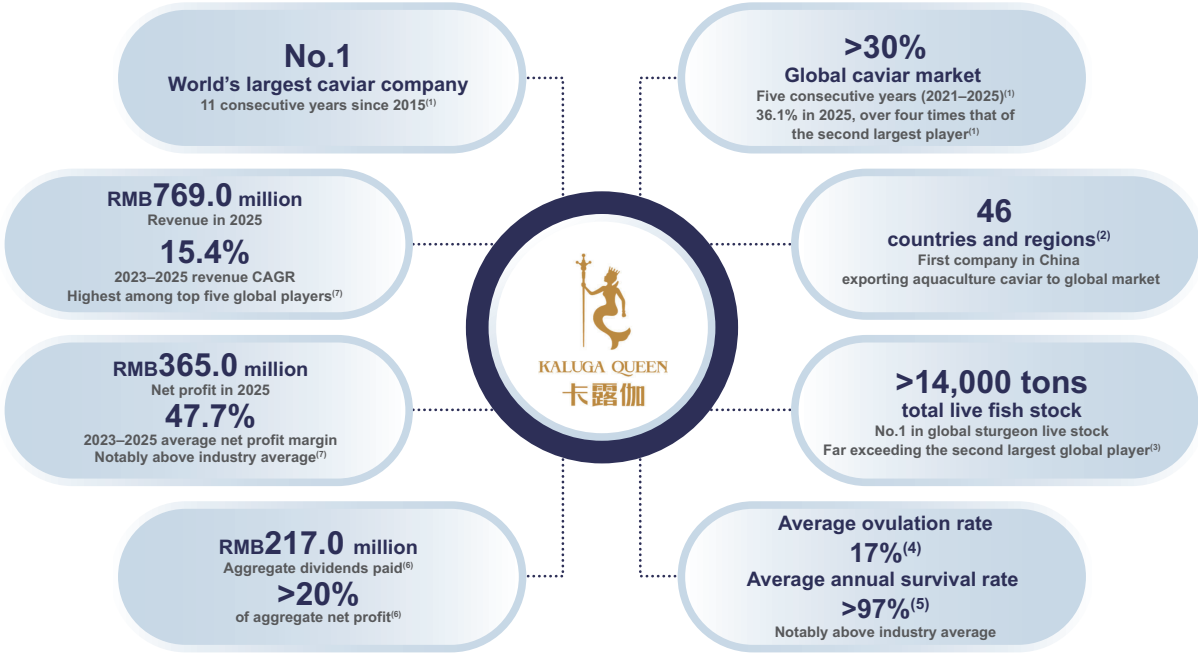


**BUSINESS**

**OVERVIEW**

**Who We Are**



Notes: (1) In terms of sales volume, according to CIC; (2) As of the Latest Practicable Date; (3) As of December 31, 2025, according to CIC; (4) In 2025; (5) Since 2014; (6) During the Track Record Period; (7) In the global caviar industry, according to CIC.

We are the world’s largest caviar company. According to CIC, we ranked first in the global caviar market by sales volume for 11 consecutive years since 2015. Our caviar sales volume accounted for over 30% of the global caviar market from 2021 to 2025, reaching 36.1% in 2025, which was more than four times that of the second largest player. Leveraging over 20 years of industry experience and development, we have built an integrated sturgeon and caviar value chain encompassing sturgeon breeding and aquaculture, caviar processing, and sales and marketing. We have established an international caviar brand *KALUGA QUEEN* (卡露伽). Driven by continuous technological advancement, we are committed to delivering premium caviar products to consumers worldwide.

Caviar, known for its rarity, distinctive flavor and rich cultural heritage, is widely recognized as a fine food worldwide. According to the Codex Alimentarius Commission (CAC), caviar refers exclusively to the roe obtained from mature female sturgeon, which is processed and lightly salted for preservation. In response to the global depletion of wild sturgeon resources, we led the technological breakthroughs in sturgeon genetic breeding and aquaculture, and pioneered sturgeon aquaculture and caviar exportation in China. We have played a leading role in the development of China’s sturgeon industry, from inception to a comprehensive value chain covering aquaculture and processing, and have become a key contributor to the formulation of industry standards.

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## BUSINESS

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### Our Products and Brand

Our core product is caviar. Our own brand *KALUGA QUEEN* (卡露伽) established an international presence and is recognized by a wide range of customers. In addition to our sales to global caviar houses and fine food companies, our caviar products are also served in the first-class cabins of major international airlines and fine dining establishments worldwide.

Our brand *KALUGA QUEEN* (卡露伽) has been featured in leading media outlets such as People’s Daily, Global Times, The Wall Street Journal, Bloomberg and TIME Magazine. We also received multiple industry accolades during the Track Record Period, such as “Bloomberg Green ESG Pioneers — Brand of the Year,” “Target — Selected Global Caviar Brand of the Year,” “THE BEST BANG — Influential Caviar Brand,” and “Voyage Awards — Selected Caviar Brand of the Year.”

According to CIC, the global caviar industry does not have a uniform grading system and the product quality is generally assessed based on factors such as sturgeon species, processing methods and the egg size, color and texture of the roe. The strengths of our products lie in our standardized and ecological aquaculture practices and stringent processing workflow.

For our sturgeon resources, according to CIC, we maintain the world’s largest and most diverse sturgeon broodstock reserve in terms of scale and species variety, and we are among the few caviar producers who can provide caviar from six major sturgeon species. Our self-owned aquaculture bases and standardized processing workflows reduce external sourcing risks and enhance quality stability. For processing methods, our caviar processing combines traditional craftsmanship with modern processing technologies to process roes within its optimal window and preserve rich flavor profiles. Key quality indicators of our products, such as caviar shape, egg size and freshness, are maintained at a high level, reinforcing our quality positioning in the industry. For product safety, in addition to complying with international food safety standards, including ISO 22000 and HACCP, we have also obtained the globally recognized certifications, such as BRC Global Standard for Food Safety and IFS Food Standard, which involve comprehensive assessments of production, quality control and traceability. In addition, we are the only caviar producer in China that has obtained Friend of the Sea (FOS) certification, according to CIC. Leveraging our scaled aquaculture operations and consistent product quality, we are able to adopt a pricing model that combines cost efficiency with premium positioning. The pricing of our products is benchmarked against leading international brands, and both the export prices and retail prices of our caviar products are above the industry average, according to CIC. For details of the price range of our products, see “— Our Brands and Products — Core Product: Caviar.”

### Our Market Opportunities

Caviar production historically depended on wild sturgeon. According to the Food and Agriculture Organization of the United Nations (FAO), wild caviar output peaked at 1,988 tons in 1977 but declined sharply to 280 tons by 1997 due to resource depletion and conservation efforts. By 2010, CITES had imposed a global ban on the international trade of wild sturgeon products, followed by legislation in the European Union and the United States prohibiting the sale of wild caviar, removing it from global supply. Since the 1980s, the emergence of sturgeon aquaculture has enabled aquaculture caviar to gradually replace wild-sourced supply, driving sustained growth in both global production and consumption. According to CIC, the global caviar sales increased from 389.6 tons in 2020 to 808.4 tons in 2025, representing a CAGR of 15.7%. There remains significant potential for growth as compared with historical peak levels. As the leader in the global caviar industry, we are well positioned to capture substantial market opportunities.

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Caviar consumption has shown an upward trend in recent years across all regional markets. China has witnessed rapid development of its caviar market, with estimated consumption volume growing at a CAGR of 19.5% from 2025 to 2030, and its market size is expected to reach 181.3 tons in 2030. The market size of traditional markets such as Europe and the U.S. is expected to maintain a CAGR of over 8.0% from 2025 to 2030. In addition, other overseas markets including the Middle East, other areas in Asia such as Japan and Singapore, and South America are also experiencing accelerated growth, with caviar consumption volume expected to reach 303.3 tons in 2030, at a CAGR of 13.5% from 2025 to 2030. The global caviar consumption is expected to reach 1,343.9 tons in 2030, at a CAGR of 10.7% from 2025 to 2030. The farming cycle for sturgeons, from juveniles to female mature fish suitable for caviar production, typically requires seven to 15 years, depending on the sturgeon species. Given the long farming cycle and slow growth rate of sturgeon, global caviar demand is expected to outpace supply, resulting in a sustained structural undersupply over the medium to long term. As an industry leader, we benefit from a sizable addressable market and strong growth potential, providing a solid foundation for the continued growth and long-term success of our business.

### **Our Financial Performance**

We have achieved industry-leading performance in both revenue growth and profitability and recorded a stable cash flow position during the Track Record Period.

