recruitment and employment management, and standard employment contracts and confidentiality agreements are entered into with employees.

During the Track Record Period and up to the Latest Practicable Date, we had not experienced any material disputes with our employees.

DATA PRIVACY AND INFORMATION TECHNOLOGY SYSTEMS

For our ordinary external course of business, we collect and process personal information such as names, addresses, and phone numbers primarily in online consumption scenarios as necessary for the performance of contracts (partially masked). We are committed to protecting personal data and privacy. During the collection process, we provide clear notice and obtain consent for personal information processing in accordance with legal requirements, or where statutory exemptions apply.

To strengthen data privacy protection, we have formulated and implemented a series of data protection policy documents including, but not limited to, the Information Security and Privacy Protection Management Strategy, Data Security and Access Control Management System, Personal Information Full Life cycle Security Management System, which clarify management requirements such as data classification and grading, access control, data backup, encryption.

During the Track Record Period and up to the Latest Practicable Date, we have not received any claim from any third party against us on the ground of infringement of such party's right to data and privacy protection as provided by any applicable laws and regulations in the PRC. See "Risk Factors — We are subject to evolving of privacy and data protection regulations, which may impact our legal, financial and operational behavior."

During the Track Record Period and up to the Latest Practicable Date, we did not experience significant IT system failures or outages that adversely affected our business operations.

COMPETITION

We operate in the highly competitive global confectionery market. Competition remains intense, particularly as leading global players continue to strengthen their brand portfolios, product innovation capabilities, and distribution networks. We are the largest Chinese sugar confectionery company and the fifth largest gummy company globally, in each case by global retail sales value in 2025. In addition, we were the fastest-growing company among the world's top 30 sugar confectionery companies by retail sales value from 2023 to 2025, with a CAGR of 61.9%, as compared to an industry average of 5.9% during the same period. As consumer preferences continue to evolve and market participants intensify competition through innovation, branding, and channel expansion, we must continue to enhance our product offerings, strengthen market execution, and align our strategy with shifting demand trends and industry developments.

INSURANCE

Pursuant to PRC regulations, we provide social insurance including pension insurance, unemployment insurance, work-related injury insurance, maternity insurance and medical insurance for our employees based in China. We also purchase property insurance and supplemental employer's liability insurance to cover generic risks that may arise from our ordinary course of business and property insurance to safeguard our property and mitigate risks of various accidental losses. See "Risk Factors — We may be subject to additional contributions of social insurance premium and housing provident funds, and late payments and fines imposed by relevant governmental authorities."

ENVIRONMENTAL, SOCIAL AND GOVERNANCE

ESG Governance

We are committed to enhancing the management of environmental, social, and governance (ESG) issues by integrating sustainability principles into business decision-making and daily operations. The Company has established a comprehensive ESG governance framework. The Board serves as the highest decision-making body, responsible for formulating and leading the ESG strategic direction. The Sustainability Working Team, established under the Strategy and ESG Committee, undertakes the coordination, planning, and oversight of ESG affairs. Relevant executive units are responsible for the implementation of specific initiatives. The Board shall convene no fewer than one meeting annually to receive ESG work reports from all departments, continuously review the progress of ESG-related issues and ESG targets, and continuously enhance ESG management capabilities. In the future, we will continue to refine the ESG working mechanism and provide a robust organizational structure for the implementation of ESG issues.

Environmental, Social and Governance Materiality Assessment

Material ESG-related Risk Assessment Mechanism

We systematically identify ESG risks that may impact the Company's business operations, operating performance, and financial performance. By collecting, analyzing, and prioritizing stakeholder concerns, we assess the significance of each ESG risk to effectively manage material ESG risks. To this end, we have established and implemented the following materiality assessment process:

- Identify potential material ESG-related risks that may impact the Company's business or related parties, considering the business strategy, current international standards (such as the guidelines enacted by the Sustainability Accounting Standards Board (SASB)) and industry practices of the Company.

- Invite key stakeholders to participate in surveys and express their understanding and concerns regarding material ESG-related risks.

- Analyze the collected surveys and prioritize material ESG-related risks.

