This summary aims to give you an overview of the information contained in this document. As this is a summary, it does not contain all the information that may be important to you. Moreover, there are risks associated with any [**REDACTED**]. *Some of the particular risks of* [**REDACTED**] *in the* [**REDACTED**] *are set out in the section headed "Risk Factors." You should read the entire document carefully before you decide to* [**REDACTED**] *in the* [**REDACTED**].

OVERVIEW

We are a well-established professional outdoor apparel brand in China. Our products cater to the needs of diverse natural environments, such as skiing, mountaineering and hiking, as well as urban scenarios like suburban walk, park leisure and commuting. According to CIC, China's professional outdoor apparel industry is highly fragmented and we are the seventh largest professional outdoor apparel brand in China in terms of retail sales value in 2025 with a market share of 2.2%. According to the same source, we are the fourth largest domestic professional outdoor apparel brand in China in terms of retail sales value in 2025 with a market share of 5.0%.

Our product portfolio is thoughtfully organized into three distinct series, each designed to address different wearing scenarios, namely the Elite Performance Series, the Performance Outdoor Series, and the Urban Expedition Series. We adopt a consumer-centric approach as the foundation of our R&D, emphasizing fabric technology and product design. In particular, our products utilize enduring fabrics such as polyamide fiber fabric to improve wear resistance, longevity and air permeability. Building on our fabric R&D efforts, our design approaches are tailored to meet the specific needs of each product series. We also integrate practical features with a natural pattern to develop stylish professional outdoor apparel.

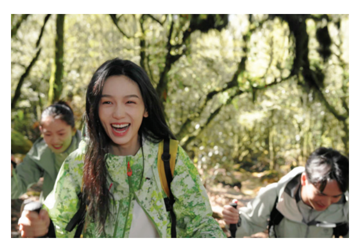
Our marketing strategy combines offline strength with growing online presence to boost brand visibility and sales. We have achieved sustained growth during the Track Record Period by leveraging our established offline presence while strategically expanding into online channels. Notably, our revenue from online channels increased substantially by 79.6% from RMB348.6 million in 2023 to RMB626.2 million in 2024, and further by 100.2% from RMB626.2 million in 2024 to RMB1,253.7 million in 2025. According to CIC, we are the fastest-growing brand in terms of both total and online retail sales value in 2025 among the top ten professional outdoor apparel brands in China, with a growth of 65.8% and 75.6% respectively from 2024.

Our Brand and Products

We have developed a comprehensive product portfolio that addresses diverse natural environments, such as skiing, mountaineering and hiking, as well as urban scenarios like suburban walk, park leisure and commuting. Our product portfolio includes professional outdoor apparel, primarily consisting of professional down apparel, hardshell jackets and softshell jackets. During the Track Record Period, our brand features three product series — Elite Performance Series, Performance Outdoor Series, and Urban Expedition Series. As of December 31, 2025, our apparel product portfolio comprised 687 SKUs.


Elite Performance Series
83 SKUs as of December 31, 2025


Performance Outdoor Series
217 SKUs as of December 31, 2025


Urban Expedition Series
387 SKUs as of December 31, 2025

- ***Elite Performance Series.*** Our Elite Performance Series is designed for high-intensity sports in extreme environments, such as skiing, high-altitude trekking, and polar exploration. It primarily targets professional athletes, seasoned adventurers and consumers seeking extreme experiences.
- ***Performance Outdoor Series.*** Our Performance Outdoor Series is designed for moderate to high-intensity outdoor exploration activities such as mountaineering, camping, and mid-to-low altitude hiking. It targets family outdoor groups, advanced outdoor enthusiasts, and consumers who value a balance of functionality and comfort.
- ***Urban Expedition Series.*** Our Urban Expedition Series connects city life with short-distance outdoor experiences, encompassing scenarios such as suburban walks, park leisure and commuting. It caters to urban residents who cherish an outdoor lifestyle and consumers seeking simplicity and practicality.

MARKET OPPORTUNITIES

With the growing popularity of the outdoor lifestyle and winter sports, an increasing number of consumers are embracing healthier lifestyles and actively engaging in diverse natural environments, such as skiing, mountaineering and hiking, as well as urban scenarios like suburban walks, park leisure and commuting. This trend has driven the evolution of scenario-based outdoor activities and the growth of the professional outdoor apparel industry, with consumer preferences shifting from single-function products to those designed for multiple wearing scenarios. In addition, the growing demand for quality products at an accessible price creates significant market opportunities for domestic professional outdoor apparel brands. These domestic brands have gained rising recognition for their independent technological advancement, deep insights into local demand, and brand value enhancement. This development not only drives the overall expansion of the professional outdoor apparel industry but also reshapes the competitive landscape, creating broader growth opportunities for these domestic enterprises.

According to CIC, the market size of China's professional outdoor apparel industry increased from RMB71.2 billion in 2020 to RMB152.3 billion in 2025, representing a CAGR of 16.4%. It is projected to grow to RMB326.4 billion in 2030, representing a CAGR of 16.5% from 2025. Notably, the market size of domestic professional outdoor apparel brands increased from RMB28.6 billion in 2020 to RMB67.7 billion in 2025, at a CAGR of 18.8%. It is expected to reach RMB161.6 billion in 2030, with a CAGR of 19.0% from 2025. This reflects a sustained expansion of the professional outdoor apparel market and a rapid growth of domestic brands.

