

## FINANCIAL INFORMATION

*You should read the following discussion and analysis with our audited consolidated financial information, including the notes thereto, included in the Accountants’ Report in Appendix I to this Document. Our consolidated financial information has been prepared in accordance with the IFRS Accounting Standards.*

*The following discussion and analysis contain forward-looking statements that reflect our current views with respect to future events and financial performance. These statements are based on our assumptions and analysis in light of our experience and perception of historical trends, current conditions and expected future developments, as well as other factors we believe are appropriate under the circumstances. However, whether actual outcomes and developments will meet our expectations and predictions depends on a number of risks and uncertainties. In evaluating our business, you should carefully consider the information provided in this Document, including but not limited to the sections headed “Risk Factors” and “Business.”*

*For the purpose of this section, unless the context otherwise requires, references to 2023, 2024 and 2025 refer to our financial years ended December 31 of such years. Unless the context otherwise requires, financial information described in this section is described on a consolidated basis.*

### OVERVIEW

We are a digital retail operation service provider in China with a focus on mid-to-premium brands. By integrating consumer insights, aesthetic expertise, digitalization technology and systemized operation and utilizing AI-powered tools, we provide brand owners with end-to-end, multi-channel intelligent retail solutions that deliver measurable impact.

Building on our core capabilities, we operate three businesses during the Track Record Period: (i) E-commerce operation services, whereby we provide a full suite of services for brand owners to grow their online sales; (ii) branding services, whereby we collaborate with brand owners to formulate and execute online sales and marketing strategies through various campaigns and integrated marketing initiatives; and (iii) sales of goods, whereby we occasionally engage in small-scale sale of goods for brand owners.

Throughout over 15 years of operating history in the market of online retail integrated operation service for brands, we have been dedicated to serving sectors centered on “aesthetics”, such as fashion, jewelry, sportswear and outdoor, and beauty. As a result, we established deep competitive moats across these sectors, making us one of the few players to serve leading brand owners across all major platforms, including Tmall, Douyin and JD.com. Leveraging our integrated operation capabilities and services tailored to mid-to-premium brands, we command leading positions in terms of GMV from e-commerce operation services, which reached RMB39.7 billion in 2025, making us the second largest provider of brand online retail integrated operations services in China with a market share of approximately 2.7%, according to Frost & Sullivan. In its sub-market for overseas brands, i.e., brands with global headquarters outside Chinese Mainland, we ranked first with a market share of 8.8%, and we are also the largest DP operations services provider in China, with a market share of 4.6% by the same metric, according to Frost & Sullivan.

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In 2023, 2024 and 2025, our revenue amounted to RMB1,318.3 million, RMB1,419.1 million, and RMB1,586.6 million, respectively. In the same years, our profit for the year amounted to RMB250.1 million, RMB143.2 million and RMB214.1 million, respectively.

### SIGNIFICANT FACTORS AFFECTING OUR RESULTS OF OPERATIONS

Our historical financial condition and results of operations have been affected by a number of factors which we believe will continue to affect our financial condition and results of operations in the future. Our results are primarily affected by the following factors:

#### **Relationship with Brand Owners**

During the Track Record Period, we generated revenue from providing e-commerce operation services, branding services and sale of goods businesses. Brand owners are essential to all of these businesses as they are typically the contractual counterparties of such businesses. Therefore, winning mandates from new brand owners, and renewal of mandates on the same or more favorable terms for us, is important for our continued success.

For our sales of good business, we also purchase merchandise from certain brand owners or their authorized distributors, making these brand owners our suppliers, and the volume and procurement price of such merchandise are determined by our mutual agreements.

Given that our profitability is substantially influenced by the terms and conditions under our agreements with brand owners, our ability to bargain and maintain long-term and stable relationships with them while continuously attracting new brand owners is crucial in ensuring our revenue growth, goods supply and overall business success. One brand owner may represent a single brand or multiple brands, and our services are structured and delivered on a single brand basis. As of December 31, 2023, 2024 and 2025, we provided e-commerce operation services to 131, 138 and 151 brands (includes only brand that contributed RMB500 thousand or more in revenue for the year), respectively. As of December 31, 2025, we had provided services to 68 brands for over three years.

Our success in building and maintaining this strong brand owner base is founded on our ability to identify evolving market trends and to offer solutions that cater to the needs of brand owners. We strategically focus on fashion, jewelry, sportswear and outdoor and beauty sectors, and keep ourselves abreast of the newest developments across all e-commerce channels, including shelf-based and interest-based e-commerce platforms. This market insight allows us to align our partners' strategies with evolving consumer preferences and market dynamics, which is crucial for enhancing brand awareness and driving sales conversion. By remaining responsive to these trends, we can effectively tailor our solutions to meet the specific demands of a brand's target audience, ensuring greater consumer satisfaction and loyalty.

Brand owners pay us service fees in exchange of the suite of services that we provide, which are categorized into e-commerce operation services and branding services. Service fees for our e-commerce operation services include performance-based fees and/or various other fees, both of which may vary based on the scope, channel coverage and scale of services

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provided. The majority of our service fees are performance-based, calculated as a specified percentage of total net sales, representing GMV minus refunds, generated on corresponding e-commerce platforms. For details, see “Business—Our Solutions—E-commerce Operation Services—Contract Terms.” As such, the results our service can achieve, which can be manifested through the GMV, not only directly impacts our ability to win new mandates and renew existing mandates, but also our revenue. However, refunds, which can be affected by a number of factors beyond our control, including platform policies, product categories, brand owner strategies and consumer preferences, can result in a divergence between GMV growth and our revenue growth. In addition, the service fee percentage we charge may differ among brands of different scale and sectors. In general, we typically agree for lower percentages with brands with larger scale. Service fees for our branding services are generally fixed fees based on projects we engage in including all costs incurred by us. For details, see “Business—Our Solutions—Branding Services—Contract Terms.”

### **Our Ability to Manage Our Mix of Businesses and Solutions**

We generate revenue through three businesses, each of which and the solutions offered within them have different pricing mechanisms and margin profiles. Our profitability is affected by our ability to price our solutions to achieve our intended profit margins, and our results of operation for a given period will be affected by the mix of our solutions.

Our e-commerce operation and branding services require significant inputs of various resources, including skilled and experienced staff. As such, their profitability is driven by our operational scale, technological efficiency and the expertise of our teams. Furthermore, the margin profile within these businesses is also influenced by factors including the types of services and solutions we provide. For example, our TP business generally has a higher margin profile compared to more resource-intensive DP business historically, and profitability further varies depending on the product types our business partners sell, the distinct operational requirements of different e-commerce platform ecosystems, and our relative bargaining power with brand owners of varying scale and market presence. However, the DP business is to promote sales on interest-based e-commerce platforms, such as Douyin, a nascent business model. As such, the relative profitability of our different businesses may change in the future. Separately, our sale of good business is dependent on our merchandising expertise, our bargaining power with brand owners on procurement, and our ability to efficiently liquidate stock through our channels.

Our success is also linked to our ability to navigate and master a complex and evolving landscape of e-commerce channels. We have established a comprehensive presence across shelf-based and interest-based e-commerce platforms. Our profitability is also affected by the mix of platforms we manage for brand owners as operating on different e-commerce platforms often involves different investment and operational strategies. In addition, the extensive user bases and high traffic on these platforms directly drive sales potential for brand owners, which impacts our performance-based fees. We are committed to diversifying our channel coverage, adapting our strategy in view of the changing policies of each channel, and actively pursuing collaborations with emerging channels, including social media and live streaming platforms, to take advantage of market trends and capture growth opportunities therein.

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Consequently, our overall revenue composition and financial performance are directly influenced by the relative contribution of the aforementioned factors and performance of each of these solutions during a given period. Our ability to strategically manage this mix is therefore crucial.

### **Our Ability to Effectively Invest in and Leverage Our Technology**

During the Track Record Period, we continued investing in our R&D team, operation software and other AI-powered technology tools. We expect to keep ongoing investment in our R&D capabilities to further enhance operating efficiency and drive higher business output. See “Future Plans and [REDACTED].”

As such investments can be substantial, our results of operations are affected by our ability to make such investments in a cost-effective manner and leverage the resulting improvements, especially those related to AI. Investments in these technologies and technology infrastructure may help us improve our solutions to better serve brand owners and enhance their business performance, which may in turn contribute to our ability to retain and attract brand owners. It may also help us increase our operating efficiency to increase our profit and consequently maintain our growth momentum.

### **Our Ability to Control Costs and Manage Working Capital.**

Our results of operations depend on our ability to efficiently manage our costs and expenses and our ability to manage working capital. During the Track Record Period, our cost of sales and operating expenses primarily consisted of payroll and benefits. We expect our payroll and benefits as a percentage of revenue to decrease given the economies of scale and as we continue to implement efficiency improvement measures, including streamlining operational procedures and deploying AI models. By expanding our collaboration with brand owners and capitalizing on our continuous investment in digitalization, automation and intelligent technologies, we expect to achieve revenue growth at a rate exceeding that of our cost of sales and expenses, thereby continually improving our operational efficiency.

## **BASIS OF PRESENTATION**

Our historical financial information has been prepared in accordance with IFRS Accounting Standards, which comprise all standards and interpretations approved by the International Accounting Standards Board. All IFRS Accounting Standards effective for the accounting period commencing from January 1, 2025, together with the relevant transitional provisions, have been early adopted by us in the preparation of the historical financial information throughout the Track Record Period.

Our historical financial information has been prepared under the historical cost convention, except for financial asset at fair value through profit or loss, which have been measured at fair value.