Material ESG-related Risk Management

Based on the nature of its business and future development strategy, and in accordance with risk assessment procedures, the Company has conducted targeted identification and assessment of the severity of ESG risks. Mitigation measures have been formulated for multiple risk topics to reduce potential impacts. On this basis, we have identified, assessed, and prioritized the following significant ESG risk issues, along with their potential impacts and mitigation measures:

Table: Identification and Assessment of Material Risk Topics

Risk Issues	Potential Risk Impact	Mitigation Measures
Energy and Resource Management	Excessive consumption of energy resources, water, and packaging materials will increase operating costs, and failure to meet standards may result in regulatory penalties.	Strengthen employees' energy-saving awareness, promote the application of energy-saving equipment, implement water conservation measures, and adopt biodegradable packaging materials to advance the development of a circular economy.

Risk Issues	Potential Risk Impact	Mitigation Measures
Addressing Climate Change	Extreme weather may disrupt raw material supply, logistics, and production facilities, resulting in operational interruptions and property losses.	Strengthen climate risk assessment and monitoring mechanisms, advance green manufacturing and energy transition, coordinate diversified procurement and logistics systems, prioritize low-carbon raw material procurement, and build a green supply chain.
Employee Rights and Benefits	Inadequate protection of rights and interests has led to the turnover of core employees, while labor disputes or negative public opinion may damage the corporate public image.	Safeguard employees' legal rights and welfare benefits and conduct employee training to promote growth.
Employee Health and Safety	The absence of safety equipment or the failure of operational controls may lead to work-related injuries among employees; furthermore, the neglect of employee health may result in occupational diseases and staff turnover.	Establish a safety production responsibility system and build a comprehensive, multi-departmental safety production management system covering the entire process.
Sustainable Supply Chain .	Supplier material quality defects may trigger product recalls, damage brand reputation, and cause safety incidents.	A tiered management system is implemented for core suppliers, and regular training and exchange activities are conducted for them.
Product Quality and Safety	Due to the absence of quality reviews and risk assessments, product quality cannot be guaranteed, which may result in product defects or incidents.	Certified under quality management systems such as ISO 9001, a food safety team has been established, and a three-tier inspection system covering 'raw materials-process-finished products' has been implemented.
Compliance Management and Business Ethics . . .	In the absence of a compliance management system, improper conduct such as corruption, embezzlement, and fraud occurring in operational processes will challenge the sustainability of enterprise operations.	Establish internal control systems, establish a risk management framework, and conduct regular business ethics training.

Environmental, Social and Governance Risk Management

We prioritize risk management and internal control, having established the *Comprehensive Risk Management System* (《全面風險管理制度》) and the *Internal Control Management System* (《內部控制管理制度》) and established a risk management framework centered on the Board, the Audit Committee, and relevant risk control and compliance departments. This framework covers business operational risks as well as ESG risks, including climate-related risks. The Board holds ultimate responsibility for risk identification and assessment, while other relevant departments handle risk review, implementation, and daily coordination.

We have established methods and procedures for the collection, assessment, management, and monitoring of risks. By gathering initial information, we assess strategic, financial, market, operational, legal, technological, and ESG risks. We formulate targeted risk management strategies, propose and implement risk management solutions, and conduct regular supervision and improvement activities to ensure the effectiveness of the Company's risk management and controls.

Society

Social Welfare Initiatives

We actively fulfill our corporate social responsibility across the key dimensions of rural revitalization, care for children with disabilities, women's empowerment, emergency disaster relief, and community support. In the field of rural revitalization, we continue to advance the "Amos Sweet Book Corner on Campus" project. Through a "book donation + sports volunteer teaching" model, we have set up book corners in 15 schools, benefiting over 5,000 teachers and students. Since 2022, we have been partnering with the local communities in Shenzhen to organize multiple "Amos Little Planet Concert", for children disabilities. In the area of women's empowerment, the "Candy Dream Factory Parent-Child Program" has served nearly 200 families cumulatively, helping to build emotional connections. For emergency disaster relief, we provided financial assistance, along with candies and essential supplies, to support those affected by the Tai Po fire incident in Hong Kong, helping with resettlement. On the community support front, we donated candies to children in need in Middle East.