Our revenue increased from RMB577.2 million in 2023 to RMB769.0 million in 2025, representing a CAGR of 15.4%. We have also recorded ongoing improvements in profitability and operational efficiency. Our net profit increased from RMB272.9 million in 2023 to RMB365.0 million in 2025, representing a CAGR of 15.7%. Meanwhile, our net profit margin remained above 47% throughout the Track Record Period. Our net cash generated from operating activities increased from RMB259.8 million in 2023 to RMB270.3 million in 2025. Our EBITDA (non-IFRS measure) increased from RMB393.8 million in 2023 to RMB515.2 million in 2025, representing a CAGR of 14.4%. We value the long-term trust of our shareholders and are committed to consistently creating value for them. During the Track Record Period, we paid an aggregate of RMB217.0 million in dividends, representing 22.6% of our aggregate net profit for the same period.

### **OUR COMPETITIVE STRENGTHS**

#### **World’s Largest Caviar Company with Integrated Operations**

We are the world’s largest caviar company, with integrated operations encompassing sturgeon breeding and aquaculture, caviar processing, and sales and marketing. Our vertically integrated business model enables seamless coordination across the upstream breeding and aquaculture activities and downstream processing and marketing operations, allowing us to maintain consistent quality and supply reliability. This integrated approach, supported by a comprehensive and standardized management system, ensures full traceability and strong food safety controls throughout our operations, consolidating our position as the global industry leader.

According to CIC, we ranked first in the global caviar market by sales volume for 11 consecutive years since 2015, exporting our products to 46 countries and regions worldwide as of the Latest Practicable Date. Our caviar sales volume accounted for over 30% of the global caviar market from 2021 to 2025. In 2025, our caviar sales volume accounted for 36.1% of the global market, with a market share more than four times that of the second largest player, making caviar one of the few fine food categories dominated by a Chinese company. Our caviar brand, *KALUGA QUEEN* (卡露伽), has earned

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wide international recognition and is regarded as a benchmark for premium caviar globally. It is trusted by top-tier clientele across regions, including first-class airline cabins, Michelin-starred restaurants and international culinary events, underscoring its reputation for exceptional quality and value.

While maintaining our leading scale and market position, we also demonstrated strong growth momentum. We achieved industry-leading revenue growth. Our revenue increased from RMB577.2 million in 2023 to RMB769.0 million in 2025, at a CAGR of 15.4%, the highest among the top five global caviar companies. We are committed to high-quality growth while maintaining strong profitability. From 2023 to 2025, our net profit recorded a CAGR of 15.7%, with net profit margin of 47.3%, 48.4% and 47.5% in 2023, 2024 and 2025, respectively, significantly exceeding the industry average.

### **Leading Player in the Caviar Industry with Extensive Sturgeon Resources and Distinctive Ecological Advantages**

#### *Extensive Sturgeon Resources and First-Mover Advantages*

Since our establishment in 2003, we have been dedicated to the production of aquaculture caviar and the early-stage development of a sustainable sturgeon reserve system. Over the years, we have built a sturgeon stock with a broad and balanced age range from one to 15 years, covering all major commercial species such as hybrid sturgeon, Russian sturgeon, kaluga sturgeon and beluga sturgeon. We have the world’s largest and most diverse sturgeon broodstock reserve in terms of scale and species variety. Our total live fish stock reached over 14,000 tons as of December 31, 2025, ranked first in global sturgeon live stock and far exceeding the second largest player, according to CIC.

Farm-raised sturgeons have a long maturation cycle, typically ranging from seven to 15 years. The development of a sustainable broodstock system requires early-stage planning and long-term cultivation efforts. The majority of sturgeons available in the market are at early juvenile stages (between one to three years of age), while mature female sturgeons aged four years and above are predominantly held by established caviar producers. Industry participants seeking to establish a comparable broodstock reserve would require a farming and breeding cycle of four to 12 years, which cannot be realized through short-term capital investment. Our early entry and sustained commitment to sturgeon aquaculture have given us a material first-mover advantage, enabling us to secure scarce long-cycle biological resources and ensure long-term production stability and supply continuity.

#### *Distinctive Ecological Resource Advantages*

As of December 31, 2025, we had eight aquaculture bases located in high-quality natural waters, including Qiandao Lake (千島湖) and Wuxijiang (烏溪江) in Zhejiang, Zhelin Lake (柘林湖) in Jiangxi, Qingshan Lake (青山湖) in Liaoning, Weishui River (滬水河) in Hunan, and Yingjing River (滎經河) in Sichuan. These water areas offer optimal environmental conditions, providing a solid foundation for the healthy growth of our broodstock and the consistent quality of our caviar products.

Sturgeon aquaculture is highly sensitive to ecological conditions and requires stringent environmental parameters, such as water temperature, water quality, water clarity and favorable climatic conditions. These factors are critical in determining sturgeon survival rates, growth efficiency, and ultimately, the quality of caviar. Based on the biological characteristics of sturgeon, we have conducted comprehensive testing of hydrological conditions across the aquaculture sites, including water temperature profiles, current velocities, dissolved oxygen concentration, water depth and volume and

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exchange rates, among others. Through this data-driven site selection and continuous monitoring process, we ensure that each aquaculture base operates under optimal conditions for the healthy development of female broodstock and the consistent production of premium-grade caviar.

These carefully selected and managed natural water systems not only enhance sturgeon health and survival rates but also contribute to the distinctive taste and premium quality of our caviar, strengthening our competitive edge in the global market.

### **Proprietary Technologies with Industry-Leading Capabilities, Receiving Multiple Accolades Including the Second Prize of the State Scientific and Technological Progress Award**

Aquaculture caviar has become the mainstream due to the global depletion of wild sturgeon resources. The successful breeding, sustainable aquaculture and processing of high-quality caviar require persistent technological innovation and long-term accumulation. We were the first company in China to export aquaculture caviar to the global market, marking the country’s entry into the global caviar industry. We led the technology development and innovation in the sturgeon and caviar industry. Over the past two decades, we have established a proprietary full-chain technology system covering all key stages of the sturgeon and caviar value chain, including artificial breeding and strain selection of sturgeon, molecular sex identification, ecological aquaculture, comprehensive disease prevention and control, high-quality caviar processing, and integrated utilization of by-products.

### ***Selective Breeding and Strain Innovation***

Breeding high-quality sturgeon strains is a long-term and technically challenging process. Leveraging our full-chain operations and sustained R&D efforts, we have achieved several breakthroughs in breeding:

- We have established the world’s most extensive sturgeon germplasm resource bank, encompassing over 100,000 broodstock across sturgeon species, according to CIC. It provides a strong foundation for ongoing selective breeding.
- Through advanced hybrid breeding and molecular genetic breeding techniques, we have increased the average ovulation rate of female sturgeon from 8% in 2006 to 17% in 2025, notably above the industry average of around 10%, according to CIC. This enhancement has led to the improvement in reproductive performance of sturgeons, thereby enhancing our production efficiency and profitability.
- We independently bred “Xunlong No.1 (鱘龍1號),” China’s first sturgeon variety recognized by the National Appraisal Committee of Aquatic Protospecies and Improved Varieties (全國水產原種和良種審定委員會), which features rapid growth, high ovulation rate, early maturity and stable caviar quality, making it one of the best-selling varieties globally.

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### *Ecological and Scientific Aquaculture System*

Sturgeon aquaculture involves long maturation cycles and stringent environmental requirements, setting high technology barriers for efficient and healthy cultivation. The maturation cycle for sturgeons from juveniles to female mature fish suitable for caviar production typically requires seven to 15 years. Based on decades of experience and technological advancement, we have developed a robust ecological aquaculture system:

- *Early-stage Sex Identification Technologies.* We pioneered in China a method combining ultrasound, minimally invasive surgery and endoscopy to identify sex at an early stage. In 2020, we jointly developed and introduced a molecular sex identification technology that advanced the age for sex identification from 24 to 36 months to as early as six months, with an accuracy rate of over 97%. It effectively addresses the global challenge of early-stage sex identification in sturgeons, significantly improving production efficiency and reducing costs.
- *Scientific Aquaculture Models.* Drawing on the natural habits of sturgeon and the characteristics of China’s water resources, we have developed a scientific aquaculture approach combining three models: eco-net cage aquaculture model, land-based flow-through aquaculture model, and industrialized recirculating aquaculture system model. These models are flexibly adopted at different growth stages to enhance the growth rate of female broodstock and improve the quality of caviar. In addition, following the principle of “prevention over treatment,” we provide sturgeons with an environment close to their natural habitat and have jointly developed vaccines to promote healthy growth. Our average annual survival rate of sturgeon has remained above 97% since 2014 and during the Track Record Period, maintaining a leading level globally and notably above the industry average of below 90%, according to CIC.
- *Intelligent Aquaculture Management.* We practice the philosophy of “industrialized management approach for agricultural enterprises” and have established a set of standardized and replicable operational protocols. Our aquaculture operations are professionally managed, digitally monitored and fully traceable through our digital platforms. We have introduced AI-powered tracking and automated inventory technologies using drones, smart sensors and big data models to significantly enhance the efficiency and precision of biomass management. As a result, we have maintained a biological asset inventory accuracy rate above 99.7% for 11 consecutive years since 2015.