See Note 2.1 to “Appendix I—Accountants’ Report.”

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**MATERIAL ACCOUNTING POLICIES AND ESTIMATES**

Note 3 to “Appendix I—Accountants’ Report” to this document sets forth certain material accounting policies, which are important for understanding our financial condition and results of operations.

Some of our accounting policies require us to apply estimates and assumptions as well as complex judgments relating to accounting items. The estimates and assumptions we use and the judgments we make in applying our accounting policies have a significant impact on our financial position and results of operations. Our management continually evaluates such estimates, assumptions and judgments based on past experiences and other factors, including industry practices and expectations of future events that are believed to be reasonable under the circumstances. During the Track Record Period, there was no material deviation between our management’s estimates or assumptions and actual results, and we did not make any material changes to these estimates or assumptions. We do not expect any material changes in these estimates and assumptions in the foreseeable future. See Note 3 to “Appendix I—Accountants’ Report.”

**RESULTS OF OPERATIONS**

	Year Ended December 31,					
	2023		2024		2025	
	<i>(in RMB thousands, except for percentages)</i>					
<b>Revenue</b> . . . . .	<b>1,318,258</b>	<b>100.0%</b>	<b>1,419,074</b>	<b>100.0%</b>	<b>1,586,576</b>	<b>100.0%</b>
Cost of sales . . . . .	(827,770)	(62.8)%	(951,882)	(67.1)%	(1,057,427)	(66.6)%
<b>Gross profit</b> . . . . .	<b>490,488</b>	<b>37.2%</b>	<b>467,192</b>	<b>32.9%</b>	<b>529,149</b>	<b>33.4%</b>
Other income and gains . . . . .	62,953	4.8%	20,180	1.4%	51,295	3.2%
Selling and marketing expenses	(52,792)	(4.0)%	(65,781)	(4.6)%	(65,714)	(4.1)%
Research and development						
expenses . . . . .	(67,322)	(5.1)%	(68,855)	(4.9)%	(77,967)	(4.9)%
Administrative expenses . . . . .	(134,228)	(10.2)%	(172,461)	(12.2)%	(163,891)	(10.3)%
Finance costs . . . . .	(4,458)	(0.3)%	(18,432)	(1.3)%	(27,701)	(1.7)%
Other expenses . . . . .	(59)	(0.1)%	(1,911)	(0.1)%	(336)	(0.0)%
(Impairment losses)/reversal of impairment losses on financial assets . . . . .	(5,901)	(0.4)%	1,829	0.2%	(3,127)	(0.4)%
<b>Profit before tax</b> . . . . .	<b>288,681</b>	<b>21.9%</b>	<b>161,761</b>	<b>11.4%</b>	<b>241,708</b>	<b>15.2%</b>
Income tax expense . . . . .	(38,619)	(2.9)%	(18,533)	(1.3)%	(27,627)	(1.7)%
<b>Profit for the year</b> . . . . .	<b>250,062</b>	<b>19.0%</b>	<b>143,228</b>	<b>10.1%</b>	<b>214,081</b>	<b>13.5%</b>

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**NON-IFRS MEASURES**

To supplement our consolidated financial statements that are presented in accordance with the IFRS Accounting Standards, we also use adjusted profit for the year (a non-IFRS measure) and adjusted net margin (a non-IFRS measure), as additional financial measures, which are not required by, or presented in accordance with IFRS Accounting Standards. We believe that these non-IFRS measures facilitate comparisons of operating performance from period to period by eliminating potential impact of certain items. We believe that these measures provide useful information to investors and others in understanding and evaluating our consolidated financial statements in the same manner as they help our management. However, our presentation of adjusted profit for the year (a non-IFRS measure) and adjusted net margin (a non-IFRS measure) may not be comparable to similar item measures presented by other companies. The use of these non-IFRS measures has limitations as an analytical tool, and you should not consider them in isolation from, or as substitute for analysis of, our consolidated financial statements or financial condition as reported under IFRS Accounting Standards. We define adjusted profit for the year (a non-IFRS measure) as profit for the year adjusted for equity-settled share-based payment expenses (a non-cash item) and [REDACTED]. We define adjusted net margin (a non-IFRS measure) as adjusted profit for the year (a non-IFRS measure) as a percentage of our total revenue.

	<b>Year Ended December 31,</b>		
	<b>2023</b>	<b>2024</b>	<b>2025</b>
	<i>(in RMB thousands, except for percentages)</i>		
<b>Profit for the year</b> . . . . .	<b>250,062</b>	<b>143,228</b>	<b>214,081</b>
Add:			
[REDACTED] . . . . .	[REDACTED]	[REDACTED]	[REDACTED]
Equity-settled share-based payment expenses . . . . .	14,851	26,285	28,659
<b>Adjusted profit for the year (a non-IFRS measure)</b> . . . . .	<b>264,913</b>	<b>169,513</b>	<b>247,695</b>
<i>Adjusted net margin (a non-IFRS measure)</i> . . . . .	<i>20.1%</i>	<i>11.9%</i>	<i>15.6%</i>

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**PRINCIPAL COMPONENTS OF RESULTS OF OPERATIONS**

**Revenue**

*By Business*

	Year ended December 31,					
	2023		2024		2025	
	<i>(in RMB thousands, except for percentages)</i>					
<b>E-Commerce</b>						
<b>Operation Services . . . . .</b>	<b>1,152,005</b>	<b>87.4%</b>	<b>1,246,128</b>	<b>87.8%</b>	<b>1,387,061</b>	<b>87.4%</b>
TP business . . . . .	939,431	71.3%	921,648	64.9%	1,038,855	65.5%
DP business . . . . .	212,574	16.1%	324,480	22.9%	348,206	21.9%
<b>Branding Services . . . . .</b>	<b>105,040</b>	<b>8.0%</b>	<b>106,433</b>	<b>7.5%</b>	<b>123,857</b>	<b>7.8%</b>
<b>Sale of Goods . . . . .</b>	<b>61,213</b>	<b>4.6%</b>	<b>66,513</b>	<b>4.7%</b>	<b>75,658</b>	<b>4.8%</b>
<b>Total . . . . .</b>	<b>1,318,258</b>	<b>100.0%</b>	<b>1,419,074</b>	<b>100.0%</b>	<b>1,586,576</b>	<b>100.0%</b>

During the Track Record Period, in tandem with the emergence of merchandise sales on interest-based e-commerce platforms, our DP business continued to grow in absolute terms and contributed an increasing proportion to our total revenue.

*GMV from E-commerce Operation Services*

	Year Ended December 31,		
	2023	2024	2025
	<i>(in RMB thousands)</i>		
<b>E-Commerce Operation Services . . .</b>	<b>23,389,385</b>	<b>28,903,693</b>	<b>39,672,707</b>
TP business . . . . .	19,601,076	22,116,818	30,738,397
DP business . . . . .	3,788,309	6,786,875	8,934,310

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**Brand Numbers**

	Year Ended December 31,		
	2023	2024	2025
	Brands <sup>(1)</sup>	Brands <sup>(1)</sup>	Brands <sup>(1)</sup>
<b>E-Commerce Operation Services<sup>(2)</sup></b>	<b>131</b>	<b>138</b>	<b>151</b>
TP business <sup>(2)</sup> . . . . .	121	126	137
DP business <sup>(2)</sup> . . . . .	29	37	38

*Notes:*

- (1) There were overlapping brands among our businesses.
- (2) The number of brands includes brand that contributed RMB500 thousand or more in revenue.

During the Track Record Period, substantially all of our revenue was generated from our operations in Chinese Mainland.

**Cost of Sales**

Our cost of sales primarily consists of (i) payroll and benefits, primarily for the specialists who engage in the operation services, (ii) depreciation and amortization, (iii) cost of purchased services, mainly for promotion from platforms, filming and livestream directing, (iv) cost of logistics, (v) cost of goods sold, (vi) property management costs, and (vii) others, mainly including costs for packaging materials in logistics and warehousing and expenses for low-value consumables. During the Track Record Period, our depreciation and amortization and property management costs were primarily related to our new leased premises for live-streaming services and warehouse.

	Year Ended December 31,					
	2023		2024		2025	
	<i>(in RMB thousands, except for percentages)</i>					
Payroll and benefits . . . . .	572,595	69.2%	657,479	69.1%	715,262	67.6%
Depreciation and amortization	72,603	8.8%	80,133	8.4%	89,595	8.5%
Cost of purchased services . . .	45,110	5.4%	63,205	6.6%	80,857	7.6%
Cost of logistics . . . . .	59,931	7.2%	63,029	6.6%	68,915	6.5%
Cost of goods sold . . . . .	35,177	4.2%	37,760	4.0%	43,299	4.1%
Property management costs. . .	19,876	2.4%	27,193	2.9%	32,699	3.1%
Others . . . . .	22,478	2.8%	23,083	2.4%	26,800	2.6%
<b>Total . . . . .</b>	<b>827,770</b>	<b>100.0%</b>	<b>951,882</b>	<b>100.0%</b>	<b>1,057,427</b>	<b>100.0%</b>

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**Gross Profit and Gross Profit Margin**

	Year Ended December 31,					
	2023		2024		2025	
	Gross profit	Gross profit margin	Gross profit	Gross profit margin	Gross profit	Gross profit margin
	<i>(in RMB thousands, except for percentages)</i>					
<b>E-Commerce Operation</b>						
Services . . . . .	435,762	37.8%	413,079	33.1%	470,982	34.0%
TP business . . . . .	365,201	38.9%	318,237	34.5%	369,742	35.6%
DP business . . . . .	70,561	33.2%	94,842	29.2%	101,240	29.1%
Branding Services . . . . .	29,406	28.0%	25,875	24.3%	26,185	21.1%
Sale of Goods . . . . .	<u>25,320</u>	<u>41.4%</u>	<u>28,238</u>	<u>42.5%</u>	<u>31,982</u>	<u>42.3%</u>
<b>Total . . . . .</b>	<b><u>490,488</u></b>	<b>37.2%</b>	<b><u>467,192</u></b>	<b>32.9%</b>	<b><u>529,149</u></b>	<b>33.4%</b>

During the Track Record Period, our DP business was more resource intensive and therefore carried a lower margin than our TP business. However, as the DP business is a relatively new business model, the margin profile can change in the future, which in turn can result in a change in the relative profitability of our different businesses.