OUR COMPETITIVE STRENGTHS

We believe that the following competitive strengths contribute to our success and set us apart from our competitors: (i) dedication to consistent quality that strengthens our leadership in the professional outdoor apparel market; (ii) an effective product development system supporting a diverse and dynamic product portfolio; (iii) expertise in material technologies and production processes driving reliable product performance; (iv) strategic brand building and multichannel sales network enhancing brand awareness; (v) integrated supply chain management ensuring product quality and enhances operational efficiency; and (vi) an experienced and dedicated management team driving sustainable growth. For details, please see "Business — Our Competitive Strengths."

OUR GROWTH STRATEGIES

We aim to further grow our business by pursuing the following strategies: (i) pursuing consistent quality through enhanced R&D investment; (ii) enhancing precision-driven brand building combined with optimized multichannel sales strategies; (iii) strengthening supply chain development and digitalization; (iv) expanding product portfolio and brand matrix; (v) executing globalization strategies through strategic acquisition; and (vi) advancing and improving of our ESG system. For details, please see "Business — Our Growth Strategies."

TECHNOLOGY ADVANCEMENT AND PRODUCT DEVELOPMENT

Our commitment to R&D is central to our brand, exemplified by the TANBOER Technology Park, our R&D and production facility, and guided by professional insights. We adopt a consumer-focused approach in fabric R&D and product design, utilizing high-performance fabrics and applying technologies such as thermal and moisture regulation, fiber structure optimization, and advanced coatings, to deliver enhanced functional performance.

Our fabric technology emphasizes durability, performance and sustainability, with over 90% of our products incorporating polyamide fibers. Through sustained R&D efforts, we have developed proprietary technologies such as waterproof breathable membranes and advanced fabric structures that improve moisture management, thermal regulation and durability. Our specialized fabric solutions are tailored to various product series, delivering optimal performance across diverse outdoor conditions. We proactively collaborate with leading fabric suppliers and research institutions to co-develop advanced fabric technologies, ensuring continuous advancement to meet evolving professional outdoor apparel needs. We have also collaborated with external institutions to advance specialized R&D projects. For example, we have established a strategic partnership with the Beijing Institute of Fashion Technology to enhance our aesthetic design capabilities and conduct advanced simulation testing. For details, please see "Business — Research and Development — Our R&D Capabilities."

OUR MULTICHANNEL SALES AND DISTRIBUTION NETWORK

We sell our products through a comprehensive sales network that integrates both online and offline channels. Leveraging our established brand recognition and market presence, we strategically expanded our online presence and improve product accessibility by establishing a matrix of online stores, which target different consumer demographics and usage scenarios.

During the Track Record Period, we are rapidly expanding our online channels to meet the evolving needs of today's digital-savvy consumers. Our online sales network primarily covers social commerce platforms, such as Douyin, Tmall, Kuaishou, JD.com and WeChat stores. Our sales through online channels primarily comprise (i) self-operated online stores; (ii) sales to e-commerce platform; and (iii) online distributors. For details, please see "Business — Our Sales Network — Online Channels."

Our offline channels are essential for building long-term consumer trust and loyalty. Our offline channels comprise (i) direct sales via our self-operated offline stores, which encompasses both lease and commission arrangements; and (ii) sales via distributor-operated offline stores, where we strategically collaborate with offline distributors who operate offline retail stores to sell our products to consumers. We operate our offline stores through two models to maximize market presence and adapt to consumer demands. Our permanent stores provide consistent brand presence in prime retail locations, offering our full product range throughout the year. In contrast, our seasonal offline stores are strategically opened during peak sales periods, primarily in the first and fourth quarters of each year.

The following table sets forth the number of our permanent stores under offline channels as of the dates indicated:

	As of December 31,		
	2023	2024	2025
Self-operated offline stores	250	278	272
Distributor-operated offline stores	312	330	289
Total	**562**	**608**	**561**

Our seasonal stores are designed to capitalize on heightened consumer demand during specific times, offering flexibility to meet fluctuating consumer needs while optimizing operational costs. These stores typically operate for three to five months, during the peak season from September to March of the following year, and strategically capitalize on the heightened consumer demand for our professional outdoor apparel throughout the winter months. They are typically positioned in high operating costs locations with high foot traffic or in proximity to our existing permanent stores to enhance brand presence. Typically, our seasonal stores are located around the central atrium or outdoor plazas near shopping malls, featuring gross floor areas ranging from 60 to 120 square meters. The gross profit margin of our seasonal stores is similar to our permanent stores during the peak season. As of December 31, 2023, 2024 and 2025, we had 197, 136 and 119 seasonal offline stores, respectively, operated by our distributors and us.