### *Standardized Processing and Quality Control System*

Due to the complexity of sturgeon ovary maturation and the short processing window for premium caviar, precision in timing is critical to ensure caviar quality. Caviar processing imposes stringent requirements on the size, firmness and overall quality of sturgeon roe. The roe becomes suitable for processing only when the sturgeon reaches an optimal stage of gonadal maturity, during which the roe exhibit ideal texture, flavor and elasticity. The roe needs to be harvested and processed within this limited timeframe of one to two weeks to ensure product quality and consistency. With our scientific processing technologies and strong commitment to quality, we maintain strict control over processing:

- *Mature Sturgeon Selection.* By studying gonadal development patterns, we developed predictive models for sturgeon maturity across different species and age groups. Using ultrasound sampling and minimally invasive sampling, we can identify the optimal harvest window to ensure premium caviar output.

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- *Standardized Processing.* Our caviar production process comprises 16 key steps, each governed by standardized operating procedures. We adhere to traditional craftsmanship, rigorous HACCP-based food safety protocols, and internal SOPs to preserve authentic flavor and consistent quality. We are the only caviar producer in China certified by the Friend of the Sea (FOS), according to CIC.
- *Rigorous Quality Inspection.* We operate a dedicated quality control lab to conduct comprehensive testing for chemical residues, physicochemical parameters and microbiological safety. In cooperation with reputable and accredited third-party testing institutions, we ensure that our products consistently comply with the applicable food safety standards in China and the regulatory requirements of overseas markets.

Our technology system, which covers the entire sturgeon and caviar value chain from breeding and aquaculture, caviar processing to standardized management and quality control, is at the forefront of the industry. We have received multiple national-level accolades. See “— Awards and Recognition” for details.

### **Diversified Sales Channels to Capture Global Market Opportunities**

We have established a strong brand presence and market influence for our caviar under the internationally recognized brand *KALUGA QUEEN* (卡露伽). We are committed to delivering high-quality products and promoting the culture of caviar in the global market.

As of the Latest Practicable Date, we have built long-term and stable cooperations with over 100 overseas customers, exporting to 46 countries and regions, covering all major caviar consumption markets. We are continuously expanding our global footprint in both mature markets, such as Europe and the U.S., and in emerging regions including Asia, the Middle East and Caspian countries. Our products are marketed under our brand *KALUGA QUEEN* (卡露伽) through both direct sales and co-branding initiatives. We have established in-depth and long-standing collaborations with international airlines including Lufthansa, Singapore Airlines and Cathay Pacific, promoting our brand through their premium cabin services. We also serve high-end consumers via cruise lines and premium sales channels in markets including Japan and Singapore, further enhancing the global recognition of our brand.

In China, we operate under our own brand through direct sales, with five major sales centers in Beijing, Shanghai, Shenzhen, Zhejiang and Chengdu. Our nationwide sales network covers over 2,000 partners, including a vast majority of Michelin- and Black Pearl-rated restaurant brands in China, leading five-star hotel chains and major supermarket groups. We have actively expanded into emerging and online channels, aligning with the rapid growth of fresh food e-commerce. We have built a comprehensive online sales network across major platforms including Tmall, JD.com and Douyin. To further penetrate the retail consumer market, we have also launched offline brand experience stores to attract younger consumers and promote our *KALUGA QUEEN* (卡露伽) brand and caviar culture.

### **Extensive Consumer Reach Through a Diversified Product Portfolio and Innovative Marketing Strategies**

#### *Diversified and Rare Caviar Offerings*

In addition to commonly available species such as Russian sturgeon and Siberian sturgeon, which are widely used by overseas caviar producers, we also supply caviar derived from Kaluga sturgeon, an endemic species of the Heilongjiang River Basin, and “Xunlong No. 1 (鱘龍1號),” our hybrid sturgeon breed developed in-house. While most international caviar producers typically offer only one or two

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caviar series, we provide caviar from six major sturgeon species, enabling us to meet diverse customer preferences and consumption scenarios. Our rich and rare product portfolio has earned wide consumer recognition.

Building on our core caviar products, we have further developed a series of creative caviar-based offerings, such as caviar ice cream, caviar chocolates, caviar mooncakes and caviar cakes. These products represent innovative extensions of caviar consumption and diversify the application into broader lifestyle scenarios.

### ***Innovative and Effective Marketing Strategies***

Our marketing initiatives integrate both online and offline campaigns to promote our brand *KALUGA QUEEN* (卡露伽), elevating the cultural experience associated with caviar consumption and continuously enhancing consumer awareness and engagement at the end-user level.

- *Online Engagement and Youth Outreach.* We promote our brand through a comprehensive digital strategy, combining lifestyle-themed content, social media matrix, KOL campaigns and user-generated content to drive awareness and engagement. As of December 31, 2025, our brand had recorded over 11 million views on Xiaohongshu, with the majority of engagement originating from younger demographics. Among younger consumers, caviar has emerged as a symbol of self-reward and social expression. Popular content featuring recipes and creative consumption scenarios has integrated caviar into everyday life and elevated its cultural relevance.
- *Offline Engagement and Consumer Experience.* We enhance consumer connection through curated offline events, including chef collaborations, brand roadshows, city pop-ups and themed banquets. Signature campaigns like the “Sturgeon-Seeking Journey” and pop-up stores in locations such as Sanlitun, Beijing, have brought caviar to lifestyle and dining spaces. We have also explored innovative consumption scenarios, including co-branded afternoon tea menus and wedding banquets that draw on the auspicious symbolism of caviar, continually extending the boundaries of caviar consumption.

Driven by our innovative marketing strategies, our caviar products’ consumer penetration in China has steadily increased. In 2025, the GMV generated through our *KALUGA QUEEN* (卡露伽) products on Douyin and JD.com increased by over 150% and over 60%, respectively, as compared to 2024; and click-through indices for “caviar” on major e-commerce platforms have shown a clear upward trend, as compared to 2024, according to CIC. These results underscore our brand’s growing resonance with younger demographics and continued expansion across both online and offline channels.

### **Experienced Management Team with Global Vision and Entrepreneurial Mindset, Supported by a Collaborative and Inclusive Corporate Culture**

We are led by an experienced and visionary management team with deep industry expertise, global perspective and strong execution capabilities. Our founder, Mr. Wang, has over 30 years of experience in the caviar industry and has played a pivotal role in the establishment and development of China’s sturgeon and caviar industry. Our senior management team is highly stable and has more than 20 years of experience on average in sturgeon aquaculture and caviar processing. A number of our senior team members have participated in the formulation of industry standards. As of December 31, 2025, our management team had an average age of around 40, representing a well-balanced combination of seasoned expertise and youthful vigor. Under the leadership of our founder and management team, we have consistently delivered strong performance in terms of scale, profitability and growth.

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We embrace a people-oriented and performance-driven culture that values shared success and fair development. Committed to cultivating and empowering a robust talent pipeline, we have established comprehensive incentive mechanisms to attract, retain and motivate key personnel. In particular, we have implemented multiple employee equity incentive schemes, covering over 60 key middle and senior management personnel, fostering long-term collaboration and sustainable value creation with us.

### **Sustainable and Environment Friendly Aquaculture Model**

As a global leader in the caviar industry, we are committed to sustainable development, ecological protection and social responsibility. We have developed a green aquaculture system that integrates environment protection, technological advancement, inclusive development and rural empowerment initiatives.

*Innovative and Environment Friendly Aquaculture Technologies.* We pioneered the eco-net cage waste collection system, which automatically collects and solidifies over 85% of fish waste and residual feed through an under-cage recycling device. This system, combined with biological recycling, precision feeding and rotational farming technologies, forms a four-in-one environmentally sustainable model that has been recognized by the MARA. For the land-based flow-through aquaculture model, we developed an automated, mechanized and digital waste collection system that enables real-time monitoring and ensures full compliance with discharge standards, further demonstrating our commitment to green aquaculture practices. In addition, we have established a circular ecological utilization model in partnership with local farmers and agricultural enterprises. Under this model, collected fish waste and residual feed are collected and distributed free of charge to local farmers and agricultural enterprises as organic fertilizer, promoting sustainable agriculture. This initiative has earned recognition from both local governments and farming communities.

*Supporting Farmers and Promoting Inclusive Growth.* We have established a mutually beneficial partnership model with local farmers through a “company + facilities + farmers + standardization” cooperation framework. Under this model, we provide high-quality sturgeon fry, technical training and guaranteed procurement, which reduces farmers’ operational risks. Over the past five years, our initiatives have increased local farmers’ annual income by over RMB50 million, promoting sustainable agricultural practices, boosting rural income, and advancing inclusive local economic growth.

*Commitment to the Conservation of Wild Sturgeon Resources.* We are dedicated to supporting biodiversity conservation and the protection of wild sturgeon populations. We maintain strategic partnerships with organizations such as the Heilongjiang Sustainable Nature Resources Protection Foundation and regularly participate in restocking and release programs. These efforts align with the guidelines of the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), and contribute to the preservation of wild sturgeon, restoration of biodiversity and maintenance of ecological balance.