**Other Income and Gains**

Our other income and gains consist of (i) government grants and subsidies related to income (ii) investment income primarily from wealth management products, (iii) interest income, and (iv) others, primarily including disposal of fixed assets and compensation received for lost courier items. There are no unfulfilled conditions or contingencies relating to the government grants.

	Year Ended December 31,					
	2023		2024		2025	
	<i>(in RMB thousands, except for percentages)</i>					
Government grants related						
to income . . . . .	50,330	79.9%	6,931	34.3%	37,232	72.6%
Investment income . . . . .	10,008	15.9%	11,023	54.6%	11,657	22.7%
Interest income . . . . .	1,714	2.7%	1,439	7.1%	1,837	3.6%
Others . . . . .	<u>901</u>	<u>1.5%</u>	<u>787</u>	<u>4.0%</u>	<u>569</u>	<u>1.1%</u>
<b>Total . . . . .</b>	<b><u>62,953</u></b>	<b><u>100.0%</u></b>	<b><u>20,180</u></b>	<b><u>100.0%</u></b>	<b><u>51,295</u></b>	<b><u>100.0%</u></b>
<i>as % of total revenue . . . . .</i>	<i>4.8%</i>		<i>1.4%</i>		<i>3.2%</i>	

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**Selling and Marketing Expenses**

Our selling and marketing expenses consist of (i) payroll and benefits, (ii) business development and office expenses, (iii) service fees related to promotions, e-commerce platform service fees and cloud server subscriptions, (iv) depreciation and amortization and (v) others, mainly including packaging materials and consumables, and insurance premiums.

	Year Ended December 31,					
	2023		2024		2025	
	<i>(in RMB thousands, except for percentages)</i>					
Payroll and benefits . . . . .	38,863	73.6%	49,561	75.3%	49,310	75.0%
Business development and office expenses . . . . .	6,699	12.7%	7,602	11.6%	6,209	9.4%
Service fees . . . . .	3,349	6.3%	4,269	6.5%	4,643	7.1%
Depreciation and amortization . . . . .	3,262	6.2%	2,878	4.4%	4,515	6.9%
Others . . . . .	619	1.2%	1,471	2.2%	1,037	1.6%
<b>Total . . . . .</b>	<b><u>52,792</u></b>	<b><u>100.0%</u></b>	<b><u>65,781</u></b>	<b><u>100.0%</u></b>	<b><u>65,714</u></b>	<b><u>100.0%</u></b>
<i>as % of total revenue . . . . .</i>		<i>4.0%</i>		<i>4.6%</i>		<i>4.1%</i>

**Research and Development Expenses**

Our research and development expenses consist of (i) payroll and benefits and (ii) depreciation and amortization.

	Year Ended December 31,					
	2023		2024		2025	
	<i>(in RMB thousands, except for percentages)</i>					
Payroll and benefits . . . . .	64,912	96.4%	65,640	95.3%	72,564	93.1%
Depreciation and amortization . . . . .	2,410	3.6%	3,215	4.7%	5,403	6.9%
<b>Total . . . . .</b>	<b><u>67,322</u></b>	<b><u>100.0%</u></b>	<b><u>68,855</u></b>	<b><u>100.0%</u></b>	<b><u>77,967</u></b>	<b><u>100.0%</u></b>
<i>as % of total revenue . . . . .</i>		<i>5.1%</i>		<i>4.9%</i>		<i>4.9%</i>

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### Administrative Expenses

Our administrative expenses consist of (i) payroll and benefits, (ii) service fees mainly related to equity financing activities, recruitment and IT services, (iii) business development and office expenses, (iv) depreciation and amortization, and (v) others, primarily including expenses for packaging consumables, and insurance premiums.

	Year Ended December 31,					
	2023		2024		2025	
	<i>(in RMB thousands, except for percentages)</i>					
Payroll and benefits . . . . .	95,553	71.2%	120,169	69.7%	116,484	71.1%
Service fees . . . . .	15,839	11.8%	12,055	7.0%	17,529	10.7%
Business development and office expenses . . . . .	11,462	8.5%	17,439	10.1%	16,616	10.1%
Depreciation and amortization	8,706	6.5%	20,230	11.7%	10,437	6.4%
Others . . . . .	2,668	2.0%	2,568	1.5%	2,825	1.7%
<b>Total . . . . .</b>	<b>134,228</b>	<b>100.0%</b>	<b>172,461</b>	<b>100.0%</b>	<b>163,891</b>	<b>100.0%</b>
<i>as % of total revenue . . . . .</i>		<i>10.2%</i>		<i>12.2%</i>		<i>10.3%</i>

### Finance Costs

Our finance costs represent interest on lease liabilities. In 2023, 2024 and 2025, our finance costs amounted to RMB4.5 million, RMB18.4 million and RMB27.7 million, representing 0.3%, 1.3% and 1.7% of our total revenue in each of the respective years.

### Impairment Losses/Reversal of Impairment Losses on Financial Assets

Our impairment losses/reversal of impairment losses on financial assets represent our net impairment losses/reversal recognized on trade receivables, financial assets included in prepayments, other receivables and other assets. In 2023 and 2025, we recorded impairment loss of financial assets, net of RMB5.9 million and RMB3.1 million, respectively. In 2024, we recorded reversal of impairment loss on financial assets of RMB1.8 million.

### Income Tax Expense

We recorded income tax expense of RMB38.6 million, RMB18.5 million and RMB27.6 million in 2023, 2024 and 2025, respectively. During the Track Record Period and up to the Latest Practicable Date, we fulfilled all our tax obligations and did not have any unresolved tax disputes. The income tax expense primarily reflected the combined effect of current tax and deferred tax arising from the statutory and preferential income tax rates applicable to our Group’s entities. During the Track Record Period, our PRC subsidiaries were generally subject to a statutory income tax rate of 25%, while Shanghai Buy Quickly E-Commerce Digital Technologies Co., Ltd and Shanghai Buy Quickly E-Vogue Network Services Co., Ltd were accredited as a “High and New Technology Enterprise” and was entitled to a reduced preferential CIT rate of 15%. For details, see Note 10 to “Appendix I—Accountants’ Report.”

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**YEAR-ON-YEAR COMPARISON OF RESULTS OF OPERATIONS**

**Year Ended December 31, 2025 Compared to Year Ended December 31, 2024**

*Revenue*

	Year Ended December 31,		% Change
	2024	2025	
	<i>(in RMB thousands, except for percentages)</i>		
<b>E-Commerce Operation Services . .</b>	<b>1,246,128</b>	<b>1,387,061</b>	<b>11.3%</b>
TP business . . . . .	921,648	1,038,855	12.7%
DP business . . . . .	324,480	348,206	7.3%
<b>Branding Services . . . . .</b>	<b>106,433</b>	<b>123,857</b>	<b>16.4%</b>
<b>Sale of Goods . . . . .</b>	<b>66,513</b>	<b>75,658</b>	<b>13.7%</b>
<b>Total . . . . .</b>	<b>1,419,074</b>	<b>1,586,576</b>	<b>11.8%</b>

Our total revenue increased by 11.8% from RMB1,419.1 million in 2024 to RMB1,586.6 million in 2025 due to increase in our revenue from all three businesses.

*E-Commerce Operation Services*

Our revenue from e-commerce operation services increased by 11.3% from RMB1,246.1 million in 2024 to RMB1,387.1 million in 2025, primarily due to a 12.7% increase in revenue from TP business from RMB921.6 million in 2024 to RMB1,038.9 million in 2025, mainly attributable to (i) the increase in the number of brands to whom we provided TP business from 126 to 137, as the performance of our TP business services gains broader brand owner recognition, and (ii) a 39.0% increase in our GMV driven by our efficient execution of our solutions on the platforms to attract more consumer purchases, and an increase in GMV per brand as a result of our success in securing mandates from new high-quality brands. In particular, we secured mandates from several brands with larger scale, which resulted in our GMV outgrowing our revenue from TP business.

This revenue increase also resulted from a 7.3% increase in revenue from DP business from RMB324.5 million in 2024 to RMB348.2 million in 2025, mainly attributable to a 31.6% increase in our GMV driven by our efficient execution of our solutions on the platforms to attract more consumer purchases. Our GMV outgrew our revenue from DP business primarily due to an increase in refunds as a result of a greater proportion of GMV generated from product categories that generally have higher rates of refund in line with industry norm.

**FINANCIAL INFORMATION**

*Branding Services*

Our revenue from branding services increased by 16.4% from RMB106.4 million in 2024 to RMB123.9 million in 2025, primarily due to an increase in the number of branding projects from brands with larger scale we engaged in 2025.

*Sale of Goods*

Our revenue from sale of goods increased by 13.7% from RMB66.5 million in 2024 to RMB75.7 million in 2025, primarily due to an increase in the sales volume mainly attributable to an increase in the scale of our distribution channels.