Product Quality and Safety

The Company strictly adheres to international quality management system requirements, including the *BRCGS Global Standard for Food Safety* and the FSSC 22000 food safety management system. It has established internal quality management systems, such as the *Food Safety Management Handbook* (《食品安全管理手冊》), the *Inspection and Testing Control Procedure* (《檢驗與測試控制程序》), and the *Product Quality Exception Management Process* (《產品質量異常管理流程》), to standardize product quality control throughout the entire process, from raw material procurement, production processing, warehousing and transportation, to after-sales service. Furthermore, an FSSC 22000 Food Safety Team has been established to ensure effective food supervision and cross-departmental coordination. The Company has currently obtained certifications for multiple international and domestic quality and food safety management systems, including BRCGS A+, FSSC22000, and NSF/ANSI 455-2.

We implement rigorous quality management for products and raw materials, establish a three-tier inspection system covering 'raw materials→process→finished goods', strictly prevent the circulation and release of non-conforming products, and form a product safety management mechanism. Specific measures include the following:

Procurement Phase	In accordance with the *Production Material Inspection Operating Procedure* (《生產物料檢驗操作規程》) and the *Production Process Control Procedure* (《生產過程控制程序》), strict control is exercised over incoming materials that are uninspected, inspection incomplete, or inspection failed. The direct use of such materials in production or their entry into the production processing stage is prohibited.

Production Phase	In accordance with the *Production Process Control Procedure* (《生產過程控制程序》) and the *Product Release Control Procedure* (《產品放行控制程序》), Critical Control Points (CCPs) are established for key processes. If non-conforming products are identified during the inspection of products submitted to the production line, such non-conforming products and batches shall be appropriately marked and returned to the production line for re-inspection or rework as arranged by the production line.
Finished Goods Stage . .	Prior to the release of finished products, comprehensive sensory, microbiological, and physicochemical testing shall be conducted to ensure quality compliance at each manufacturing stage.

The Company has established a product traceability and management system and formulated the *Product Identification and Traceability Control Procedure* (《產品標識與追溯控制程序》) and the *Product Recall Control Procedure* (《產品回收控制程序》) to achieve full-chain traceability covering raw material batches, production work orders, and finished product distribution. Conducting at least one traceability drill annually to verify the effectiveness of the traceability system in application scenarios, ensuring that product safety incidents can be responded to quickly and managed in a closed loop. As of the end of the Track Record Period, no product recalls were required due to safety or health concerns for any products sold or delivered by the Company.

Sustainable Supply Chain

The Company has established internal management systems, including the *New Supplier Development and Certification Process* (《新供應商開發及認證流程》), the *Supplier Performance Management Process* (《供應商績效管理流程》), the *New Supplier Grading Assessment Requirements* (《新供應商分級評審要求》), and the *On-site Inspection Guidelines for Raw Material Suppliers* (《原物料供應商現場考察作業細則》). A supplier classification management methodology has been implemented to refine the Company's supplier development and assessment processes. A three-stage access mechanism has been established, comprising document review, sample evaluation, and factory audit.

We conduct periodic performance reviews of all qualified suppliers across dimensions including incoming material quality, on-time delivery rate, supply pricing, and quality pass rate. For issues identified during these reviews, a tiered disposition mechanism is implemented: For suppliers exhibiting anomalies, they are required to submit written rectification reports within a specified timeframe and formulate corrective and preventive measures; if the issues remain unresolved within the stipulated period, escalating measures such as warnings, order suspensions, and eventual disqualification are sequentially applied. For suppliers with prominent quality issues, a "Quality Special Coaching" process is initiated, wherein quality experts are stationed at the supplier's facility to conduct diagnostics and coaching, thereby establishing a governance closed loop encompassing "issue identification", on-site intervention, and outcome verification. Furthermore, the Company considers environmental and social performance when selecting suppliers, with a specific focus on their performance in environmental management, protection of labor rights, and workplace safety. Commercial bribery and improper benefit transfers are explicitly prohibited to promote sustainable and compliant development of the supply chain.