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### OUR STRATEGIES

#### Accelerate Global Channel Expansion and Brand Enhancement to Broaden Consumer Reach

##### *Penetrate Traditional Markets with Strategic Collaborations*

In mature markets such as Europe and the U.S., we plan to further enhance the brand recognition and influence of *KALUGA QUEEN* (卡露伽) by entering into joint ventures or acquiring reputable local brands. This approach aims to strengthen our downstream coverage, expand market share, and improve profit margins in these key regions. For details of our plans on strategic investment and acquisitions, see “Future Plans and [REDACTED] — [REDACTED].”

##### *Deepen Market Reach in China*

In China, we intend to maintain stable sales growth to corporate customers while expanding our presence among individual consumers. For the offline channels, we plan to gradually open *KALUGA QUEEN* (卡露伽) flagship stores in selected first and second tier cities across China, such as Beijing, Shanghai, Shenzhen, Hangzhou, Chengdu and Xi’an. These stores will serve as immersive platforms to promote caviar culture, cultivate a culturally distinctive brand identity, enhance product value, optimize consumer experience and shape consumer perception, thereby improving customer engagement and purchasing desire and boosting growth of the consumer-end market. For the online channels, we will continue to strengthen our presence on major e-commerce platforms such as Tmall and JD.com, while deepening our content-driven and live-streaming efforts on social platforms such as Douyin and Xiaohongshu. Meanwhile, we will build and refine private domain traffic pools and high-end membership communities, providing exclusive services and experiences to enhance repurchase rate and customer loyalty.

##### *Tap into Growing Markets through Localized Engagement*

We plan to adopt highly localized strategies to build global competitive moats. In growing markets such as Southeast Asia, the Middle East and Japan, we will strengthen brand presence through experiential marketing initiatives including caviar masterclasses, tasting events, chef collaborations and high-end restaurant channel penetration. We will also launch customized product lines and open offline stores in countries and cities such as Singapore, Japan and Dubai to accelerate our consumer-facing retail network, enabling more consumers to experience premium caviar from China firsthand. We plan to open approximately 50 retail stores in China and in selected overseas markets with strong growth potential over the next five years, targeting around ten new store openings each year.

##### *Expand Presence in Premium Consumption Scenarios*

We will continue to increase our presence in premium consumption channels such as international airlines, cruise lines and high-end supermarkets. These exclusive touchpoints serve not only as core platforms for brand exposure, but also as key venues for reinforcing our premium brand positioning.

#### Expand and Optimize Global Production Capacity to Enhance Supply Chain Efficiency

##### *Upgrade and Expand Facilities in China*

We plan to build and upgrade large-scale aquaculture and processing bases in key regions such as Hubei, Zhejiang, Jiangxi and Sichuan. These facilities are expected to enhance our caviar processing capacity and improve supply capabilities. For details, see “Future Plans and [REDACTED] —

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[REDACTED].” In addition, we will upgrade existing processing bases through smart transformation initiatives, thereby enhancing automation, streamlining operations, improving efficiency and reducing costs. We aim to undertake intelligent manufacturing upgrades across our production and warehousing operations. In particular, we are implementing automation to replace manual steps such as sealing, portioning, labeling and packaging, thereby optimizing production workflows and improving cost efficiency. In warehousing, we will continue to upgrade traditional racking systems to smart shelving capable of automated rotation of caviar containers, which helps ensure consistent flavor and product quality. We are also building an automated logistics system to improve inventory management and enhance responsiveness to customer orders.

### *Establish Global Production Footprint*

We aim to build a global production network by assessing global resource availability and capacity potential in the long term. We plan to establish aquaculture and processing bases, either through acquisitions or by setting up new operations, in resource-rich regions with strategic proximity to key consumption markets, such as Romania, Bulgaria, Kazakhstan and Kyrgyzstan. According to CIC, these regions have established aquaculture and caviar production systems supported by abundant water resources and mature industry infrastructure. Leveraging our proven expertise in sturgeon aquaculture and processing, we believe we are well positioned to scale and adapt our operational capabilities and know-how to these locations. We may explore strategic cooperation with local sturgeon aquaculture companies to locate and establish aquaculture and processing bases in areas with favorable climate conditions and suitable water resources that meet our requirements in water volume, temperature and quality, while factoring in local regulatory framework and approval processes as a part of our site selection and execution planning. This approach will allow us to enhance supply responsiveness, improve operational flexibility and diversify farming risks across geographies.

### **Increase Investment in Technology to Drive Full-Chain Innovation and Solidify Industry Leadership**

#### *Advance Core Breeding Technologies*

We will strengthen technological innovation in sturgeon breeding by establishing an industry-leading breeding platform that integrates family-based selective breeding, hybridization and gynogenesis techniques. These initiatives aim to shorten the breeding cycle, enhance breeding efficiency, and strengthen China’s core competitiveness in the sturgeon industry. By establishing a robust sturgeon germplasm resource bank and promoting industry-academia-research integration, we seek to secure a stable genetic foundation for sustainable caviar production.

#### *Upgrade Smart Aquaculture Capabilities*

We plan to comprehensively promote the application of cutting-edge technologies across our aquaculture, processing and logistics operations and continue to invest in research on mechanization, automation and digitalization throughout the entire value chain. Through the integration of advanced technologies, such as automated feeding systems, digitalized processing and marketing solutions, and AI-powered inventory tracking, we aim to improve survival rates, accelerate fish growth, enhance resource utilization efficiency, and continuously lead the development of China’s sturgeon industry.

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### **Increase R&D Investment to Accelerate Product Portfolio Expansion**

We are committed to developing innovative crossover products that resonate with younger consumers and diversify consumption scenarios. We intend to cooperate with qualified third-party partners in skincare and health industries and invest in the development of functional products targeting high-potential skincare and health segments, including caviar-based serums and nutritional supplements formulated with sturgeon-derived bioactive ingredients and protein peptides. In addition, we aim to maximize the utilization of sturgeon by-products, such as sturgeon skin, bones, cartilage and internal organs, by leveraging their rich protein content, specific fatty acids and rare minerals. We plan to invest in the R&D of functional food products targeting specific consumer segments such as fitness and sports nutrition, maternal and infant health, and anti-aging. For details, see “Future Plans and [REDACTED] — [REDACTED].”

### **Consistently Attract, Develop and Retain Top Talent**

We regard talent as a core pillar of our long-term competitiveness and are committed to strengthening human resources through effective recruitment and retention strategies. We will continuously improve our recruitment and training systems to attract high-caliber candidates with strong educational backgrounds, professional expertise and international perspectives. To enhance employee engagement and retention, we will offer competitive compensation packages and comprehensive benefits. We are also continuously optimizing our equity incentive programs to encourage long-term value creation and ensure the stability of our core management and technical personnel.

## **OUR BRANDS AND PRODUCTS**

Leveraging over 20 years of industry experience and development, we have built an integrated sturgeon and caviar value chain encompassing sturgeon breeding and aquaculture, caviar processing, and sales and marketing. According to CIC, we ranked first globally in caviar sales volume for 11 consecutive years, exporting our products to 46 countries and regions worldwide as of the Latest Practicable Date. In 2023, 2024 and 2025, our caviar sales volume amounted to 219.9 tons, 258.3 tons and 291.5 tons, respectively. From 2021 to 2025, our caviar sales volume consistently accounted for over 30% of the global caviar market, consolidating our position as the global industry leader. Our flagship brand *KALUGA QUEEN* (卡露伽) has achieved significant recognition in international markets and has become a key supplier to premium dining establishments and boutique retail channels worldwide.

During the Track Record Period, caviar remained our core product, serving as both our principal revenue source and a key embodiment of our brand value and international presence. To improve the overall utilization of raw materials and expand our market coverage, we also introduced sturgeon products and other caviar-based offerings, thereby broadening our product portfolio and catering to diversified consumer demands.