*Cost of sales*

	<b>Year Ended December 31,</b>		<b>% Change</b>
	<b>2024</b>	<b>2025</b>	
	<i>(in RMB thousands, except for percentages)</i>		
Payroll and benefits . . . . .	657,479	715,262	8.8%
Depreciation and amortization . . .	80,133	89,595	11.8%
Cost of purchased services . . . . .	63,205	80,857	27.9%
Cost of logistics . . . . .	63,029	68,915	9.3%
Cost of goods sold . . . . .	37,760	43,299	14.7%
Property management costs . . . . .	27,193	32,699	20.2%
Others . . . . .	23,083	26,800	16.1%
<b>Total . . . . .</b>	<b>951,882</b>	<b>1,057,427</b>	<b>11.1%</b>
<i>as % of total revenue . . . . .</i>	<i>67.1</i>	<i>66.6</i>	

Our cost of sales increased by 11.1% from RMB951.9 million in 2024 to RMB1,057.4 million in 2025 primarily due to (i) an 8.8% increase in payroll and benefits of RMB57.8 million, mainly attributable to increase in the number of employees and compensation, (ii) a 27.9% increase in cost of purchased services of RMB17.7 million, mainly attributable to increase in the number of campaigns and (iii) a 11.8% increase in depreciation and amortization of RMB9.5 million, mainly attributable to new leased premises for live-streaming services.

**FINANCIAL INFORMATION**

*Gross profit and gross profit margin*

	Year Ended December 31,			
	2024		2025	
	Gross Profit	Gross Profit Margin	Gross Profit	Gross Profit Margin
	<i>(in RMB thousands, except for percentages)</i>			
<b>E-commerce operation</b>				
<b>services</b> .....	<b>413,079</b>	<b>33.1%</b>	<b>470,982</b>	<b>34.0%</b>
TP business .....	318,237	34.5%	369,742	35.6%
DP business .....	94,842	29.2%	101,240	29.1%
<b>Branding services</b> .....	<b>25,875</b>	<b>24.3%</b>	<b>26,185</b>	<b>21.1%</b>
<b>Sale of goods</b> .....	<b>28,238</b>	<b>42.5%</b>	<b>31,982</b>	<b>42.3%</b>
<b>Total</b> .....	<b>467,192</b>	<b>32.9%</b>	<b>529,149</b>	<b>33.4%</b>

Our gross profit increased by 13.3% from RMB467.2 million in 2024 to RMB529.1 million in 2025 due to increase in gross profit from all businesses. Our gross profit margin increased from 32.9% in 2024 to 33.4% in 2025.

*E-Commerce Operation Services*

Our gross profit from e-commerce operation services increased by 14.0% from RMB413.1 million in 2024 to RMB471.0 million in 2025, primarily due to (i) an increase in gross profit from TP business from RMB318.2 million in 2024 to RMB369.7 million in 2025, mainly attributable to an increase in revenue from the TP business and an increase in gross profit margin from the TP business from 34.5% to 35.6% as a result of increased personnel efficiency, resulting in our revenue outgrowing labor costs, and (ii) an increase in gross profit from DP business from RMB94.8 million in 2024 to RMB101.2 million, mainly attributable to an increase in revenue from DP business.

*Branding Services*

Our gross profit from branding services increased by 1.2% from RMB25.9 million in 2024 to RMB26.2 million in 2025, primarily due to the increase in revenue from branding services. Our gross profit margin from branding services decreased from 24.3% in 2024 to 21.1% in 2025, mainly attributable to increase in branding service categories with lower margin to cater brand owners’ evolving demand and maintain long-term relationships with brand owners.

*Sale of Goods*

Our gross profit from sale of goods increased by 13.3% from RMB28.2 million in 2024 to RMB32.0 million in 2025, primarily due to the increase in revenue from sale of goods. Our gross profit margin from sale of goods remained stable at 42.5% in 2024 and 42.3% in 2025.

**FINANCIAL INFORMATION**

***Other Income and Gains***

Other income and gains, net increased from RMB20.2 million in 2024 to RMB51.3 million in 2025, primarily due to an increase in government grants related to income from RMB6.9 million in 2024 to RMB37.2 million in 2025. A majority of our government grants are one-time and non-recurring.

***Selling and Marketing Expenses***

	<b>Year Ended December 31,</b>		<b>% Change</b>
	<b>2024</b>	<b>2025</b>	
	<i>(in RMB thousands, except for percentages)</i>		
Selling and marketing expenses . . .	65,781	65,714	(0.1)%
<i>as % of total revenue . . . . .</i>	<i>4.6%</i>	<i>4.1%</i>	

Our selling and marketing expenses remained stable at RMB65.8 million in 2024 and RMB65.7 million in 2025 as our business development team entered stable operational stage. This also resulted in a decrease in our selling and marketing expenses as a percentage of our total revenue from 4.6% in 2024 to 4.1% in 2025.

***Research and Development Expenses***

	<b>Year Ended December 31,</b>		<b>% Change</b>
	<b>2024</b>	<b>2025</b>	
	<i>(in RMB thousands, except for percentages)</i>		
Research and development expenses . . . . .	68,855	77,967	13.2%
<i>as % of total revenue . . . . .</i>	<i>4.9%</i>	<i>4.9%</i>	

Our research and development expenses increased by 13.2% from RMB68.9 million in 2024 to RMB78.0 million in 2025, primarily due to (i) an increase in payroll and benefits from RMB65.6 million in 2024 to RMB72.6 million in 2025, mainly attributable to increase in the number of R&D employees for continued R&D advancement in AI application in our operations and (ii) an increase in depreciation and amortization from RMB3.2 million in 2024 to RMB5.4 million in 2025, mainly attributable to increased cloud server subscription and additional R&D equipment. Our research and development expenses as a percentage of our total revenue remained stable at 4.9% in 2024 and 2025.

**FINANCIAL INFORMATION**

***Administrative Expenses***

	<b>Year Ended December 31,</b>		<b>% Change</b>
	<b>2024</b>	<b>2025</b>	
	<i>(in RMB thousands, except for percentages)</i>		
Administrative expenses . . . . .	172,461	163,891	(5.0)%
as % of total revenue . . . . .	12.2%	10.3%	

Our administrative expenses decreased by 5.0% from RMB172.5 million in 2024 to RMB163.9 million in 2025, primarily due to (i) a decrease in depreciation and amortization from RMB20.2 million in 2024 to RMB10.4 million in 2025, mainly attributable to completion of amortization for our prior office building renovation and (ii) a decrease in payroll and benefits from RMB120.2 million in 2024 to RMB116.5 million in 2025, mainly attributable to organizational restructuring. As such, our administrative expenses as a percentage of our total revenue decreased from 12.2% in 2024 to 10.3% in 2025.

***Impairment Losses/Reversal of Impairment Losses on Financial Assets***

Our impairment losses/reversal of impairment losses on financial assets changed from a reversal of impairment losses on financial assets of RMB1.8 million in 2024 to an impairment loss on financial assets of RMB3.1 million in 2025, primarily due to increase in impairment loss on trade receivables.

***Finance Costs***

Our finance costs increased from RMB18.4 million in 2024 to RMB27.7 million in 2025, primarily due to increase in the carrying amount of our lease liabilities attributable to new leased premises.

***Income Tax Expense***

Our income tax expense increased from RMB18.5 million in 2024 to RMB27.6 million in 2025, primarily due to an increase in taxable profits. Our effective tax rate, calculated by our income tax expense as a percentage of our profit before tax, remained stable at 11.5% in 2024 and 11.4% in 2025.

***Profit for the Year***

As result of the foregoing, our profit for the year increased from RMB143.2 million in 2024 to RMB214.1 million in 2025.

**FINANCIAL INFORMATION**

**Year Ended December 31, 2024 Compared to Year Ended December 31, 2023**

*Revenue*

	<b>Year Ended December 31,</b>		<b>% Change</b>
	<b>2023</b>	<b>2024</b>	
	<i>(in RMB thousands, except for percentages)</i>		
<b>E-Commerce Operation Services</b> . . .	<b>1,152,005</b>	<b>1,246,128</b>	<b>8.2%</b>
TP business . . . . .	939,431	921,648	(1.9)%
DP business . . . . .	212,574	324,480	52.6%
<b>Branding Services</b> . . . . .	<b>105,040</b>	<b>106,433</b>	<b>1.3%</b>
<b>Sale of Goods</b> . . . . .	<b>61,213</b>	<b>66,513</b>	<b>8.7%</b>
<b>Total</b> . . . . .	<b><u>1,318,258</u></b>	<b><u>1,419,074</u></b>	<b>7.6%</b>

Our total revenue increased by 7.6% from RMB1,318.3 million in 2023 to RMB1,419.1 million in 2024 due to increase in our revenue from all three businesses.

*E-Commerce Operation Services*

Our revenue from e-commerce operation services increased by 8.2% from RMB1,152.0 million in 2023 to RMB1,246.1 million in 2024, primarily due to a 52.6% increase in revenue from DP business, mainly attributable to (i) an increase in number of brands to whom we provided DP business from 29 to 37, as the performance of our DP business gains broader brand owner recognition and (ii) a 79.2% increase in our GMV driven by our efficient execution of our solutions on the platforms to attract more consumer purchases, and an increase in GMV per brand as a result of our success in securing mandates from new high-quality brand owner. In particular, we secured mandates from several brands with larger scale, which resulted in our GMV outgrowing our revenue from DP business.