Employee Rights and Benefits

The Company has established internal management systems such as the *Employee Handbook* (《員工手冊》) and the *Reward and Punishment Management Measures* (《獎懲管理辦法》). Based on the Company's development needs and strategic plans, a comprehensive and standardized talent recruitment system has been constructed. Fair, just, and open procedures for employee recruitment, promotion, and termination have been established to eliminate any bias based on gender, race, religion, region, or age. The Company places emphasis on respecting employees' diverse backgrounds, prohibits child labor and forced labor, and imposes severe disciplinary actions upon discovery of any violations. In addition, the Company has paid social insurance premiums for pension insurance, maternity insurance, medical insurance, unemployment insurance, and work-related injury insurance, as well as housing provident fund contributions for its employees. In addition to statutory welfare benefits, annual leave, maternity leave, marriage leave, bereavement leave, and nursing leave are provided to all employees. Furthermore, a "Corporate Employee Sweetness Fund" has been established to assist employees facing difficulties.

Table: Employee Data

Indicators	Unit	2025	2024	2023
Total employees	Person	2,099	1,709	1,156
Male employees	Person	938	780	531
Female employees	Person	1,161	926	625

Occupational Health and Safety

The Company has established internal management systems, including the *Compilation of Work Safety Rules* (《安全生產規章制度彙編》) and the *Food Safety Primary Responsibility Management Procedure* (《食品安全主體責任管理程序》). Centered on the core safety objectives of zero fatalities, zero serious injuries, and zero occupational diseases, the Company established a Work Safety Management Committee and constructed a comprehensive work safety responsibility system. This system vertically integrates safety responsibilities from the main person in charge, safety management personnel, and department heads down to frontline employees, while horizontally covering all functional departments such as production, quality control, finance, and engineering. Consequently, a safety responsibility network characterized by 'comprehensive horizontal coverage and thorough vertical penetration' has been formed.

The Company places high importance on occupational health protection and strictly enforces the occupational health examination system for pre-employment and during employment, to prevent occupational disease risks at the source. We regularly conduct educational and promotional activities regarding heatstroke prevention and cooling measures as well as toxic substance safety knowledge. Protective equipment meeting national standards (such as dust masks and noise-canceling earplugs) is fully provided to employees exposed to occupational disease hazards. For positions involving high-temperature environments, the Company also provides specific welfare benefits, such as cooling beverages, to safeguard the physical and mental well-being of employees.

Furthermore, the Company has established a three-tier emergency response system comprising comprehensive contingency plans, specialized contingency plans, and on-site disposal schemes. This system covers all risks ranging from the overall corporate level to specific job positions. The comprehensive plan provides overarching guidance, while the specialized plans address scenarios such as hazardous chemical leaks, fires, and special equipment accidents, explicitly defining the standardized process of alarm notification, evacuation, disposal and rescue. The Company regularly organizes practical drills and conducts post-action reviews for optimization to continuously enhance emergency response capabilities. In addition, the Company is equipped with emergency supply cabinets containing fire extinguishers, first-aid kits, and positive-pressure self-contained breathing apparatus. These cabinets undergo monthly inspection and maintenance to ensure a 100% availability rate.

Environment

Addressing Climate Change

We are aware that climate change poses risks to the Company's business. To actively respond to global climate change, we identify, assess, and manage climate-related risks and opportunities, and actively implement mitigation measures.

Table: Identification of Climate Change Risks and Opportunities and Mitigation Measures