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The following table sets forth a breakdown of our revenue by product category, in an absolute amount and as a percentage of our total revenue, for the years indicated:

	For the year ended December 31,					
	2023		2024		2025	
	RMB	%	RMB	%	RMB	%
	(in thousands, except percentages)					
<b>Caviar</b> . . . . .	<b>523,116</b>	<b>90.6</b>	<b>614,423</b>	<b>91.8</b>	<b>698,442</b>	<b>90.8</b>
Hybrid sturgeon caviar . . . . .	160,160	27.7	191,871	28.7	218,397	28.4
Russian sturgeon caviar . . . . .	272,619	47.2	338,715	50.6	413,331	53.7
Kaluga caviar . . . . .	51,384	8.9	49,108	7.3	32,976	4.3
Beluga caviar . . . . .	17,608	3.1	15,499	2.3	22,309	2.9
Amur sturgeon caviar . . . . .	12,483	2.2	13,193	2.0	8,874	1.2
Siberian sturgeon caviar . . . . .	5,184	0.9	3,811	0.6	2,194	0.3
Others caviar <sup>(1)</sup> . . . . .	3,678	0.6	2,226	0.3	361	0.0
<b>Sturgeon products</b> . . . . .	<b>47,351</b>	<b>8.2</b>	<b>51,549</b>	<b>7.7</b>	<b>65,623</b>	<b>8.5</b>
Sturgeon meat . . . . .	34,135	5.9	38,368	5.7	51,543	6.7
Processed sturgeon products . . . . .	13,216	2.3	13,181	2.0	14,080	1.8
<b>Others</b> <sup>(2)</sup> . . . . .	<b>6,774</b>	<b>1.2</b>	<b>3,321</b>	<b>0.5</b>	<b>4,941</b>	<b>0.7</b>
<b>Total</b> . . . . .	<b>577,241</b>	<b>100.0</b>	<b>669,293</b>	<b>100.0</b>	<b>769,006</b>	<b>100.0</b>

Notes:

- (1) “Other caviar” consists of caviar of several additional sturgeon species.
- (2) “Others” mainly represents (i) sales of live sturgeons, and (ii) sales of other caviar-based products.

The following table sets forth a breakdown of our revenue by sales region, in an absolute amount and as a percentage of our total revenue, for the years indicated:

	For the year ended December 31,					
	2023		2024		2025	
	RMB	%	RMB	%	RMB	%
	(in thousands, except percentages)					
<b>Overseas sales:</b> . . . . .	<b>442,596</b>	<b>76.7</b>	<b>535,964</b>	<b>80.1</b>	<b>644,497</b>	<b>83.8</b>
Europe <sup>(1)</sup> . . . . .	218,719	37.9	272,644	40.8	333,796	43.4
America <sup>(2)</sup> . . . . .	154,753	26.8	189,009	28.2	221,720	28.8
Asia Pacific <sup>(3)</sup> . . . . .	69,124	12.0	74,311	11.1	88,981	11.6
<b>Domestic sales</b> . . . . .	<b>134,645</b>	<b>23.3</b>	<b>133,329</b>	<b>19.9</b>	<b>124,509</b>	<b>16.2</b>
<b>Total</b> . . . . .	<b>577,241</b>	<b>100.0</b>	<b>669,293</b>	<b>100.0</b>	<b>769,006</b>	<b>100.0</b>

Notes:

- (1) Mainly include Germany and France.
- (2) Mainly include the U.S.
- (3) Mainly include Japan and Singapore.

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Our overseas customers market our caviar and sturgeon products using third-party brands or our own brand. The following table sets forth a breakdown of our revenue by type of brand, in an absolute amount and as a percentage of our total revenue, for the years indicated:

	For the year ended December 31,					
	2023		2024		2025	
	RMB	%	RMB	%	RMB	%
	(in thousands, except percentages)					
<b>Caviar</b>	<b>523,116</b>	<b>90.6</b>	<b>614,423</b>	<b>91.8</b>	<b>698,442</b>	<b>90.8</b>
Third-party brand	353,408	61.2	427,353	63.9	522,314	67.9
Own brand	169,708	29.4	187,070	27.9	176,128	22.9
<b>Sturgeon products</b>	<b>47,351</b>	<b>8.2</b>	<b>51,549</b>	<b>7.7</b>	<b>65,623</b>	<b>8.5</b>
Third-party brand	746	0.2	954	0.1	4,915	0.7
Own brand	46,605	8.0	50,595	7.6	60,708	7.8
<b>Others<sup>(1)</sup></b>	<b>6,774</b>	<b>1.2</b>	<b>3,321</b>	<b>0.5</b>	<b>4,941</b>	<b>0.7</b>
<b>Total</b>	<b>577,241</b>	<b>100.0</b>	<b>669,293</b>	<b>100.0</b>	<b>769,006</b>	<b>100.0</b>

Note:

(1) Others mainly represent live sturgeons, and other caviar-based products under our own brand.

The following tables set forth a breakdown of the sales volume and average selling price by product category and by type of brand for the years indicated:

	For the year ended December 31,					
	2023		2024		2025	
	Sales Volume	Average Selling Price	Sales Volume	Average Selling Price	Sales Volume	Average Selling Price
	Kilogram	RMB/ Kilogram	Kilogram	RMB/ Kilogram	Kilogram	RMB/ Kilogram
<b>Caviar</b>	<b>219,926</b>	<b>2,379</b>	<b>258,260</b>	<b>2,379</b>	<b>291,461</b>	<b>2,396</b>
Hybrid sturgeon caviar	71,253	2,248	80,436	2,385	87,506	2,496
Russian sturgeon caviar	123,567	2,206	154,725	2,189	188,221	2,196
Kaluga caviar	13,738	3,740	13,426	3,658	8,999 <sup>(1)</sup>	3,664
Beluga caviar <sup>(2)</sup>	2,390	7,368	2,125	7,295	2,980	7,486
Amur sturgeon caviar	4,868	2,564	4,603	2,866	2,703 <sup>(1)</sup>	3,283
Siberian sturgeon caviar	1,761	2,944	1,650	2,309	941 <sup>(1)</sup>	2,332
Other caviar <sup>(4)</sup>	2,349	1,566	1,295	1,719	111 <sup>(1)</sup>	3,246 <sup>(3)</sup>
<b>Sturgeon products</b>	<b>1,454,334</b>	<b>33</b>	<b>1,685,178</b>	<b>31</b>	<b>2,230,883</b>	<b>29</b>
Sturgeon meat	1,063,443	32	1,092,592	35	1,458,505	35
Processed sturgeon products	390,891	34	592,586	22	772,378	18
<b>Others<sup>(5)</sup></b>	<b>271,465</b>	<b>25</b>	<b>333,916</b>	<b>10</b>	<b>480,992</b>	<b>10</b>
<b>Total</b>	<b>1,945,725</b>	<b>297</b>	<b>2,277,354</b>	<b>294</b>	<b>3,003,336</b>	<b>256</b>

Notes:

(1) The decrease in sales volume of such caviar products in 2025 was primarily attributable to adjustments in our product mix and capacity allocation, as well as changes in customer demand patterns. In particular, we continued to prioritize Russian sturgeon caviar and hybrid sturgeon caviar as our core products. During 2023 and 2024, as the production capacity and supply of Russian sturgeon caviar and hybrid sturgeon caviar were insufficient to meet

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customer demand, we promoted other caviar varieties, including Kaluga caviar, Amur sturgeon caviar and Siberian sturgeon caviar, to customers as alternative product offerings, with the relevant sturgeon species clearly identified to customers. In 2025, as the production volume and supply of Russian sturgeon caviar and hybrid sturgeon caviar recovered and became better aligned with market demand, we adjusted our supply strategy by reallocating capacity and sales efforts towards our core products. According to CIC, it is common in the industry for certain players to adopt similar strategic optimizations and capacity allocation adjustments to increase sales of core caviar products while reducing sales of non-core products. As a result, sales of other non-core varieties correspondingly declined. The fluctuation thus primarily reflected our internal operational and product strategy adjustments.

- (2) The average selling price of Beluga caviar was generally higher than that of other caviar products during the Track Record Period, primarily due to its substantially longer farming cycle, limited supply and premium quality. Beluga sturgeon requires a significantly longer maturation period (20 years in average) before roe extraction compared to other species, resulting in higher production costs and naturally constrained output. In addition, Beluga caviar is widely recognized as a premium product within the caviar market, which supports a higher market price.
- (3) The increase in the average selling price of other caviar in 2025 was primarily due to a change as we strengthened grading and processing controls and, as a result, other caviar comprised entirely higher-priced Sevruga caviar in 2025, compared with prior years when the category included certain lower-priced products in product mix, as we strengthened grading and processing controls and, as a result, other caviar comprised entirely higher-priced Shining sturgeon caviar in 2025, compared with prior years when the category included certain second-grade products that lowered the average price.
- (4) “Other caviar” consists of caviar of several additional sturgeon species.
- (5) “Others” mainly represents (i) sales of live sturgeons and (ii) sales of other caviar-based products.

	For the year ended December 31,					
	2023		2024		2025	
	Sales Volume	Average Selling Price	Sales Volume	Average Selling Price	Sales Volume	Average Selling Price
	Kilogram	RMB/ Kilogram	Kilogram	RMB/ Kilogram	Kilogram	RMB/ Kilogram
<b>Caviar</b> . . . . .	<b>219,926</b>	<b>2,379</b>	<b>258,260</b>	<b>2,379</b>	<b>291,461</b>	<b>2,396</b>
Third-party brand . . . . .	158,273	2,233	187,036	2,285	229,091	2,280
Own brand . . . . .	61,653	2,753	71,224	2,627	62,370	2,824
<b>Sturgeon products</b> . . . . .	<b>1,454,334</b>	<b>33</b>	<b>1,685,178</b>	<b>31</b>	<b>2,230,883</b>	<b>29</b>
Third-party brand . . . . .	21,661	34	22,799	42	111,658	44
Own brand . . . . .	1,432,673	33	1,662,379	30	2,119,225	29
<b>Others<sup>(1)</sup></b> . . . . .	<b>271,465</b>	<b>25</b>	<b>333,916</b>	<b>10</b>	<b>480,992</b>	<b>10</b>
<b>Total</b> . . . . .	<b>1,945,725</b>	<b>297</b>	<b>2,277,354</b>	<b>294</b>	<b>3,003,336</b>	<b>256</b>

*Note:*

- (1) Others mainly represent live sturgeons, and other caviar-based products under our own brand.