This increase was partially offset by a 1.9% decrease in revenue from TP business from RMB939.4 million in 2023 to RMB921.6 million in 2024 despite an increase in GMV, primarily due to an increase in refunds, which in turn was primarily due to a change in policies adopted by e-commerce platforms in 2024.

*Branding Services*

Our revenue from branding services increased by 1.3% from RMB105.0 million in 2023 to RMB106.4 million in 2024, primarily due to an increase in the number of branding projects from brands with larger scale we engaged in 2024.

**FINANCIAL INFORMATION**

*Sale of Goods*

Our revenue from sale of goods increased by 8.7% from RMB61.2 million in 2023 to RMB66.5 million in 2024, primarily due to (i) an increase in sales volume for certain brands and (ii) an increase in the number of our distribution channels.

*Cost of sales*

	<b>Year Ended December 31,</b>		<b>% Change</b>
	<b>2023</b>	<b>2024</b>	
	<i>(in RMB thousands, except for percentages)</i>		
Payroll and benefits . . . . .	572,595	657,479	14.8%
Depreciation and amortization . . .	72,603	80,133	10.4%
Cost of purchased services . . . . .	45,110	63,205	40.1%
Cost of logistics . . . . .	59,931	63,029	5.2%
Cost of goods sold . . . . .	35,177	37,760	7.3%
Property management costs . . . . .	19,876	27,193	36.8%
Others . . . . .	22,478	23,083	2.7%
<b>Total . . . . .</b>	<b>827,770</b>	<b>951,882</b>	<b>15.0%</b>
<i>as % of total revenue . . . . .</i>	<i>62.8%</i>	<i>67.1%</i>	

Cost of sales increased by 15.0% from RMB827.8 million in 2023 to RMB951.9 million in 2024, primarily due to (i) a 14.8% increase in payroll and benefits of RMB84.9 million, mainly attributable to increase in the number of employees, (ii) a 40.1% increase in cost of purchased services of RMB18.1 million, mainly attributable to increase in the number of campaigns, (iii) a 10.4% increase in depreciation and amortization of RMB7.5 million and (iv) a 36.8% increase in property management costs of RMB7.3 million, mainly attributable to new leased premises for live-streaming services and commencement of operation of our warehouse in Huzhou.

**FINANCIAL INFORMATION**

*Gross profit and gross profit margin*

	Year Ended December 31,			
	2023		2024	
	Gross Profit	Gross Profit Margin	Gross Profit	Gross Profit Margin
	<i>(in RMB thousands, except for percentages)</i>			
<b>E-commerce operation</b>				
<b>services</b> .....	<b>435,762</b>	<b>37.8%</b>	<b>413,079</b>	<b>33.1%</b>
TP business .....	365,201	38.9%	318,237	34.5%
DP business .....	70,561	33.2%	94,842	29.2%
<b>Branding services</b> .....	<b>29,406</b>	<b>28.0%</b>	<b>25,875</b>	<b>24.3%</b>
<b>Sale of Goods</b> .....	<b>25,320</b>	<b>41.4%</b>	<b>28,238</b>	<b>42.5%</b>
<b>Total</b> .....	<b>490,488</b>	<b>37.2%</b>	<b>467,192</b>	<b>32.9%</b>

Our gross profit decreased from RMB490.5 million in 2023 to RMB467.2 million in 2024. Our gross profit margin decreased from 37.2% in 2023 to 32.9% in 2024.

*E-Commerce Operation Services*

Our gross profit from e-commerce operation services decreased by 5.2% from RMB435.8 million in 2023 to RMB413.1 million in 2024, primarily due to a decrease in gross profit from TP business from RMB365.2 million in 2023 to RMB318.2 million in 2024, mainly attributable to (i) a decrease in revenue from TP business and (ii) a decrease in gross profit margin from TP business from 38.9% in 2023 to 34.5% in 2024, primarily due to the fact that services for certain brands were still in the ramp-up stage.

The effect of such decrease was partially offset by an increase in gross profit from DP business from RMB70.6 million in 2023 to RMB94.8 million in 2024, primarily due to an increase in revenue from DP business, despite a decrease in gross profit margin from DP business from 33.2% to 29.2%, mainly attributable to new leased premises and the fact that services for certain brands were still in the ramp-up stage.

*Branding Services*

Our gross profit from branding services decreased by 12.0% from RMB29.4 million in 2023 to RMB25.9 million in 2024, primarily due to a decrease in gross profit margin from 28.0% in 2023 to 24.3% in 2024, mainly attributable to increase in branding service categories with lower margin to cater brand owners’ evolving demand and maintain long-term relationships with brand owners.

**FINANCIAL INFORMATION**

*Sale of Goods*

Our gross profit from sale of goods increased by 11.5% from RMB25.3 million in 2023 to RMB28.2 million in 2024, primarily due to (i) an increase in revenue from sale of goods and (ii) an increase in gross profit margin from 41.4% in 2023 to 42.5% in 2024, primarily due to an increase in sales volume of products with higher margin.

*Other Income and Gains*

Our other income and gains decreased from RMB63.0 million in 2023 to RMB20.2 million in 2024, primarily due to a decrease in government grants related to income from RMB50.3 million in 2023 to RMB6.9 million in 2024. The majority of our government grants are one-time and non-recurring.

*Selling and Marketing Expenses*

	<b>Year Ended December 31,</b>		<b>% Change</b>
	<b>2023</b>	<b>2024</b>	
	<i>(in RMB thousands, except for percentages)</i>		
Selling and marketing expenses . . .	52,792	65,781	24.6%
<i>as % of total revenue . . . . .</i>	<i>4.0%</i>	<i>4.6%</i>	

Our selling and marketing expenses increased by 24.6% from RMB52.8 million in 2023 to RMB65.8 million in 2024, primarily due to an increase in payroll and benefits from RMB38.9 million in 2023 to RMB49.6 million in 2024, mainly attributable to increase in the number of selling and marketing employees for expanding our business development team. As a result, our selling and marketing expenses as a percentage of our total revenue increased from 4.0% in 2023 to 4.6% in 2024.

*Research and Development Expenses*

	<b>Year Ended December 31,</b>		<b>% Change</b>
	<b>2023</b>	<b>2024</b>	
	<i>(in RMB thousands, except for percentages)</i>		
Research and development expenses . . . . .	67,322	68,855	2.3%
<i>as % of total revenue . . . . .</i>	<i>5.1%</i>	<i>4.9%</i>	

Our research and development expenses remained stable at RMB67.3 million in 2023 and RMB68.9 million in 2024. Our research and development expenses as a percentage of our total revenue remained stable at 5.1% in 2023 and 4.9% in 2024.

**FINANCIAL INFORMATION**

***Administrative Expenses***

	<b>Year Ended December 31,</b>		<b>% Change</b>
	<b>2023</b>	<b>2024</b>	
	<i>(in RMB thousands, except for percentages)</i>		
Administrative expenses . . . . .	134,228	172,461	28.5%
as % of total revenue . . . . .	10.2%	12.2%	

Our administrative expenses increased by 28.5% from RMB134.2 million in 2023 to RMB172.5 million in 2024, primarily due to (i) an increase in payroll and benefits from RMB95.6 million in 2023 to RMB120.2 million in 2024, mainly attributable to increase in the number of administrative employees and incentives awarded to certain members of our management team, (ii) an increase in depreciation and amortization from RMB8.7 million in 2023 to RMB20.2 million in 2024, mainly attributable to renovation of our office buildings and (iii) an increase in business development and office expenses from RMB11.5 million in 2023 to RMB17.4 million in 2024, mainly attributable to property management fees and utilities for the new offices. As such, our administrative expenses as a percentage of our total revenue increased from 10.2% in 2023 to 12.2% in 2024.

***Impairment Losses/Reversal of Impairment Losses on Financial Assets***

Our impairment losses/reversal of impairment losses on financial assets changed from impairment losses on financial assets of RMB5.9 million in 2023 to reversal of impairment losses on financial assets of RMB1.8 million in 2024, primarily due to decrease in impairment loss on trade receivables.

***Finance Costs***

Our finance costs increased from RMB4.5 million in 2023 to RMB18.4 million in 2024, primarily due to increase in the carrying amount of our lease liabilities attributable to new leased premises.

***Income Tax Expense***

Our income tax expense decreased from RMB38.6 million in 2023 to RMB18.5 million in 2024, primarily due to a decrease in taxable profits. Our effective tax rate decreased from 13.4% in 2023 to 11.5% in 2024.

***Profit for the Year***

As result of the foregoing, our profit for the year decreased from RMB250.1 million in 2023 to RMB143.2 million in 2024.

**FINANCIAL INFORMATION**

**LIQUIDITY AND CAPITAL RESOURCES**

During the Track Record Period, we financed our operations primarily through a combination of cash generated from operations. As of December 31, 2025, we had cash and cash equivalents of RMB758.2 million. As of February 28, 2026, we had unutilized banking facilities of RMB92.1 million. Going forward, we believe our liquidity requirements will be satisfied by using funds from a combination of cash generated from operations and [REDACTED] from the [REDACTED].

Taking into account the [REDACTED] from the [REDACTED] and cash generated from operations, our Directors believe that we have sufficient working capital to meet our present and future cash requirements for at least the next 12 months from the date of publication of this document.

**Net Current Assets**

The table below sets forth our current assets and liabilities as of the dates indicated.