Risk/Opportunity Name	Risk/Opportunity Description	Potential Impact	Mitigation Measures
Physical Risk	Extreme weather events caused by climate change, including but not limited to typhoons, heavy rainfall, heatwaves, and cold waves.	• Extreme weather events can directly cause damage to production facilities and warehouses, disrupt power and water supply, and trigger unplanned production stoppages and equipment failures. • These events also affect the yield and quality of core agricultural raw materials. • Furthermore, high temperatures and humidity significantly increase energy consumption costs for temperature control across the entire supply chain while continuously challenging the quality stability of products during storage and transportation.	• Establish and regularly drill emergency response plans and contingency measures covering scenarios such as typhoons, floods, and extreme heat; reinforce production bases and key warehousing facilities against disasters and equip them with backup power supplies and flood control facilities. • Establish a compliance-based traceability mechanism, develop multi-channel procurement, and enhance the resilience of raw material supply. • Upgrade temperature and humidity monitoring and cold chain transportation, and develop and apply packaging materials with higher barrier properties and greater weather resistance.
Transition Risk	Market factors such as health, environmental protection, and ethics have become influential in purchasing and investment decisions, imposing requirements on corporate product design and supply chain management.	• If products fail to upgrade towards health-oriented, and environmentally friendly standards, they will be unable to meet mainstream consumer demand, resulting in a decline in market competitiveness. • If the requirements of major retailers regarding carbon footprint disclosure and sustainability certification are not met, there is a risk of delisting or termination of cooperation.	• Advance the transformation of the product line towards 'reduced sugar, clean label, nutritional, and eco-friendly packaging', integrating sustainable concepts into product design and innovation; • Establish a traceable sustainable procurement mechanism for key raw materials, encouraging suppliers to adopt clean and green energy sources, environmentally friendly materials, and equipment.
Opportunities for Products and Services	Consumers prefer environmentally friendly, low-carbon, and health-formulated food products. The Company can leverage its industrial foundation and supply chain advantages to integrate sustainable development concepts into product research and development, brand communication, and the supply chain, thereby building long-term competitive barriers.	• Launching products that align with green and healthy trends can meet the demands of high-end consumers and ESG-oriented retailers, thereby enhancing overall gross profit margins. • Establishing a differentiated responsible brand image strengthens consumer trust and brand premium capability. • Utilizing renewable energy, reducing packaging, and minimizing waste can lead to long-term operational efficiency improvements and cost savings.	• Accelerate the launch of nutritional candy products that are plant-based, additive-free, and have low Glycemic Index values in product research and development.

Energy and Resource Management

We have established environmental management policies, including the *Environmental, Social, and Governance (ESG) Management System* (《環境、社會及管治(ESG)管理制度》), the *Social Responsibility Management Standard Operating Procedure (SOP)* (《社會責任管理SOP》), and the *Environmental Management Policy* (《環境管理政策》), to regulate the Company's energy and resource utilization. Our energy and resource consumption includes gasoline, electricity, natural gas, water, and packaging materials. The primary sources are office areas, public areas, factory production zones, warehouse zones, and factory dormitories.

The following measures have been implemented to reduce unnecessary energy and resource consumption in daily operations and production processes:

- Production should be reasonably scheduled to stagger energy consumption and reduce equipment idling, while maintenance of key equipment should be strengthened to improve energy efficiency.
- Adopt LED lighting and apply energy-saving technologies to reduce electricity consumption.
- Monitor energy consumption, set energy-saving targets and assessments, foster a company-wide energy conservation awareness, actively conduct publicity and education, and encourage employees to develop the habit of turning off lights when leaving.
- The suitability of packaging materials shall be verified at the entry-level packaging stage to reduce material waste caused by packaging mismatches.
- Regularly inspect water pipes and install water-saving faucets with automatic switches.
- Water-saving signs and posters were displayed in office and production areas to continuously reinforce employees' awareness of conservation.
- Implement network-connected monitoring of office air conditioners, and check via mobile phone each evening to confirm that they are properly shut down.

The table below presents the environmental quantitative indicators regarding energy and resource consumption for our offices and operational production facilities located in Shenzhen and Jiangmen during the Track Record Period. During the Track Record Period, our electricity and water consumption intensity per RMB million of revenue was calculated based on unit revenue in millions of RMB for comparison with industry peers.

Table: Energy Consumption

Indicators	Unit	Fiscal Year 2025	Fiscal Year 2024	Fiscal Year 2023
Gasoline Consumption	Liter	9,877.2	6,801.4	2,598.0
Purchased Electricity	KWh	40,972,220.0	38,107,165.0	14,983,079.0
Nature Gas Consumption	Cubic Meter	5,991,017.0	5,196,510.1	1,710,221.6
Intensity of Electricity Consumption	KWh/RMB million of revenue	14,727.2	24,252.8	13,997.9
Water Consumption	Tons	378,207.9	368,458.9	167,399.0
Intensity of Water Consumption	Tons/RMB million of revenue	135.9	234.5	156.4

Note: Due to the commencement of operations at the Jiangmen factory in 2024, the Company's annual energy consumption in 2024 has increased compared to 2023.