### Core Product: Caviar

Caviar is our core product. Recognized as one of the three most renowned delicacies worldwide, it is often referred to as “black gold” for its exceptional rarity, rich texture and distinctive flavor. Our caviar products are defined by stringent aquaculture conditions, high-purity sourcing, and consistently superior quality, resulting in a refined flavor profile with a clean, natural finish. These attributes have set a distinctive benchmark in international markets, positioning our caviar products as a leading representative of Chinese fine food products in the global landscape. In 2023, 2024 and 2025, our caviar sales volume amounted to 219.9 tons, 258.3 tons and 291.5 tons, respectively. In 2025, our caviar sales volume accounted for 36.1% of the global market, with a market share more than four times that of the second largest player, making caviar one of the few fine food categories dominated by a Chinese company in the world. During the Track Record Period, our caviar products under the flagship brand

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*KALUGA QUEEN* (卡露伽) were exported to premium markets in Europe, America and Asia Pacific. We have long been the exclusive caviar supplier under our own brand to the first-class cabins of major international airlines including Lufthansa, Singapore Airlines and Cathay Pacific. Our caviar products are widely offered by various Michelin-starred restaurants worldwide and have been featured at the Academy Awards banquet, underscoring their exceptional quality and unique standing.

According to the Codex Alimentarius Commission (CAC), caviar refers exclusively to the roe obtained from mature female sturgeon, which is processed and lightly salted for preservation. All of our caviar products strictly adhere to this standard, with no chemical preservatives or artificial additives, and we do not engage in the production of caviar substitutes.

Based on the classification of sturgeon species used in processing, our caviar products have been classified into six major series. Specifically, for domestic sales, we additionally label our caviar products by the average maturity age of the sturgeon at the time of roe extraction. This labeling is intended to provide domestic consumers with a more intuitive understanding of product characteristics, thereby promoting the dissemination and appreciation of caviar culture in China.

***Hybrid Sturgeon Caviar***



Hybrid sturgeon caviar is derived from mature female hybrid sturgeons with an average maturity age of nine years and a body weight ranging from 30 to 50 kilograms. We independently bred hybrid sturgeon under the name “Xunlong No.1 (鱘龍1號)”, China’s first nationally recognized sturgeon variety. Our hybrid sturgeons are bred using Kaluga sturgeon as the female parent, which typically matures after more than 15 years, and Amur sturgeon as the male parent, which typically matures at approximately eight years, resulting in a hybrid variety with a shortened maturity cycle of approximately nine years that balances product quality and farming efficiency. The roe is relatively large, with a diameter of over 3.0 millimeters, amber to brownish-yellow in color, featuring resilient membranes and delivering a rich, full-bodied flavor with a lingering creamy aroma. It is a long-standing preferred choice for premium customers both domestically and internationally. During the Track Record Period, the selling price of our hybrid sturgeon caviar products ranged from RMB2,248 per kilogram to RMB2,496 per kilogram. According to CIC, in 2025, the retail selling price of hybrid sturgeon caviar products ranged from RMB100 to RMB174 per 10 grams, while the retail selling price of our hybrid sturgeon caviar products was approximately RMB160 per 10 grams.

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*Russian Sturgeon Caviar*



Russian sturgeon caviar is derived from mature female Russian sturgeons with an average maturity age of ten years and a body weight ranging from 20 to 40 kilograms. The roe is round and firm, with a diameter of over 3.0 millimeters, typically brownish-yellow or grayish-yellow, with notable elasticity. Its flavor is layered and complex, with a subtle nutty aroma, making it a mainstream variety with high acceptance in traditional international consumer markets. For domestic sales, we label this product as “ten-year Russian sturgeon caviar.” During the Track Record Period, the selling price of our Russian sturgeon caviar products ranged from RMB2,189 per kilogram to RMB2,206 per kilogram. According to CIC, in 2025, the retail selling price of Russian sturgeon caviar products ranged from RMB138 to RMB224 per 10 grams, while the retail selling price of our Russian sturgeon caviar products was approximately RMB 180 per 10 grams.

*Kaluga Caviar*



Kaluga caviar is derived from mature female kaluga sturgeons with an average maturity age of 15 years and a body weight ranging from 80 to 200 kilograms. The roe is large and uniform, with a diameter of over 3.2 millimeters, typically brownish-gray or yellowish-brown in color. The flavor is rich and mellow with pronounced milky notes and a long-lasting aftertaste. It is a highly scarce premium variety with consistently strong demand. For domestic sales, we label this product as “15-year kaluga caviar.” During the Track Record Period, the selling price of our kaluga caviar products ranged from RMB3,658 per kilogram to RMB3,740 per kilogram. According to CIC, in 2025, the retail selling price of Kaluga caviar products ranged from RMB315 to RMB400 per 10 grams, while the retail selling price of our kaluga caviar products was approximately RMB380 per 10 grams.

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*Beluga Caviar*



Beluga caviar is derived from mature female beluga sturgeons with an average maturity age of 20 years and a body weight ranging from 80 to 200 kilograms. The roe is pearl-gray or metallic-gray in color, plump with elastic membranes, with a diameter of over 3.2 millimeters. It features an intense buttery aroma and a memorable flavor profile. As a limited-edition product for premium customized clients, it is often used in exclusive banquets and collaborations with luxury brands. For domestic sales, we label this product as “20-year beluga caviar.” During the Track Record Period, the selling price of our beluga caviar products ranged from RMB7,295 per kilogram to RMB7,486 per kilogram. According to CIC, in 2025, the retail selling price of Beluga caviar products ranged from RMB400 to RMB1,620 per 10 grams, while the retail selling price of our beluga caviar products was approximately RMB1,600 per 10 grams.

*Amur Sturgeon Caviar*



Amur sturgeon caviar is derived from mature female Amur sturgeons with an average maturity age of eight years and a body weight ranging from 15 to 40 kilograms. The roe is deep brownish-gray to grayish-black in color, with a diameter of over 2.9 millimeters. It features a smooth and delicate texture with a subtle fruity aroma. For domestic sales, we label this product as “eight-year Amur sturgeon caviar.” During the Track Record Period, the selling price of our Amur sturgeon caviar products ranged from RMB2,564 per kilogram to RMB3,283 per kilogram. According to CIC, in 2025, the retail selling price of Amur sturgeon caviar products ranged from RMB87 to RMB135 per 10 grams, while the retail selling price of our Amur sturgeon caviar products was approximately RMB120 per 10 grams.

*Siberian Sturgeon Caviar*



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Siberian sturgeon caviar is derived from mature female Siberian sturgeons with an average maturity age of seven years and a body weight ranging from 10 to 20 kilograms. The roe is translucent with a grayish-brown color, generally with a diameter of over 2.8 millimeters. The taste is delicate and melts in the mouth, with a refreshing marine note. It is particularly suited to the flavor preferences of Asian consumers and is commonly used in high-end gifting and retail channels. For domestic sales, we label this product as “seven-year Siberian sturgeon caviar.” During the Track Record Period, the selling price of our Siberian sturgeon caviar products ranged from RMB2,309 per kilogram to RMB2,944 per kilogram. According to CIC, in 2025, the retail selling price of Siberian sturgeon caviar products ranged from RMB86 to RMB130 per 10 grams, while the retail selling price of our Siberian sturgeon caviar products was approximately RMB120 per 10 grams.

### Sturgeon Products

In addition to our core caviar products, we have gradually established a processing system for sturgeon products to enhance the overall utilization of raw materials and maximize the value of each sturgeon. This business segment enriches our product portfolio and provides strong support for closing the loop of our integrated sturgeon industry chain. Overseas customers of our sturgeon products are mainly food processing enterprises, food importers, and traders; domestic customers are primarily catering companies, chain restaurants, and fresh food and grocery retailers.

During the Track Record Period, our sturgeon products primarily comprised the following:

- **Sturgeon meat:** Derived from male sturgeons and female sturgeons after roe extraction, processed under standardized procedures (removal of head, tail, and viscera) and subsequently quick-frozen into sturgeon meat. Different sturgeon strains exhibit varying levels of environmental adaptability, survival performance and farming characteristics. Hybrid sturgeons, Amur sturgeons and Siberian sturgeons generally demonstrate stronger adaptability and disease resistance and, as a result, achieve relatively higher overall survival rates. Russian sturgeons have comparatively higher requirements for water quality and farming conditions, leading to a slightly lower survival rate. Kaluga sturgeons and Beluga sturgeons have longer growth cycles and higher farming complexity. They are more sensitive to environmental changes and generally exhibit lower survival rates, which correspondingly entail higher farming risks and costs. Sturgeon meat is primarily differentiated among strains by body size and harvest weight, while differences in taste are relatively minor and mainly influenced by the length of the farming period rather than species.