PRICING

We implement an effective pricing strategy. The retail prices of our products are determined based on various factors, including cost of production, the price of comparable products in the market, market conditions and sales strategy. We adopt a uniform pricing system for our sales channels and provide recommended retail prices for each of our series. Our major products of Elite Performance Series has a suggested retail price between RMB999 to RMB3,299. Our major products of Performance Outdoor Series has a suggested retail price from RMB599 to RMB2,999. Our major products of Urban Expedition Series has a suggested retail price between RMB699 to RMB1,799. We may, from time to time, offer discounts and participate in promotional events hosted by third-party e-commerce platforms and shopping malls. With respect to sales to e-commerce platforms and distributors, our products are generally sold at a discount off the suggested retail prices of our products, taking into account the volume of products purchased by them, the profit margins, the prices of our products across the market, marketing and promotion costs for the sales channels, designated sales channels, as well as the number of consumers they can reach. See "Business — Our Sales Network."

BRANDING AND MARKETING

We are committed to making consistent quality as our brand perception supported by our R&D capabilities. In addition, we have implemented various marketing activities and campaigns in collaboration with online and offline channels.

Our brand building blends consistent quality with promising functionality and protective features. This is exemplified through our establishment of an "Extreme Cold Technology Laboratory (極寒實驗室)" in partnership with the Beijing Institute of Fashion Technology, where we perform rigorous testing on materials and apparel to uphold the good quality standards. Further, we established a flagship museum inspired by the Danxia landform and icy snow imagery, showcasing our heritage in outdoor apparel, the evolution of down jackets, and ongoing innovations in functional design and fashion. In addition, we actively promote a quality outdoor lifestyle through a variety of outdoor events and campaigns.

Our marketing strategy combines strong online and offline execution. With respect to online channels, we drive engagement through social commerce platforms such as Douyin, where our videos have generated over 2.0 billion views. With respect to offline channels, we partner with high-traffic outdoor venues including four leading ski resorts, expand cultural collaborations, such as the 2025 co-branded campaign with the Altay region, and amplify reach through celebrity and KOL endorsements. We also work closely with professional teams such as the Austrian Snowboarding National Team and the Chinese Nordic Combined Team, both of which competed at the 2026 Winter Olympics, to validate product performance and continuously improve products based on elite athlete feedback.

SUPPLY CHAIN MANAGEMENT

Our supply chain management is fortified through the strategic integration of premium fabric and material sourcing with efficient contractual manufacturing partnerships. We maintain long-term partnerships with leading international and domestic raw material suppliers to ensure a reliable supply. We incorporate functional fabrics that provide wind and waterproofing and durability, along with high volume down materials that maximize thermal efficiency while minimizing weight, which together contribute to the high quality of our products. Notably, we have established deep strategic partnerships with the world's leading fabric suppliers such as eVent and Dermizax.

In addition, we primarily collaborate with qualified contractual manufacturers to produce our products as it enables us to efficiently allocate resources and adjust production orders in accordance with market demand. Our commitment to consistent quality is demonstrated through the implementation of stringent quality control measures for our contractual manufacturers. We established long-term partnerships with our top five contractual manufacturers for each year during the Track Record Period (together, the "**Major Contractual Manufacturers**"), whom have collaborated with us for an average length of seven years as of December 31, 2025. Our supply chain management extends to warehousing, logistics, and inventory management. With regionally operated warehouses, we ensure prompt and efficient delivery to consumers. Additionally, our digital logistics center enhances transparency and accuracy throughout the supply chain, ensuring timely and high-quality order fulfillment.

SEASONALITY

Our results of operations are exposed to seasonal fluctuations. Our product sales exhibit seasonal patterns, influenced by factors such as holiday promotions and related consumer behaviors. Historically, we typically experience higher sales in the first and fourth quarters of each year. We typically formulate the sales plan for the subsequent 12 months at the end of each year. Accordingly, we commence raw material procurement at the beginning of each year and place orders with contractual manufacturers starting from the first quarter, and build up inventory in preparation for the peak sales season.

CUSTOMERS AND SUPPLIERS

Our customers mainly include individual consumers, as well as e-commerce platforms, distributors and enterprise customers. In 2023, 2024 and 2025, the aggregate revenue generated from our five largest customers in the respective year amounted to RMB131.8 million, RMB161.5 million and RMB244.3 million, respectively, representing 12.9%, 12.4% and 11.2% of our total revenue in the corresponding year. For details, please see "Business — Our Customers."

Our major suppliers include contractual manufacturers and raw materials providers. In 2023, 2024 and 2025, purchases from our five largest suppliers in the respective year amounted to RMB180.9 million, RMB400.4 million and RMB409.3 million, respectively, representing 24.3%, 25.4% and 21.9% of our total purchases in the corresponding year. For details, please see "Business — Our Suppliers."