Setting of targets

We have established environmental objectives for energy and resource usage:

- Energy use: We are committed to continuously improving energy efficiency. While fostering employees' awareness of energy conservation, we are expanding the use of energy-saving equipment and gradually replacing fuel-powered vehicles with new energy vehicles to further reduce energy consumption.

- Water use efficiency target: We are committed to progressively improving water use efficiency and enhancing employees' awareness of water conservation.

To achieve this objective, we will regularly record and analyze energy and water consumption data, review the establishment of targets and their progress, and further improve energy-saving and water-conserving measures based on actual work conditions. Enhancing energy and resource efficiency will be integrated into the Company's daily operations and production activities.

GHG Management

Our GHG emissions primarily originate from direct emissions resulting from the use of gasoline-powered vehicles and natural gas consumption at office and operational facilities, as well as indirect emissions arising from purchased electricity used for lighting and air conditioning in office operations and factory workshops. Through the periodic collection, analysis, and reporting of data related to greenhouse gas emissions, targeted emission reduction goals and measures are formulated.

The table below presents the environmental quantification indicators regarding GHG emissions for our offices and operational production facilities located in Shenzhen and Jiangmen during the Track Record Period. During the Track Record Period, our GHG emission intensity per RMB million of revenue was calculated based on unit revenue in millions of RMB for comparison with industry peers.

Table: GHG Emissions

Indicators	Unit	Fiscal Year 2025	Fiscal Year 2024	Fiscal Year 2023
CO_2 Emissions (Scope 1)	tCO_2e	35,192.1	26,549.1	9,547.2
CO_2 Emissions (Scope 2)	tCO_2e	21,739.9	20,448.3	8,544.8
CO_2 Emissions (Scope 3)	tCO_2e	608.7	495.6	335.2
CO_2 Emissions (Scope 1 and Scope 2)	tCO_2e	56,931.9	46,997.4	18,092.0
Intensity of CO_2 Emissions (Scope 1 and Scope 2)	tCO_2e/RMB million of revenue	20.5	29.9	16.9

Note: The calculation for Scope 1 includes gasoline consumed by our gasoline-powered vehicles and natural gas consumed in office operations. Scope 2 calculations include electricity consumption from purchased power. Scope 3 includes greenhouse gas emissions data from Category 7 – Employee Commuting. Due to the commencement of operations at the Jiangmen factory in 2024, the Company's annual GHG Emissions in 2024 has increased compared to 2023.

Waste Management

We have established internal management systems such as the *Product Disposal Control Procedure* (《產品報廢控製程序》) and the *Material Scrap Management System* (《物資報廢管理制度》). These systems identify types of waste items, clarify the procedures and methods for scrapping and disposing of raw materials, packaging materials, finished products, and other items within the Company, standardize the disposal processes for solid wastes generated during production, implement classified treatment of solid wastes, and reduce resource wastage and environmental pollution.

For recyclable waste generated during the production process, including used cardboard boxes and packaging bags, production personnel are assigned to sort and organize them. Items suitable for reuse are directly circulated internally, whereas items not suitable for reuse are uniformly entrusted to qualified third-party recycling companies for compliant disposal. For non-recyclable waste, unified collection and disposal shall be carried out by a third-party agency.

The table below presents the environmental quantitative indicators regarding waste emissions for our offices and operational production facilities located in Shenzhen and Jiangmen during the Track Record Period.