	As of December 31,			As of February 28,
	2023	2024	2025	2026
	<i>(in RMB thousands)</i>			<i>(unaudited)</i>
<b>Current assets</b>				
Inventories . . . . .	45,640	46,534	72,157	83,351
Trade receivables . . . . .	430,785	394,412	455,077	440,079
Prepayments, other receivables and other assets . . . . .	18,780	28,675	52,498	32,672
Restricted cash . . . . .	534	–	–	–
Financial assets at fair value through profit or loss . . . . .	–	–	–	200,609
Cash and cash equivalents . . .	638,902	797,489	758,171	589,077
<b>Total current assets . . . . .</b>	<b>1,134,641</b>	<b>1,267,110</b>	<b>1,337,903</b>	<b>1,345,788</b>
<b>Current liabilities</b>				
Trade payable . . . . .	45,800	38,150	51,540	39,325
Other payable and accruals . .	144,218	178,932	220,822	196,454
Lease liabilities . . . . .	39,518	72,807	48,936	54,057
Tax payable . . . . .	23,703	12,484	20,089	14,364
<b>Total current liabilities . . . . .</b>	<b>253,239</b>	<b>302,373</b>	<b>341,387</b>	<b>304,200</b>
<b>Net current assets . . . . .</b>	<b>881,402</b>	<b>964,737</b>	<b>996,516</b>	<b>1,041,588</b>

## FINANCIAL INFORMATION

### *Comparison between February 28, 2026 and December 31, 2025*

Our net current assets increased from RMB996.5 million as of December 31, 2025 to RMB1,041.6 million as of February 28, 2026, primarily due to (i) an increase in financial assets at fair value through profit or loss from nil to RMB200.6 million, (ii) a decrease in other payable and accruals from RMB220.8 million to RMB196.5 million, (iii) a decrease in trade payable from RMB51.5 million to RMB39.3 million and (iv) an increase in inventories from RMB72.2 million to RMB83.4 million, partially offset by (i) a decrease in cash and cash equivalents from RMB758.2 million to RMB589.1 million, (ii) a decrease in prepayments, other receivables and other assets from RMB52.5 million to RMB32.7 million and (iii) a decrease in trade receivables from RMB455.1 million to RMB440.1 million.

### *Comparison between December 31, 2025 and December 31, 2024*

Our net current assets increased from RMB964.7 million as of December 31, 2024 to RMB996.5 million as of December 31, 2025, primarily due to (i) an increase in trade receivables from RMB394.4 million to RMB455.1 million, (ii) an increase in prepayments, other receivables and other assets from RMB28.7 million to RMB52.5 million, (iii) an increase in inventories from RMB46.5 million to RMB72.2 million and (iv) a decrease in lease liabilities from RMB72.8 million to RMB48.9 million, partially offset by (i) an increase in other payable and accruals from RMB178.9 million to RMB220.8 million and (ii) a decrease in cash and cash equivalents from RMB797.5 million to RMB758.2 million.

### *Comparison between December 31, 2024 and December 31, 2023*

Our net current assets increased from RMB881.4 million as of December 31, 2023 to RMB964.7 million as of December 31, 2024, primarily due to (i) an increase in cash and cash equivalents from RMB638.9 million to RMB797.5 million and (ii) a decrease in tax payable from RMB23.7 million to RMB12.5 million, partially offset by (i) a decrease in trade receivables from RMB430.8 million to RMB394.4 million, (ii) an increase in lease liabilities from RMB39.5 million to RMB72.8 million and (iii) an increase in other payable and accruals from RMB144.2 million to RMB178.9 million.

## **Net Assets**

### *Comparison between December 31, 2025 and December 31, 2024*

Our net assets increased from RMB1,157.8 million as of December 31, 2024 to RMB1,196.3 million as of December 31, 2025, primarily due to (i) total comprehensive income for the year of RMB214.1 million and (ii) equity-settled share-based payment arrangements of RMB28.7 million, partially offset by (i) dividends declared of RMB200.0 million and (ii) dividends paid to non-controlling shareholders of RMB4.2 million.

### *Comparison between December 31, 2024 and December 31, 2023*

Our net assets increased from RMB1,047.0 million as of December 31, 2023 to RMB1,157.8 million as of December 31, 2024, primarily due to (i) total comprehensive income for the year of RMB143.2 million, (ii) equity-settled share-based payment

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arrangements of RMB26.3 million and (iii) capital contribution from non-controlling interests of RMB9.5 million, partially offset by (i) dividends declared of RMB62.4 million and (ii) dividends paid to non-controlling shareholders of RMB5.9 million.

**SELECTED BALANCE SHEET ITEMS**

**Inventories**

Our inventories consist of (i) finished goods, which are inventories purchased from brand owners and (ii) others, mainly including packaging consumables. The table below sets forth the breakdown of our inventories as of the dates indicated.

	<b>As of December 31,</b>		
	<b>2023</b>	<b>2024</b>	<b>2025</b>
	<i>(in RMB thousands)</i>		
Finished goods . . . . .	44,640	45,458	70,819
Others . . . . .	1,000	1,076	1,338
<b>Total . . . . .</b>	<b>45,640</b>	<b>46,534</b>	<b>72,157</b>

Our inventories increased from RMB45.6 million as of December 31, 2023 to RMB46.5 million as of December 31, 2024, primarily due to an increase in finished goods as brand owners provided more inventories for sales. Our inventories further increased to RMB72.2 million as of December 31, 2025, primarily due to our procurement of a large quantity of goods from certain brand owners that we served in 2025 for future sales and our engagement with new brand owners, which led to a corresponding increase in goods procurement under our sale of goods business model.

***Aging analysis***

The following table sets forth an aging analysis for our inventories as of the dates indicated.

	<b>As of December 31,</b>		
	<b>2023</b>	<b>2024</b>	<b>2025</b>
	<i>(in RMB thousands)</i>		
Within one year . . . . .	33,413	31,813	54,698
One to two years . . . . .	8,760	12,639	14,898
Over two years . . . . .	3,467	2,082	2,561
<b>Total . . . . .</b>	<b>45,640</b>	<b>46,534</b>	<b>72,157</b>

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We have established and implemented a prudent and systematic inventory impairment policy in accordance with IAS 2. Inventories are stated at the lower of cost and net realizable value. Costs of inventories are determined on a weighted average method. Net realizable value represents the estimated selling price for inventories less all estimated costs of completion and costs necessary to make the sale. Costs necessary to make the sale include incremental costs directly attributable to the sale and non-incremental costs which we must incur to make the sale.

***Turnover Days***

The table below sets forth the turnover days of our inventories for the years indicated.

	<b>Year ended December 31,</b>		
	<b>2023</b>	<b>2024</b>	<b>2025</b>
Inventories turnover days <sup>(1)</sup> . . . . .	502	522	523

*Note:*

- (1) Inventory turnover days for each year equals the average of the beginning and ending balances before impairment of inventory for that year divided by cost of sales for sale of goods business for that year and multiplied by 365 days.

We typically experience an extended inventory turnover cycle due to our sale of goods business model, which sells off-season stock from brand owners.

***Subsequent Utilization***

As of February 28, 2026, 12.6% of our total inventories as of December 31, 2025, or RMB9.1 million, were sold.

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**Trade Receivables**

Our trade receivables primarily arise from provision of our services and sale of goods. The credit period granted is generally 30 days from the date of invoice. The table below sets forth the breakdown of trade receivables as of the dates indicated.

	<b>As of December 31,</b>		
	<b>2023</b>	<b>2024</b>	<b>2025</b>
	<i>(in RMB thousands)</i>		
Trade receivables . . . . .	454,369	416,112	479,131
Impairment . . . . .	(23,584)	(21,700)	(24,054)
<b>Total . . . . .</b>	<b>430,785</b>	<b>394,412</b>	<b>455,077</b>

The balance of our trade receivables as of any quarter end is largely affected by our revenue in that quarter.

***Aging Analysis***

The table below sets forth an aging analysis of our trade receivables as of the dates indicated.

	<b>As of December 31,</b>		
	<b>2023</b>	<b>2024</b>	<b>2025</b>
	<i>(in RMB thousands)</i>		
Within one year . . . . .	430,785	394,258	454,559
One to two years . . . . .	–	154	518
<b>Total . . . . .</b>	<b>430,785</b>	<b>394,412</b>	<b>455,077</b>

***Turnover Days***

The table below sets forth the turnover days of our trade receivables for the year indicated.

	<b>Year ended December 31,</b>		
	<b>2023</b>	<b>2024</b>	<b>2025</b>
Trade receivables turnover days <sup>(1)</sup> . .	111	112	103

*Note:*

(1) Trade receivables turnover days for each year equals the average of the beginning and ending balances before impairment of trade receivables for that year divided by revenue for that year and multiplied by 365 days.

**FINANCIAL INFORMATION**

Our trade receivables turnover days were largely in line with the time required for customer confirmation for invoicing purpose and our credit period throughout the Track Record Period.

***Subsequent Settlement***

As of February 28, 2026, 61.3% of our total trade receivables as of December 31, 2025, or RMB278.9 million, were settled.