RISK FACTORS

Our operations and the [**REDACTED**] involve certain risks and uncertainties, some of which are beyond our control and may affect your decision to [**REDACTED**] in us and/or the value of your [**REDACTED**]. See "Risk Factors" for details of our risk factors. Some of the major risks we face include: (i) the industry in which we operate is highly competitive and rapidly evolving. If we fail to compete effectively, our business, results of operations and financial condition may be materially and adversely affected; (ii) any failure to anticipate or respond to changes in consumer preferences and market trends could materially and adversely affect our sales and financial performance; (iii) our success depends on the strength and expansion of the "TANBOER" brand. Any deterioration in its reputation or failure to expand its reach could materially harm our sales, profitability, business operations, and ability to execute our growth strategy; (iv) if we fail to continue innovating and providing consumers with design features that meet their expectations, we may not be able to generate and maintain sufficient consumer interest in our products, ultimately compromising our competitiveness; (v) if any of our products have manufacturing or design defects or are otherwise unacceptable to us, our sales channels and/or consumers, our business could be materially and adversely harmed; (vi) inability to promote our products through a diverse range of marketing channels, or any negative publicity or developments with respect to these channels, may adversely affect our consumer acquisition, reputation and results of operations; (vii) we rely on third-party e-commerce and social media platforms for a significant portion of our marketing and sales efforts. If such platforms' operations are interrupted, our cooperation with such platforms terminates, deteriorates or becomes more costly, or there are negative publicities about such platforms, our business, financial condition, results of operations and prospects may be materially and adversely affected; (viii) we may fail to effectively manage the growth of our offline store network; (ix) we are subject to risks with respect to our self-operated offline stores; and (x) we may not be able to effectively manage and develop our offline distribution network, which could adversely affect our brand, operations and results of operations.

COMPETITION

We primarily operate in the professional outdoor apparel industry in China. Professional outdoor apparel is a category of clothing designed to offer specialized protection for consumers during outdoor activities. The industry in which we operate is highly competitive. According to CIC, China's professional outdoor apparel industry is fragmented. The top ten brands only account for 27.2% of the market share in terms of retail sales value in 2025. We ranked the fourth among domestic professional outdoor apparel brands in China in terms of retail sales value in 2025.

We deliver professional outdoor apparel distinguished by high quality and trendy designs benchmarked against leading global luxury brands. By integrating the advantages of the manufacturing capabilities in Chinese Mainland and stable partnerships with contractual manufacturers, we achieve efficient cost control, enabling us to offer consumers exceptional value through affordable pricing that outperforms higher-cost competitors. Furthermore, over two decades of specialization in the apparel sector, underpinned by new technologies, have yielded substantial competitive advantages in production efficiency, quality assurance, and supply chain management, facilitating our strategic expansion into diversified year-round apparel categories including hardshell jackets and fleece apparel. We mainly compete with a number of domestic and international brands in the professional outdoor apparel industry in China. With our strategic positioning, product design and development capabilities, and integrated sales network, we believe that we are well positioned in the industry to capture the rapidly growing market opportunities, attract and maintain consumers and increase our market share. See "Industry Overview."

SUMMARY OF HISTORICAL FINANCIAL INFORMATION

The following tables set forth a summary of our consolidated financial information for the Track Record Period, extracted from the Accountant's Report set out in Appendix I. The summary of consolidated financial data set forth below should be read together with, and is qualified in its entirety by reference to, the consolidated financial statements in this document, including the related notes. Our consolidated financial information has been prepared in accordance with IFRS Accounting Standards.

Summary Consolidated Statements of Profit or Loss

The following table sets forth a summary of our consolidated statements of profit or loss and other comprehensive income for the year indicated. Our historical results presented below are not necessarily indicative of the results that may be expected for any future period.

	For the Year Ended December 31,					
	2023		2024		2025	
	RMB'000	*%*	*RMB'000*	*%*	*RMB'000*	*%*
Revenue	**1,021,042**	**100.0**	**1,302,479**	**100.0**	**2,189,464**	**100.0**
Cost of sales	(444,598)	(43.5)	(587,352)	(45.1)	(957,264)	(43.7)
Gross profit	**576,444**	**56.5**	**715,127**	**54.9**	**1,232,200**	**56.3**
Other income and gains..	43,387	4.2	25,038	1.9	28,164	1.3
Selling and distribution expenses	(355,646)	(34.8)	(508,403)	(39.0)	(808,570)	(36.9)
Administrative expenses	(75,494)	(7.4)	(100,523)	(7.7)	(172,775)	(7.9)
(Impairment)/Reversal of impairment on financial assets, net	(2,265)	(0.2)	1,267	0.1	148	0.0
Other expenses	(3,830)	(0.4)	(2,120)	(0.2)	(6,331)	(0.3)
Finance costs	(5,856)	(0.6)	(9,518)	(0.7)	(18,203)	(0.8)
Profit before tax	**176,740**	**17.3**	**120,868**	**9.3**	**254,633**	**11.6**
Income tax expense	(37,495)	(3.7)	(13,554)	(1.0)	(31,375)	(1.4)
Profit for the year	**139,245**	**13.6**	**107,314**	**8.2**	**223,258**	**10.2**
Attributable to:						
Owners of the parent	139,245	13.6	107,314	8.2	223,258	10.2

Revenue

During the Track Record Period, our revenue has achieved continuous and sustained growth. During the same period, our revenue was primarily generated from the sales of professional outdoor apparel in China, with an insignificant portion derived from accessories and other products.