Our raw sturgeon meat products are primarily exported to overseas markets, where they are further processed through hot smoking, cold smoking and other methods before being sold. During the Track Record Period, the selling price of our sturgeon meat products ranged from RMB32 per kilogram to RMB35 per kilogram.

- **Processed sturgeon products:** Primarily include (i) smoked sturgeon filets, made from premium sturgeon loins using traditional smoking techniques, refrigerated for preservation and ready for consumption. These products are well-suited for premium retail and gifting channels; and (ii) tempura sturgeon meat, which is deboned and molded to deliver a firm texture and delicate taste. Stored frozen, it is widely used in school canteens, restaurants and other catering scenarios, serving as a key product to support our expansion into mass-market dining segments. Our processed sturgeon products are primarily sold domestically to restaurants, hotels and individual consumers. During the Track Record Period, the selling price of our processed sturgeon products ranged from RMB18 per kilogram to RMB34 per kilogram.

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**Others**

Building on our core caviar products, we have further developed a series of creative caviar-based offerings, such as caviar ice cream, chocolates, mooncakes and cakes. These products represent innovative extensions of caviar consumption and diversify its application into broader lifestyle scenarios. Our caviar-based products are sold exclusively in the domestic market and are primarily supplied to individual consumers, supermarkets and other retail channels.



Caviar ice cream



Caviar chocolates



Caviar mooncakes



Caviar cakes

In addition, we also sold live sturgeons during the Track Record Period. These live sturgeons we sold are primarily male immature sturgeons identified through sex identification which, due to their lower body weight, do not meet the specifications for processing into export-grade sturgeon meat products. Customers of our live sturgeons mainly include domestic sturgeon farming enterprises and individual buyers.

**OUR PRODUCTION**

We have established an integrated value chain covering the entire life cycle of sturgeon. Our production process comprises two main stages, aquaculture and processing. Through continuous improvement of aquaculture technologies and processing techniques, stringent control over food safety, and emphasis on environmental protection, we have built an end-to-end operation from broodstock breeding to the processing of caviar and sturgeon products, providing a solid foundation for the stable increase of our production volume and market share.

**Aquaculture System**

We engaged in self-operated sturgeon aquaculture, breeding and farming activities conducted at our wholly self-managed aquaculture bases.

*Scientific Aquaculture Models*

Based on the growth characteristics and biological needs of sturgeons, and drawing on years of exploration and technological accumulation, we have developed a scientific aquaculture approach combining three models: eco-net cage aquaculture model, land-based flow-through aquaculture model and industrialized recirculating aquaculture system model. To meet the differentiated requirements of each model, we have strategically established aquaculture bases across China, ensuring the high quality of female broodstock and laying a solid foundation for producing premium caviar.

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### *Eco-net cage aquaculture model (生態網箱養殖模式)*

Our eco-net cage aquaculture model is applied primarily during the growth stage for sturgeons aged one to six years. This model utilizes low-density stocking, continuous water exchange and sufficient dissolved oxygen to simulate natural, wild-like conditions, thereby improving growth rate and body weight of sturgeons. We have established aquaculture bases in high-quality natural waters such as Qiandao Lake (千島湖) in Zhejiang, Zhelin Lake (柘林湖) in Jiangxi and Qingshan Lake (青山湖) in Liaoning, all of which meet Class I national water quality standards. The diagram below illustrates our eco-net cage aquaculture model.



### *Land-based flow-through aquaculture model (陸地流水養殖模式)*

Our land-based flow-through aquaculture model is applied mainly during the gonadal development stage for sturgeons aged six years and above. By simulating natural flowing water environments and feeding with specially formulated diets, this model promotes gonadal development and roe maturity. We have established aquaculture bases in areas such as Wuxi River (烏溪江) in Zhejiang, Weishui River (滄水河) in Hunan, South River (南河) in Hubei and Yingjing River (榮經河) in Sichuan, sourcing high-quality, cold water and applying aeration and other measures to improve both the quantity and quality of roe production. The diagram below illustrates our land-based flow-through aquaculture model.



### *Industrialized recirculating aquaculture system model (工廠化循環水養殖模式)*

Our industrialized recirculating aquaculture system model is characterized by standardized aquaculture environments, automated water quality regulation and high controllability of aquaculture conditions. We use computer systems for remote monitoring of water temperature, quality and feeding, enabling real-time data tracking. This model is primarily applied to the long-term rearing and artificial

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reproduction of broodstock. By precisely controlling water temperature, breeding requirements can be met in different seasons, thereby ensuring the sustainability of sturgeon population development. The diagram below illustrates our industrialized recirculating aquaculture system model.



We have adopted a centralized approach of rearing sturgeons at different growth stages at different aquaculture bases because sturgeons have a long growth cycle, generally requiring approximately seven to 15 years to grow from juveniles to mature female sturgeons suitable for caviar production, and their farming requirements vary significantly by growth stage. Sturgeons aged one to approximately seven years are in a rapid growth stage and require low-density waters with high dissolved oxygen, good water quality and sufficient activity space. We therefore rear sturgeons at this stage at aquaculture bases such as Zhelin Lake (柘林湖) in Jiangxi, Qiandao Lake (千岛湖) in Zhejiang, and Qingshan Lake (青山湖) in Liaoning, which provide growth conditions closer to their natural habitat and support faster and healthier growth. After approximately seven years of age, female sturgeons enter the gonadal development stage and require more controlled conditions, including water temperature adjustment, water-flow stimulation and specially formulated feed to promote the quantity and quality of roe. We therefore transfer older female sturgeons to other bases specialized in farming mature sturgeons, such as our Quzhou Aquaculture Base in Zhejiang, where water temperature and water flow are easier to control. Our processing bases are also adjacent to our Quzhou Aquaculture Base in Zhejiang and our Zhelin Lake Aquaculture Base in Jiangxi, enabling timely roe extraction and processing during the short processing window. Accordingly, this arrangement has allowed us to match each growth stage with the most suitable farming conditions, improve fish growth and roe quality, and enhance overall operating efficiency.

We have formulated base-specific operating guidelines having regard to the hydrological environment and climatic conditions of each base, which set out detailed procedures for the transfer-in and transfer-out of sturgeons at such base. For transfers among our aquaculture bases, the timing and criteria are determined primarily by the age, species and developmental condition of the sturgeons. We rear sturgeons by species and age cohort and, once younger sturgeons have generally reached around seven years of age, we transfer them in batches to other bases specialized in farming mature sturgeons, such as our Quzhou Aquaculture Base for further rearing. For transfers from our Quzhou Aquaculture Base to our processing bases, the timing and criteria are determined primarily by the development of the sturgeons' gonads and roe. We inspect and select sturgeons whose gonads and roe have matured and are suitable for processing, and then transport them in batches to our processing bases for roe extraction and processing. All transfers are conducted in accordance with our operating guidelines, using our own transportation vehicles or third-party logistics providers with whom we have long-term and stable cooperation arrangements. The vehicles are equipped with sealed live-water tanks or oxygenated insulated containers. During transportation, oxygen is continuously supplied and water is replaced periodically to maintain a suitable transportation environment and ensure the safety of the sturgeons during transit.

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### *Technical Advantages and Management Practices*

We have established a comprehensive set of technical advantages and management practices in sturgeon aquaculture. These measures enhance the quality and survival rate of sturgeons, improve aquaculture efficiency and risk resilience, and ensure sustainable and environmentally friendly development of our aquaculture operations.

#### *Sturgeon aquaculture technologies*

Our systematic technological advantages across breeding, selective genetics, sex identification, processing window management, and disease prevention have created an industry-leading sturgeon aquaculture system, providing a solid foundation for sustainable and large-scale caviar production.