**Prepayments, other receivables and other assets**

Our current portion of prepayments, other receivables and other assets consist of (i) prepayments, (ii) recoverable VAT, (iii) deposits and other receivables and (iv) other current assets, mainly including professional service fees for [REDACTED] and prepaid income tax on anticipated profits

	<b>As of December 31,</b>		
	<b>2023</b>	<b>2024</b>	<b>2025</b>
	<i>(in RMB thousands)</i>		
Prepayments . . . . .	8,839	9,564	36,294
Recoverable VAT . . . . .	5,731	11,505	11,996
Deposits and other receivables . . .	4,274	7,695	3,755
Other current assets . . . . .	–	48	556
Impairment allowance . . . . .	(64)	(137)	(103)
<b>Total . . . . .</b>	<b>18,780</b>	<b>28,675</b>	<b>52,498</b>

Our prepayments, other receivables and other assets increased from RMB18.8 million as of December 31, 2023 to RMB28.7 million as of December 31, 2024, primarily due to (i) an increase in recoverable VAT from RMB5.7 million as of December 31, 2023 to RMB11.5 million as of December 31, 2024, as a result of a substantial amount of input VAT generated from procurement of fixed assets and payments for renovation services related to our new warehouse in Huzhou and (ii) an increase in deposits and other receivables from RMB4.3 million as of December 31, 2023 to RMB7.7 million as of December 31, 2024, as a result of increase in deposits for new leased premise.

Our prepayments, other receivables, and other assets increased from RMB28.7 million as of December 31, 2024 to RMB52.5 million as of December 31, 2025, primarily due to an increase in prepayments from RMB9.6 million as of December 31, 2024 to RMB36.3 million as of December 31, 2025, primarily due to increased procurement of third-party media resources to deliver branding services.

***Subsequent Utilization***

As of February 28, 2026, 60.5% of our prepayments, other receivables and other assets as of December 31, 2025, or RMB31.8 million, were settled.

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**Trade Payables**

Our trade payables primarily comprise payables to our suppliers for branding services and the procurement of goods. Our trade payables are non-interest bearing and normally settled on terms of 30 to 90 days.

Our trade payables decreased from RMB45.8 million as of December 31, 2023 to RMB38.2 million as of December 31, 2024, primarily due to decrease in procurement from suppliers of branding services. Our trade payables increased from RMB38.2 million as of December 31, 2024 to RMB51.5 million as of December 31, 2025, primarily due to our procurement of a large quantity of goods from certain brand owners that we served in 2025 for future sales.

***Aging Analysis***

The table below sets forth an aging analysis of our trade payables as of the dates indicated.

	<b>As of December 31,</b>		
	<b>2023</b>	<b>2024</b>	<b>2025</b>
	<i>(in RMB thousands)</i>		
Within one year . . . . .	45,800	38,098	51,540
One to two years . . . . .	–	52	–
<b>Total . . . . .</b>	<b>45,800</b>	<b>38,150</b>	<b>51,540</b>

***Turnover Days***

The table below sets forth the turnover days of our trade payables for the years indicated.

	<b>Year ended December 31,</b>		
	<b>2023</b>	<b>2024</b>	<b>2025</b>
Trade payables turnover days <sup>(1)</sup> . . .	93	72	65

*Note:*

- (1) Trade payables turnover days for each year equals the average of the beginning and ending balances of trade payables for that year divided by cost of sales (excluding payroll and benefits, depreciation and amortization) for that year and multiplied by 365 days for the year ended December 31.

Our trade payables turnover days decreased from 93 days in 2023 to 72 days in 2024, and further decreased to 65 days in 2025, primarily due to growth in the branding service categories which we receive shorter credit terms or are required to prepay our suppliers.

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***Subsequent Settlement***

As of February 28, 2026, 80.2% of our total trade payables as of December 31, 2025, or RMB41.3 million, were settled.

**Other Payables and Accruals**

Our current portion of other payables and accruals consist of (i) payroll and welfare payables, (ii) accrual and other payables, (iii) other tax payables, (iv) contract liabilities and (v) other current liabilities, mainly including VAT related to advances from customers.

The table below sets forth the breakdown of our current portion of other payables and accruals as of the dates indicated.

	<b>As of December 31,</b>		
	<b>2023</b>	<b>2024</b>	<b>2025</b>
	<i>(in RMB thousands)</i>		
Payroll and welfare payable . . . . .	117,047	124,790	155,740
Accrual and other payables . . . . .	18,390	40,865	52,291
Other tax payables . . . . .	6,792	10,296	9,656
Contract liabilities . . . . .	1,989	2,981	3,135
<b>Total . . . . .</b>	<b>144,218</b>	<b>178,932</b>	<b>220,822</b>

Our current portion of other payables and accruals increased from RMB144.2 million as of December 31, 2023 to RMB178.9 million as of December 31, 2024, primarily due to (i) an increase in accrual and other payables from RMB18.4 million to RMB40.9 million as we were granted longer credit period for our property management fees and (ii) an increase in payroll and welfare payable from RMB117.0 million to RMB124.8 million as a result of increase in the number of employees.

Our current portion of other payables and accruals increased from RMB178.9 million as of December 31, 2024 to RMB220.8 million as of December 31, 2025, primarily due to (i) an increase in payroll and welfare payable from RMB124.8 million to RMB155.7 million as a result of increase in compensation and (ii) an increase in accrual and other payables from RMB40.9 million to RMB52.3 million as we were granted longer credit period for our property management fees.

***Subsequent Settlement***

As of February 28, 2026, 56.5% of our current portion of other payables and accruals as of December 31, 2025, or RMB124.8 million, were settled.

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**CASH FLOWS**

The table below sets forth our cash flows for the years indicated.

	<b>Year ended December 31,</b>		
	<b>2023</b>	<b>2024</b>	<b>2025</b>
	<i>(in RMB thousands)</i>		
Net cash flows from operating activities . . . . .	272,300	313,326	307,354
Net cash flows used in investing activities . . . . .	(41,207)	(43,857)	(66,374)
Net cash flows used in financing activities . . . . .	(55,805)	(110,887)	(280,289)
<b>Net increase/(decrease) in cash and cash equivalents . . . . .</b>	<b>175,288</b>	<b>158,582</b>	<b>(39,309)</b>
Cash and cash equivalents as of the beginning of year . . . . .	463,609	638,902	797,489
Effects of foreign exchange rate changes, net . . . . .	5	5	(9)
<b>Cash and cash equivalents as of the end of the year . . . . .</b>	<b>638,902</b>	<b>797,489</b>	<b>758,171</b>

**Operating Activities**

In 2025, we had net cash generated from operating activities of RMB307.4 million, primarily due to our profit before tax of RMB241.7 million, adjusted for items mainly including (i) non-cash and non-operating items, primarily comprising (a) depreciation of right-of-use assets of RMB67.1 million, (b) depreciation of property, plant and equipment of RMB33.2 million, (c) finance costs of RMB27.7 million and (d) equity-settled share-based payment expenses of RMB28.7 million, and (ii) changes in working capital, primarily comprising (a) increase in trade receivables of RMB63.8 million, (b) increase in other payables and accruals of RMB50.8 million, (c) increase in inventories of RMB24.5 million and (d) increase in prepayments, other receivables and other assets of RMB24.0 million.

In 2024, we had net cash generated from operating activities of RMB313.3 million, primarily due to our profit before tax of RMB161.8 million, adjusted for items mainly including (i) non-cash and non-operating items, primarily comprising (a) depreciation of right-of-use assets of RMB61.3 million, (b) depreciation of property, plant and equipment of RMB38.1 million, (c) equity-settled share-based payment expenses of RMB26.3 million and (d) finance costs of RMB18.4 million, and (ii) changes in working capital, primarily comprising (a) decrease in trade receivables of RMB38.3 million and (b) increase in other payables and accruals of RMB30.8 million.

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In 2023, we had net cash generated from operating activities of RMB272.3 million, primarily due to our profit before tax of RMB288.7 million, adjusted for items mainly including (i) non-cash and non-operating items, primarily comprising (a) depreciation of right-of-use assets of RMB46.1 million, (b) depreciation of property, plant and equipment of RMB32.9 million and (c) equity-settled share-based payment expenses of RMB14.9 million, and (ii) changes in working capital, primarily comprising (i) increase in trade receivables of RMB108.9 million and (ii) increase in other payables and accruals of RMB31.2 million.

### Investing Activities

In 2025, we had net cash used in investing activities of RMB66.4 million, primarily consisting of (i) placement of time deposits with original maturity of more than three months when acquired of RMB50.0 million, (ii) purchases of items of property, plant and equipment of RMB23.5 million, partially offset by net proceeds from disposal of financial assets at fair value through profit or loss – wealth management products of RMB11.7 million.

In 2024, we had net cash used in investing activities of RMB43.9 million, primarily consisting of (i) purchases of items of property, plant and equipment of RMB48.8 million, partially offset by net proceeds from disposal of financial assets at fair value through profit or loss – wealth management products of RMB11.0 million.

In 2023, we had net cash used in investing activities of RMB41.2 million, primarily consisting of (i) purchases of items of property, plant and equipment of RMB45.9 million, partially offset by net proceeds from disposal of financial assets at fair value through profit or loss – wealth management products of RMB10.0 million.

### Financing Activities

In 2025, we had net cash used in financing activities of RMB280.3 million, primarily consisting of (i) dividends paid of RMB200.0 million, (ii) principal portion of lease payments of RMB48.4 million and (iii) interest portion of lease payments of RMB27.7 million.

In 2024, we had net cash used in financing activities of RMB110.9 million, primarily consisting of (i) dividends paid of RMB62.4 million, (ii) principal portion of lease payments of RMB34.2 million and (iii) interest portion of lease payments of RMB18.4 million.

In 2023, we had net cash used in financing activities of RMB55.8 million, primarily consisting of (i) principal portion of lease payments of RMB53.3 million and (ii) interest portion of lease payments of RMB4.5 million.

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**INDEBTEDNESS**

The table below sets forth our indebtedness as of the dates indicated.