Revenue by Product Series

Our product portfolio primarily comprises three series — Elite Performance Series, Performance Outdoor Series, and Urban Expedition Series — each designed to address different wearing scenarios. The following table sets forth a breakdown of our revenue by product series, both in absolute amounts and as percentages of total revenue, for the years indicated:

	For the Year Ended December 31,					
	2023		2024		2025	
	RMB'000	*%*	*RMB'000*	*%*	*RMB'000*	*%*
Elite Performance Series	6,782	0.7	50,902	3.9	122,497	5.6
Performance Outdoor Series	257,886	25.3	330,907	25.4	697,330	31.9

	For the Year Ended December 31,					
	2023		2024		2025	
	RMB'000	*%*	*RMB'000*	*%*	*RMB'000*	*%*
Elite Performance Series	6,782	0.7	50,902	3.9	122,497	5.6
Urban Expedition Series	751,316	73.6	915,185	70.3	1,362,801	62.2
Accessories	5,058	0.5	5,485	0.4	6,836	0.3
Total	**1,021,042**	**100.0**	**1,302,479**	**100.0**	**2,189,464**	**100.0**

We achieved a continued revenue growth across all product series during the Track Record Period. The overall sales volume growth across all product series was primarily due to our enhanced brand recognition attributable to the launch of new products tailored to a wide range of scenarios and activities, which appealed to a broader consumer base. In addition, we priced our products in a higher range, benefiting from the increasing consumer recognition, as we consistently enhanced the quality and functionality of our products through sourcing premium raw materials, adopting new technologies and collaborating with selected contractual manufacturers.

During the Track Record Period, we have strategically diversified our product portfolio by expanding beyond our established Urban Expedition Series into a diversity of quality professional outdoor offerings. This shift is reflected in the strong revenue growth of our Performance Outdoor Series. The contributions of our Performance Outdoor Series to our revenue remained relatively stable at 25.3% and 25.4% in 2023 and 2024, respectively. It increased to 31.9% in 2025, demonstrating the significant consumer recognition for its technical innovation, advanced functionality, and professional-grade performance. Furthermore, we remained dedicated to and have achieved remarkable results from our strategic expansion into winter sports and extreme-weather apparels, demonstrated by the significant sales growth of our Elite Performance Series. Our revenue from Elite Performance Series increased from RMB6.8 million in 2023 to RMB50.9 million in 2024, and further to RMB122.5 million in 2025.

Revenue by Sales Channels

During the Track Record Period, we sell our products through an extensive sales network that integrates online and offline channels. The following table sets forth a breakdown of our revenue by sales channels, both in absolute amounts and as percentages of total revenue, for the years indicated:

	For the Year Ended December 31,					
	2023		2024		2025	
	RMB'000	*%*	*RMB'000*	*%*	*RMB'000*	*%*
Online channels	**348,605**	**34.1**	**626,171**	**48.1**	**1,253,669**	**57.3**
Self-operated online stores	234,475	23.0	480,154	36.9	1,013,057	46.3
Sales to e-commerce platforms	114,130	11.2	144,456	11.1	214,460	9.8
Online distributors	–	–	1,561	0.1	26,152	1.2
Offline channels	**638,572**	**62.5**	**635,365**	**48.8**	**875,442**	**40.0**
Self-operated offline stores	405,664	39.7	389,667	29.9	475,048	21.7
Distributor-operated offline stores	232,908	22.8	245,698	18.9	400,394	18.3
Others(1)	**33,865**	**3.3**	**40,943**	**3.1**	**60,353**	**2.7**
Total	**1,021,042**	**100.0**	**1,302,479**	**100.0**	**2,189,464**	**100.0**

Note:

(1) Others mainly include sales to enterprise customers.

We sell our products through a comprehensive sales network that integrates both online and offline channels. Our online channels have demonstrated strong growth, reflecting the successful implementation of our strategy to leverage online platforms in reaching and engaging consumers. The revenue growth from online channels was primarily attributable to our strategic focus on expanding the online presence and reaching a broader consumer base through (i) establishing a matrix of stores on e-commerce and social commerce platforms, which target different consumer demographics and usage scenarios, (ii) enhancing online marketing efforts through livestreaming initiatives, strategic KOL collaborations and online advertising placement, and (iii) increasing sales to major e-commerce platforms benefiting from strengthened collaborations.

Meanwhile, a substantial portion of our revenue was derived from offline channels during the Track Record Period, including self-operated offline stores and distributor-operated offline stores, benefiting from our established store network, brand recognition and market presence.

Revenue by Geographical Locations

During the Track Record Period, we primarily sell our products in Chinese Mainland. The following table sets forth a breakdown of our revenue by geographical location, both in absolute amounts and as percentages of total revenue, for the years indicated:

	For the Year Ended December 31,					
	2023		2024		2025	
	RMB'000	*%*	*RMB'000*	*%*	*RMB'000*	*%*
Chinese Mainland	1,013,198	99.2	1,294,591	99.4	2,185,455	99.8
Rest of Asia[1]	6,715	0.7	3,495	0.3	2,910	0.1
Turkey	3,866	0.4	2,870	0.2	1,526	0.1
Saudi Arabia	2,583	0.3	625	0.0	1,331	0.0
Georgia	–	–	–	–	51	0.0
Nepal	61	0.0	–	–	2	0.0
Japan	107	0.0	–	–	–	–
South Korea	98	0.0	–	–	–	–
Others[2]	1,129	0.1	4,393	0.3	1,099	0.1
Total	**1,021,042**	**100.0**	**1,302,479**	**100.0**	**2,189,464**	**100.0**

Notes:

(1) Rest of Asia refers to the countries of the Asian continent excluding China.