Table: Discharge of Waste

Indicators	Unit	Fiscal Year 2025	Fiscal Year 2024	Fiscal Year 2023
Total Volume of Hazardous Waste	Tons	1.0	0.9	0.5
Intensity of Hazardous Waste	Tons/RMB million of revenue	0.0004	0.0005	0.0005
Total Volume of Non-Hazardous Waste	Tons	686.0	610.0	299.0
Intensity of Non-Hazardous Waste	Tons/RMB million of revenue	0.2	0.4	0.3

Note: Due to the commencement of operations at the Jiangmen factory in 2024, the Company's annual discharge of waste in 2024 has increased compared to 2023.

AWARDS AND RECOGNITIONS

During the Track Record Period, we have won numerous awards, honors and recognitions for our achievements and outstanding product quality, including the following:

Award/Recognition	Issuing Organization/Authority	Year of Grant
Global Top 100 Candy Companies	Candy Industry	2023 to 2026
Most Innovative New Product Awards (MINPA)	The National Confectioners Association (NCA) (美國糖果協會)	2023 to 2025
International Taste Award and Crystal Award	International Taste Institute	2024 to 2026
Best Practices of Social Responsibility (社會責任最佳案例)	Second Sino-European Corporate ESG Best Practice Conference (第二屆中歐企業ESG最佳案例大會)	2025
Shenzhen ESG Top 50 Outstanding Company	Shenzhen General Chamber of Commerce	2025
Guangdong — Hong Kong — Macao Greater Bay Area Strategic Emerging Industries Navigator Enterprises (粵港澳大灣區戰略性新興產業領航企業)	Evaluation Committee of the Guangdong Greater Bay Area Strategic Emerging Industries Development Promotion Association (廣東省大灣區戰略性新興產業發展促進會評審委員會)	2024

LEGAL PROCEEDINGS AND COMPLIANCE

Legal Proceedings

From time to time, we may become involved in legal proceedings and claims that arise in the ordinary course of our business activities. We cannot predict the results of litigation and claims. See "Risk Factors — Litigation or legal proceedings could expose us to liability, divert our management's attention and negatively impact our reputation."

During the Track Record Period and up to the Latest Practicable Date, there were no legal proceedings pending or threatened against us or our Directors that could, individually or in the aggregate, have a material adverse effect on our business, financial condition and results of operations.

Non-Compliance

During the Track Record Period and up to the Latest Practicable Date, except as disclosed elsewhere in this Document, we had not been involved in any material non-compliance incidents that have led to fines, enforcement actions, or other penalties that would have a material adverse effect on our business, results of operations, financial condition or reputation.

INTERNAL CONTROL AND RISK MANAGEMENT

Our Directors believe that internal control procedures and risk management are crucial to our business development and success. In order to strengthen our internal control procedures and risk management system to better safeguard the interests of our Shareholders, we have adopted enhanced internal control and risk management measures as follows:

We have established, and currently maintain, a risk management and internal control system which we consider appropriate for our current business scale and development stage. This system comprises a set of policies and procedures designed to safeguard our assets, ensure the authenticity, accuracy and completeness of our financial reports and relevant information, as well as improve the efficiency and effectiveness of our operations. Our Board of Directors and senior management bear ultimate responsibility for the design, implementation and effectiveness of this framework. We are committed to the continuous optimization of such systems to ensure our operations comply with applicable laws and regulatory requirements and mitigate compliance risks.

In the ordinary course of business, the Group is exposed to inherent risks in respect of operations, market and finance. To effectively address these risks, we have adopted or intend to adopt the following measures:

The Board of Directors is responsible for the comprehensive assessment of risks inherent in the Group's operations, and ensures that all material decisions with significant risk implications are subject to its review and approval. We have established an Audit Committee composed entirely of independent non-executive Directors, which is responsible for reviewing and supervising our financial reporting process and the effectiveness of our internal control system. Our management team is dedicated to closely monitoring market trends. To attract and retain skilled professionals, we regularly review and optimize the remuneration structures for our management and employees to maintain the competitiveness of our remuneration packages. The Directors and management consistently oversee the Group's liquidity and financial position, and are prepared to proactively arrange financing when necessary and appropriate to support our business operations and expansion initiatives.

Taking into consideration the adoption and implementation of the above-mentioned internal control procedures and risk management measures, our Directors are of view that our enhanced internal control and risk management system are adequate and effective to address various potential risks identified in relation to our business.