	As of December 31,			As of February 28,
	2023	2024	2025	2026
	<i>(in RMB thousands)</i>			<i>(unaudited)</i>
<b>Current</b>				
Lease liabilities . . . . .	39,518	72,807	48,936	54,057
<b>Non-current</b>				
Lease liabilities . . . . .	75,858	391,684	469,183	468,012
<b>Total . . . . .</b>	<b>115,376</b>	<b>464,491</b>	<b>518,119</b>	<b>522,069</b>

**Lease Liabilities**

Our lease liabilities are primarily related to leased premises for office and warehouse. Our lease liabilities increased from RMB115.4 million as of December 31, 2023 to RMB464.5 million as of December 31, 2024 and further increased to RMB518.1 million as of December 31, 2025, primarily due to our new leases. Our leased liabilities remained stable at RMB518.1 million as of December 31, 2025 and RMB522.1 million as of February 28, 2026.

**Contingent Liabilities**

As of December 31, 2023, 2024 and 2025, and up to the Latest Practicable Date, we did not have any contingent liabilities.

Save as disclosed above, we did not have any bank and other loan, or any loan capital issued and outstanding or agreed to be issued, bank overdraft, borrowing or similar indebtedness, liabilities under acceptance (other than normal trade bills) or acceptance credits, debentures, mortgages, charges, hire purchases or finance lease commitments, guarantees or other material contingent liabilities as of the Latest Practicable Date for our indebtedness statement. Our Directors confirm that there has not been any material change in our indebtedness since the Latest Practicable Date up to the date of this document.

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**CAPITAL EXPENDITURE AND COMMITMENTS**

**Capital Expenditure**

The table below sets forth our capital expenditure for the years indicated.

	Year ended December 31,		
	2023	2024	2025
	<i>(in RMB thousands)</i>		
Purchases of items of property, plant and equipment . . . . .	45,855	48,819	23,522
<b>Total . . . . .</b>	<b>45,855</b>	<b>48,819</b>	<b>23,522</b>

During the Track Record Period, our capital expenditure was primarily for purchase of property, plant and equipment such as warehouse equipment and renovation for office buildings.

**Capital Commitments**

As of December 31, 2023, 2024 and 2025, we did not have any material capital commitments.

**KEY FINANCIAL RATIOS**

The table below sets forth our key financial ratio for the years or as of the dates indicated.

	For the year ended/As of December 31,		
	2023	2024	2025
Gross profit margin <sup>(1)</sup> . . . . .	37.2%	32.9%	33.4%
Net profit margin <sup>(2)</sup> . . . . .	19.0%	10.1%	13.5%
Return on equity <sup>(3)</sup> . . . . .	27.3%	13.0%	18.2%
Current ratio <sup>(4)</sup> . . . . .	4.5	4.2	3.9

*Notes:*

- (1) Gross profit margin is calculated as gross profit for the year divided by revenue for the corresponding year and multiplied by 100%.
- (2) Net profit margin is calculated as net profit for the year divided by revenue for the corresponding year and multiplied by 100%.
- (3) Return on equity is calculated as net profit for the year divided by the average total equity and multiplied by 100%. Average total equity is the sum of the balance of total equity at the beginning and at the end of the year, divided by two.

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- (4) Current ratio is calculated as total current assets as of the end of the year divided by total current liabilities as of the end of the corresponding year.

### DISCLOSURE ABOUT FINANCIAL RISKS

The main risks arising from our financial instruments are credit risk and liquidity risk. For details of our risk exposure and sensitivity analysis, see Note 34 to “Appendix I—Accountants’ Report.”

### OFF-BALANCE SHEET ARRANGEMENTS

We have not entered into, nor do we expect to enter into, any off-balance sheet arrangements. We also have not entered into any financial guarantees or other commitments to guarantee the payment obligations of manufacturing partners. In addition, we have not entered into any derivative contracts that are indexed to our equity interests and classified as owners’ equity. We do not have any variable interest in any unconsolidated entity that provides financing, liquidity, market risk or credit support to us or engages in leasing or hedging or research and development services with us.

### PROPERTY INTEREST AND PROPERTY VALUATION

Asia-Pacific Consulting and Appraisal Limited, an independent property valuer, has valued our selective property interests as of January 31, 2026. Particulars of these property interests are set out in Appendix IV to this document.

The table below sets out the reconciliation between the net book value of our selective property as of December 31, 2025 in the Accountants’ Report set out in Appendix I to this document and the market value of our selective property as of January 31, 2026 in the Property Valuation Report set out in Appendix IV to this document.

	<i>(RMB’000)</i>
Net book value of our selective property as of	
December 31, 2025 .....	385,001
Depreciation for the one month ended January 31, 2026 .....	(2,469)
Net book value as of January 31, 2026 .....	382,532
Valuation surplus as of January 31, 2026 .....	8,354
Valuation as of January 31, 2026 as set out in	
Appendix IV to this document .....	390,886

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### DIVIDEND POLICY

Pursuant to the our Articles of Association, which will become effective upon completion of the [REDACTED], our dividend distribution shall be subject to the following thresholds for the first three financial years thereafter: (i) for the first financial year, we will distribute dividends of no less than 40% of our audited distributable profits for such year, and will complete the dividend payment by July 30 of the following year; (ii) for the second financial year, we will distribute dividends of no less than 30% of our audited distributable profits for such year, and will complete the dividend payment by July 30 of the following year; and (iii) for the third financial year, we will distribute dividends of no less than 20% of our audited distributable profits for such year, and will complete the dividend payment by July 30 of the following year.

PRC laws require that dividends be paid only out of our distributable profits. Distributable profits are our after-tax profits, less any recovery of accumulated losses and appropriations to statutory and other reserves that we are required to make. In 2023, 2024 and 2025, our Company declared cash dividends of nil, RMB62.4 million and RMB200.0 million, respectively, all of which had been paid in full. Save as set out above and subject to our Articles of Association, upon completion of the [REDACTED], we may distribute dividends in the form of cash or by other means permitted by our Articles of Association. Any proposed distribution of dividends shall be formulated by our Board and will be subject to approval by our Shareholders. Save as set out above and subject to our Articles of Association, a decision to declare or to pay any dividends in the future, and the amount of any dividend, will depend upon a number of factors, including our earnings and financial condition, operating requirements, capital requirements, business prospects, statutory, regulatory and contractual restrictions on our declaration and payment of dividends, and any other factors that our Directors may consider important.

See Note 11 to “Appendix I—Accountants’ Report” for our declared dividends during the Track Record Period.

### DISTRIBUTABLE RESERVE

As of December 31, 2025, we had distributable reserves of RMB654.6 million.

### DISCLOSURE REQUIRED UNDER RULES 13.13 TO 13.19 OF THE LISTING RULES

Our Directors confirm that, as of the Latest Practicable Date, they were not aware of any circumstances that would give rise to a disclosure requirement under Rules 13.13 to Rules 13.19 of the Listing Rules.

### RELATED-PARTY TRANSACTIONS

Related party transactions are set out in Note 30 to “Appendix I—Accountants’ Report.” Our Directors confirm that these transactions were conducted in the ordinary and usual course of business and at arm’s length basis. For related party loans, advances, guarantees and/or pledges of securities including the terms and the plans for these arrangements after the [REDACTED], if any, see also Note 30 to “Appendix I—Accountants’ Report.”

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[REDACTED]

[REDACTED] represent professional fees, [REDACTED] and fees incurred in connection with the [REDACTED] and the [REDACTED]. In 2023, 2024 and 2025, we incurred [REDACTED] of [REDACTED], [REDACTED] and [REDACTED]. Our [REDACTED] are estimated to be approximately HK\$[REDACTED] (including [REDACTED]), accounting for [REDACTED]% of the gross [REDACTED] of the [REDACTED] (assuming an [REDACTED] of HK\$[REDACTED] per [REDACTED], being the [REDACTED] of the [REDACTED] stated in this document, and no exercise of the [REDACTED]). Among our [REDACTED], approximately HK\$[REDACTED] million is directly attributable to the issuance of [REDACTED] and will be charged to equity upon completion of the [REDACTED], and approximately HK\$[REDACTED] million has been or will be charged to our consolidated statements of profit or loss and other comprehensive income. The [REDACTED] we incurred during the Track Record Period and expect to incur would consist of approximately HK\$[REDACTED] million [REDACTED] related expenses and fees (including but not limited to [REDACTED] and fees), approximately HK\$[REDACTED] million non-[REDACTED]-related expenses and fees of the [REDACTED], legal advisors and reporting accountant and approximately HK\$[REDACTED] for other non-[REDACTED]-related fees and expenses. The [REDACTED] above are the latest practicable estimate for reference only, and the actual amount may differ from this estimate.

### RECENT DEVELOPMENT AND NO MATERIAL ADVERSE CHANGE

In the three months ended March 31, 2026, our GMV from e-commerce operation services experienced a significant increase compared to the three months ended March 31, 2025, reaching RMB10,963.5 million, which consequently drove our revenue growth during the same period.

On April 8, 2026, our Company declared cash dividends of RMB200.0 million, which are scheduled to be paid before May 31, 2026. Our Company plans to declare cash dividends of RMB200.0 million before June 30, 2026. On March 25, 2026, Shanghai Romomo declared cash dividends to non-controlling shareholders of RMB6.0 million, which had been paid as of the Latest Practicable Date; it plans to further declare cash dividends to non-controlling shareholders of RMB3.5 million in late April, which are scheduled to be fully paid before May 31, 2026.

Our Directors confirmed that, as of the date of this document, there has been no material adverse change in our financial position since December 31, 2025, and there has been no event since December 31, 2025 that would materially affect the information as set out in “Appendix I—Accountants’ Report” to this document.