(2) Others primarily include North America and Europe.

Offline Revenue by City Tier

The following table sets forth a breakdown of our offline sales revenue by city tier in Chinese Mainland:

	For the Year ended December 31,								
	2023			2024			2025		
	(RMB in thousands)								
	Self-operated offline stores	**Distributor-operated offline stores**	**Total**	**Self-operated offline stores**	**Distributor-operated offline stores**	**Total**	**Self-operated offline stores**	**Distributor-operated offline stores**	**Total**
First tier and new first tier cities	70,364	23,313	93,677	67,864	31,671	99,535	66,080	41,844	107,924
Second tier and new second tier cities	139,938	51,609	191,547	136,252	56,898	193,150	152,366	89,586	241,952
Third tier cities	137,168	115,662	252,830	124,549	108,316	232,865	128,001	180,355	308,356
Others[1]	58,194	42,324	100,518	61,002	48,813	109,815	128,601	88,609	217,210
Total	**405,664**	**232,908**	**638,572**	**389,667**	**245,698**	**635,365**	**475,048**	**400,394**	**875,442**

Notes:

(1) Others primarily comprises cities below the third tier, such as Xuchang, Rizhao and Zaozhuang city

(2) The city tier classifications for each year during the Track Record Period are determined based on the the 2025 report published by Rising Lab (新一線城市研究所).

Gross Profit and Gross Profit Margin

In 2023, 2024 and 2025, our gross profit amounted to RMB576.4 million, RMB715.1 million and RMB1,232.2 million, respectively. Our overall gross profit margin was 56.5%, 54.9% and 56.3% in the same years, respectively. The following table sets forth a breakdown of our gross profit and gross profit margin by product series for the years indicated:

	For the Year Ended December 31,					
	2023		2024		2025	
	Gross Profit	**Gross Profit Margin**	**Gross Profit**	**Gross Profit Margin**	**Gross Profit**	**Gross Profit Margin**
	RMB'000	*%*	*RMB'000*	*%*	*RMB'000*	*%*
Elite Performance Series	4,228	62.3	32,268	63.4	77,601	63.4
Performance Outdoor Series	166,894	64.7	198,376	59.9	413,082	59.2
Urban Expedition Series	405,008	53.9	483,608	52.8	739,982	54.3
Accessories	314	6.2	875	16.0	1,535	22.5
Total	**576,444**	**56.5**	**715,127**	**54.9**	**1,232,200**	**56.3**

The gross profit margin of our various product series is primarily influenced by the raw materials and technologies used to meet the diverse requirements of outdoor activities. Each series is tailored to address different performance needs, ranging from casual urban and outdoor use to professional-grade activities in extreme conditions. Higher-performance products, such as Elite Performance Series and Performance Outdoor Series, designed for more demanding conditions, typically incorporate advanced materials and specialized technologies to ensure durability, functionality and comfort. These factors contribute to variations in production costs while allowing us to charge premium prices and achieve higher margins.

The following table sets forth a breakdown of our gross profit and gross profit margin by sales channel for the years indicated:

	For the Year Ended December 31,					
	2023		2024		2025	
	Gross Profit	Gross Profit Margin	Gross Profit	Gross Profit Margin	Gross Profit	Gross Profit Margin
	RMB'000	*%*	*RMB'000*	*%*	*RMB'000*	*%*
Online channels	169,927	48.7	333,786	53.3	697,797	55.7
Offline channels	393,380	61.6	370,234	58.3	515,940	58.9
Others	13,137	38.8	11,107	27.1	18,463	30.6
Total	**576,444**	**56.5**	**715,127**	**54.9**	**1,232,200**	**56.3**

Our gross profit margin through online and offline channels fluctuated during the Track Record Period. During the Track Record Period, we increased our focus on online channels, investing in their expansion and diversification. This included strengthening sales channel development, broadening our product offerings and enhancing promotional strategies. As a result, the gross profit margin of our online channels has steadily improved, and we see significant potential for further growth as our online sales and marketing strategies continue to mature. This strategy drove the continuous improvement in our online channel's gross profit margin from 48.7% in 2023 to 53.3% in 2024, and further to 55.7% in 2025. For offline sales, the gross profit margin was primarily affected by incentives and discounts offered to distributors to boost sales and market penetration. For details, please see "Financial Information — Year to Year Comparison of Results of Operations."

Summary Consolidated Statement of Financial Position

The following table sets forth a breakdown of our consolidated statement of financial position as of the dates indicated, which has been extracted from our audited consolidated financial statements included in Appendix I to this document:

	As of December 31,		
	2023	2024	2025
		(RMB in thousands)	
Total non-current assets	763,503	673,684	653,477
Total current assets	713,105	1,633,669	2,002,983
Total assets	**1,476,608**	**2,307,353**	**2,656,460**
Total current liabilities	583,646	1,282,771	1,792,916
Net current assets	**129,459**	**350,898**	**210,067**
Total non-current liabilities	258,952	283,123	188,735
Total liabilities	**842,598**	**1,565,894**	**1,981,651**
Net assets	**634,010**	**741,459**	**674,809**

For details of our fluctuation in key items of our consolidated statements of financial position and net current assets during the Track Record Period, see "Financial Information — Discussion of Certain Key Items of Consolidated Statements of Financial Position."

We recorded net current assets of RMB129.5 million, RMB350.9 million and RMB210.0 million as of December 31, 2023, 2024 and 2025, respectively. Our net current assets increased from RMB129.5 million as of December 31, 2023 to RMB350.9 million as of December 31, 2024, primarily due to an increase of RMB436.7 million in inventories, an increase of RMB68.3 million in cash and cash equivalents, and an increase of RMB49.9 million in trade and bills receivables. This was partially offset by an increase of RMB477.5 million in trade and bills payables and an increase of RMB159.8 million in interest-bearing bank borrowings. Our net current assets decreased from RMB350.9 million as of December 31, 2024 to RMB210.0 million as of December 31, 2025, primarily due to an increase of RMB327.9 million in trade and bills payables and an increase of RMB152.5 million in interest-bearing bank borrowings. This was partially offset by an increase of RMB314.8 million in trade and bills receivables and an increase of RMB232.5 million in inventories.

Our net assets increased from RMB634.0 million as of December 31, 2023 to RMB741.5 million as of December 31, 2024, primarily due to our profit recorded each year. Our net assets decreased from RMB741.5 million as of December 31, 2024 to RMB674.8 million as of December 31, 2025, primarily due to a decrease in the retained profits as a result of the dividend distribution, which was partially offset by the growth in profit for the year.

Summary Consolidated Statements of Cash Flows

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

	For the Year Ended December 31,		
	2023	2024	2025
		(RMB in thousands)	
Net cash flows generated from operating activities	249,793	80,185	114,491
Net cash flows (used in)/generated from investing activities	(194,911)	(170,342)	247,084
Net cash flows (used in)/generated from financing activities	(26,802)	158,461	(252,032)
Net increase in cash and cash equivalents	28,080	68,304	109,543
Cash and cash equivalents at beginning of year	57,284	85,364	153,668
Cash and cash equivalents at end of the year	85,364	153,668	263,211

For details, see "Financial Information — Liquidity and Capital Resources — Summary of Consolidated Statements of Cash Flow."

Key Financial Ratios

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

	As of/For the Year Ended December 31,		
	2023	2024	2025
		(%)	
Turnover growth(1)	39.4	27.6	68.1
Gross profit margin(2)	56.5	54.9	56.3
Return on equity(3)	24.7	15.6	31.5

Notes:

(1) Turnover growth represents the revenue of the year divided by the revenue of the previous year minus one.

(2) Gross profit margin represents gross profit for the year divided by revenue for the year and multiplied by 100%.

(3) Return on equity represents in percentage terms the net profit for the year divided by average shareholders equity.

OUR CONTROLLING SHAREHOLDERS

As of the Latest Practicable Date, (1) Ms. Wang Lili directly held approximately 25.33% of the total issued share capital of our Company; (2) Shanghai Lanyin, holding approximately 67.14% of the total issued share capital of our Company, is owned by Ms. Wang Lili and Mr. Wang Runji as to 55.00% and 44.50%, respectively; and (3) Qingzhou Tanwen, holding approximately 4.17% of the total issued share capital of our Company, in which Ms. Wang Lili, as the general partner of Qingzhou Tanwen, is entitled to exercise the voting rights attached to the Shares of our Company held by Qingzhou Tanwen. As of the Latest Practicable Date, our group of Controlling Shareholders were entitled to exercise the voting rights attached to approximately 96.64% of the total issued share capital of our Company. Immediately upon the completion of the [**REDACTED**] (assuming the [**REDACTED**] is not exercised), our group of Controlling Shareholders will be entitled to exercise the voting rights attached to approximately [**REDACTED**]% of our total issued share capital. Therefore, Ms. Wang Lili, Mr. Wang Runji, Shanghai Lanyin and Qingzhou Tanwen are and will continue to be a group of Controlling Shareholders of our Company upon the [**REDACTED**]. For details, see "Relationship with our Controlling Shareholders."

DIVIDENDS

We did not declare dividends in 2023 or 2024. In 2025, we declared and fully paid dividends of RMB290.0 million to our Shareholders.

We currently do not have a formal dividend policy or a fixed dividend pay-out ratio. Our Board may determine the dividends we pay, taking into account factors including our actual and expected results of operations, cash flow and financial position, general business conditions and business strategies, expected working capital requirements and future expansion plans, legal, regulatory and other contractual restrictions, and other factors that our Board deems to be appropriate. Our Shareholders in a general meeting may approve any declaration of dividends recommended by our Board.

[REDACTED] STATISTICS

	Based on an [REDACTED] of HK$[REDACTED] per H Share	**Based on an [REDACTED] of HK$[REDACTED] per H Share**
Market [**REDACTED**] of our Shares(1)	HK$[**REDACTED**]	HK$[**REDACTED**]
Unaudited [**REDACTED**] adjusted consolidated net tangible assets per Share(2)	HK$[**REDACTED**]	HK$[**REDACTED**]

Notes:

(1) The calculation of the market [**REDACTED**] is based on [**REDACTED**] Shares expected to be in issue immediately after completion of the [**REDACTED**] (assuming the [**REDACTED**] is not exercised), comprising [**REDACTED**] to be issued pursuant to the [**REDACTED**] (assuming the [**REDACTED**] is not exercised) and [**REDACTED**] H Shares to be converted from Unlisted Shares.

(2) The unaudited [**REDACTED**] adjusted consolidated net tangible assets per Share has been arrived at after adjustments referred to "Appendix II — Unaudited [**REDACTED**] Financial Information" and on the basis that [**REDACTED**] Shares were in issue at the respective [**REDACTED**] of HK$[**REDACTED**] and HK$[**REDACTED**], which does not take into account any Shares which may be issued upon the exercise of the [**REDACTED**].

FUTURE PLANS AND [REDACTED]

We estimate that we will receive [**REDACTED**] from the [**REDACTED**] of approximately HK$[**REDACTED**], after deducting [**REDACTED**], fees and estimated expenses payable by us in connection with the [**REDACTED**], and assuming an [**REDACTED**] of HK$[**REDACTED**] per Share, being the mid-point of the indicative [**REDACTED**] range stated in this document and that the [**REDACTED**] is not exercised. We intend to use our [**REDACTED**] from the [**REDACTED**] for the following purposes: (i) approximately [**REDACTED**]% of the [**REDACTED**], or approximately HK$[**REDACTED**], is expected to be used for the advancement of our technological innovation system; (ii) approximately [**REDACTED**]% of the [**REDACTED**], or approximately HK$[**REDACTED**], is expected to be used for brand building and multichannel network enhancement; (iii) approximately [**REDACTED**]% of the [**REDACTED**], or approximately HK$[**REDACTED**], is expected to be used to reinforce sustainable supply chain management; and (iv) approximately [**REDACTED**]% of the [**REDACTED**], or approximately HK$[**REDACTED**], is expected to be used for strategic mergers and acquisitions and expanding our brand portfolio; and (v) approximately [**REDACTED**]% of the [**REDACTED**], or approximately HK$[**REDACTED**], is expected to be used for working capital and general corporate purposes.

See the section headed "Future Plans and [**REDACTED**]" in this document for further information relating to our future plans and [**REDACTED**] from the [**REDACTED**].

[REDACTED]

[**REDACTED**] to be borne by us are estimated to be approximately HK$[**REDACTED**] (assuming an [**REDACTED**] of HK$[**REDACTED**] per Share, being the mid-point of the indicative [**REDACTED**] range of HK$[**REDACTED**] to HK$[**REDACTED**] per Share), representing approximately [**REDACTED**]% of the estimated [**REDACTED**] from the [**REDACTED**] assuming no Shares are issued pursuant to the [**REDACTED**]. The [**REDACTED**] consist of (i) [**REDACTED**]-related expenses, including [**REDACTED**] commission, of approximately HK$[**REDACTED**], and (ii) non-[**REDACTED**]- related expenses of approximately HK$[**REDACTED**], comprising (a) fees and expenses of our legal advisors and reporting accountants of approximately HK$[**REDACTED**], and (b) other fees and expenses of approximately HK$[**REDACTED**]. During the Track Record Period, the [**REDACTED**] charged to our consolidated statements of profit or loss were HK$[**REDACTED**] and the issue costs, which was recognized as prepayments and are expected to be deducted from equity upon the [**REDACTED**], were HK$[**REDACTED**]. After the Track Record Period, approximately HK$[**REDACTED**] is expected to be charged to our consolidated statements of profit or loss, and approximately HK$[**REDACTED**] is expected to be accounted for as a deduction from equity upon the [**REDACTED**]. We do not believe any of the above fees or expenses are material or are unusually high for us. The [**REDACTED**] above are the latest practicable estimate for reference only, and the actual amount may differ from this estimate.

RECENT DEVELOPMENTS AND NO MATERIAL ADVERSE CHANGE

Recent Development

Our business operations continued to expand subsequent to the Track Record Period. Our total sales volume and revenue have achieved substantial growth from the four months ended April 30, 2025 to the same period in 2026. In addition, we continue to expand our product offerings tailored to a wide range of scenarios and activities.

No Material Adverse Change

As confirmed by our Directors there has been no significant changes in our Group's business model or principal products subsequent to the Track Record Period and up to the Latest Practicable Date.

After performing sufficient due diligence work which our Directors consider appropriate and after due and careful consideration, our Directors confirm that, up to the Latest Practicable Date, there has been no material adverse change in our business, financial condition and results of operations since December 31, 2025, which is the end date of the period reported on in the Accountants' Report in Appendix I to this document, and there is no event since December 31, 2025 which would materially affect the information as set out in the Accountants' Report in Appendix I to this document. Furthermore, our Directors confirm that there have been no changes in our Group's business or any material adverse changes since the end of the Track Record Period and up to the date of this Document.