- ***Full artificial breeding technologies:*** As the cornerstone of our aquaculture system, we have developed a complete technical pathway covering broodstock gonadal development monitoring, low-temperature cultivation, minimally invasive ovum extraction, hatching, and post-spawning recovery. These technologies significantly improve fertilization rates, hatching rates, and fry survival rates. Leveraging these advancements, we have established the world’s most extensive sturgeon germplasm resource bank, encompassing over 100,000 broodstock across sturgeon species, according to CIC. We have also built a national-level sturgeon breeding farm, ensuring a sustainable and high-quality source of broodstock for caviar production.
- ***Selective breeding and strain innovation:*** Building on artificial breeding, we have actively applied hybrid breeding and molecular genetic techniques to shorten the conventional breeding cycle and improve reproductive performance. Our efforts have increased the average ovulation rate from 8% in 2006 to approximately 17% in 2025, well above the industry average of around 10%, according to CIC. Notably, we independently bred “Xunlong No.1 (鱈龍1號),” China’s first nationally recognized sturgeon variety, which features rapid growth, high ovulation rate, early maturity, and stable caviar quality, making it one of the best-selling varieties globally.
- ***Early-stage sex identification technologies:*** Given the long gonadal development cycle of sturgeon and the lack of obvious secondary sexual characteristics, in 2020, we jointly developed and introduced a molecular sex identification technology that advanced the age for distinguishing male and female sturgeons from 24–36 months to as early as six months, with an accuracy rate of over 97%. This internationally leading technology effectively addressed the global challenge of early-stage sex identification in sturgeons, significantly enhancing production efficiency and reducing farming costs.
- ***Processing window management:*** As the optimal processing window for high-quality caviar is typically no longer than one week, we have developed mathematical models based on long-term observations of gonadal development in broodstock. These models allow us to predict the maturation timing of different sturgeon species and ages with high precision, ensuring that ovulated eggs are harvested at their peak maturity. In addition, by leveraging temperature differences across our aquaculture bases, we have studied gonadal development patterns under low-temperature environments and developed corresponding control models to regulate broodstock development speed, thereby addressing seasonal supply shortages during summer months and ensuring stable year-round production.

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- ***Integrated disease prevention and treatment technologies:*** We provide sturgeons with an environment close to their natural habitat to promote healthy growth and higher survival rates, and have established a comprehensive prevention, monitoring, and treatment system. In parallel, we cooperate with scientific institutes to develop dedicated vaccines to ensure safe and reliable disease control. Each aquaculture base assigns responsible personnel and implements duty systems to oversee disease prevention. Through these combined measures, our average annual survival rate of sturgeon has remained above 97% since 2014 and during the Track Record Period, among the highest internationally and notably above the industry average of below 90%, according to CIC, supporting both sustainable development and cost efficiency. Based on relevant industry benchmarks, large-scale disease outbreaks are not a common occurrence in sturgeon aquaculture, and disease risks, where they arise, are generally associated with water temperature fluctuations, water quality issues, low dissolved oxygen levels, parasitic or bacterial infections and transportation-related stress. The risk of large-scale disease outbreaks or overall deterioration of sturgeon health across our aquaculture bases is even lower, taking into account our historical operating track record, our multi-base layout across different water systems and climatic regions with independent water sources, as well as our standardized prevention and control measures implemented, including vaccination, water quality and temperature control, regular disinfection, dissolved oxygen management, laboratory testing, and prompt isolation and treatment of affected fish.

### *Intelligent management*

We have established a digital production management platform for sturgeon aquaculture, which encompasses an online environmental monitoring system, a production management system, a remote fish disease diagnosis system and an intelligent fishery management system. By interconnecting the aquaculture production management system, processing traceability system, and marketing system, we are able to achieve real-time and accurate control over every stage of our operations.

At the same time, we have introduced AI-powered tracking and inventory technologies, leveraging drones and big data models to significantly improve the efficiency of biomass management and stocktaking. In practice, drones equipped with high-speed intelligent cameras capture dynamic aerial videos of our aquaculture bases, which are then processed through AI-based image recognition algorithms to identify and count individual sturgeons. This technology enables efficient and scalable inventory operations with an accuracy rate exceeding 97%. The drone-based image collection and algorithm-driven recognition allow stocktaking to be automated, independent and objective, with video evidence simultaneously generated for third-party verification, thereby reducing human intervention. In addition, it offers high operational efficiency and ease of deployment, enabling rapid stocktaking and timely reconciliation of biological assets, significantly improving the timeliness and reliability of biomass management across our aquaculture bases.

### *Standardized management*

We have formulated and enforced a series of operational guidelines, including the Healthy Sturgeon Aquaculture Operation Manual (《鱘魚健康養殖操作規程》) and the Sturgeon Transportation Guidelines (《鱘魚運輸作業指導書》), resulting in a standardized and replicable management system. Through continuous training, we have effectively reduced uncertainties arising from inconsistent manual operations, thereby ensuring stable survival rates and product quality.

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### *Scientific site selection and response mechanisms for natural disasters*

Based on the biological characteristics of sturgeon, we have developed comprehensive criteria for selecting aquaculture base locations. Site selection involves a thorough assessment of factors such as geographic location, geological conditions, water quality, water volume, water temperature, land use, and surrounding infrastructure, with full consideration of natural disasters such as typhoons, floods, earthquakes, and droughts to effectively prevent large-scale natural hazards.

In addition, we have formulated and continuously refined our Work Safety Management System (《安全生產管理制度》) and Emergency Management System for Major Incidents (《重大突發事件應急管理制度》). Tailored risk assessments are conducted for each aquaculture base, supported by specific emergency response plans and related measures to mitigate natural disaster risks. These mechanisms ensure rapid and effective responses to emergencies and safeguard safe and stable business operations.

*Flood control:* Reinforcement of facilities and cages is carried out before the flood season, together with the installation of drainage and pumping equipment and real-time inspections, to minimize the risk of facility damage and fish loss.

*Drought resistance:* Supplementary water sources are secured from reservoirs with additional pumps installed to ensure water replenishment. Aeration and recycling systems are deployed to maintain dissolved oxygen, and water allocation is prioritized for broodstock ponds to safeguard survival and reproductive quality. These measures ensure that production can be maintained even during prolonged dry seasons.

*Other extreme events:* Landslides, snowstorms and lightning strikes are mitigated by strengthening infrastructure, preparing backup power supplies and stockpiling essential materials to ensure operational continuity.

To ensure the effectiveness of these measures, we also organize regular training and drills across all bases, clarifying responsibilities, simulating emergency responses and refining contingency plans, thereby improving the overall resilience of our aquaculture system.

During the Track Record Period and up to the Latest Practicable Date, we did not suffer from any material loss resulted from any major disruptions, contamination to the aquacultures, acts of God or other calamities associated with our sturgeon aquaculture bases.

### *Environmental protection and resource utilization*

For the residual feed and excreta generated during aquaculture, we have established differentiated treatment measures for different aquaculture models. Under the eco-net cage aquaculture model, we apply multiple environmental protection technologies such as waste collection, biological recycling, precision feeding, rotational stocking and disease prevention, effectively reducing water pollution and ensuring compliance with water quality standards; Under the land-based flow-through aquaculture model, we have researched and adopted technologies such as micro-filtration of aquaculture water and micro-flocculation phosphorus removal from effluent, achieving compliance with local environmental discharge standards; Under the industrialized recirculating aquaculture system model, we strictly comply with environmental requirements by building dedicated wastewater treatment facilities and applying biofilm treatment processes, ensuring that all discharges meet applicable standards.

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In addition, we have established a circular ecological utilization model with local farmers and agricultural enterprises, under which residual feed and feces are collected and provided free of charge for conversion into organic fertilizer, helping to improve the quality of vegetables and fruits. These initiatives not only mitigate environmental impact but also reinforce our ESG performance.

***Procurement of Sturgeons from External Suppliers***

We have procured a limited volume of sturgeons from selected external suppliers from time to time to supplement our self-operated production capacity and better balance market demand with breeding cycles. Such procurement does not constitute contract farming, as the sturgeons procured remain under the ownership and control of the respective suppliers prior to completion of the purchase, and we do not participate in, or share operational decision-making, risks or profits in relation to, the suppliers’ farming activities.

***Collaboration arrangements with sturgeon suppliers:*** We conduct annual site visits and reviews of sturgeon suppliers across China and typically enter into long-term cooperation with a limited number of qualified sturgeon suppliers for supplementary procurement only. Under these arrangements, suppliers independently raise sturgeons to a specified age, generally three to four years, and we purchase the sturgeons only when they meet our quality and specification requirements. These arrangements do not involve farming on our behalf.

***Quality control measures:*** We have implemented strict quality control measures for externally procured sturgeons, including: (i) pre-cooperation assessments of suppliers’ farming capacity, compliance status and quality assurance capabilities; (ii) regular on-site reviews of farming practices during cooperation; and (iii) sampling inspections prior to purchase, supervision during collection and transportation, and post-arrival isolation and testing until the sturgeons meet our internal standards.

***Aquaculture Bases***

As of December 31, 2025, we had eight aquaculture bases located in high-quality natural waters, including Qiandao Lake (千島湖) and Wuxijiang (烏溪江) in Zhejiang, Zhelin Lake (柘林湖) in Jiangxi, Qingshan Lake (青山湖) in Liaoning, Weishui River (滬水河) in Hunan, and Yingjing River (滎經河) in Sichuan, with a total live fish stock of over 14,000 tons, representing a leading position in the industry. All our sturgeon resources are artificially bred, and we do not engage in the exploitation or utilization of wild sturgeon resources.

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The following table sets forth the designed aquaculture capacity, actual aquaculture volume, and utilization rate of our eight aquaculture bases for the years indicated:

		For the year ended December 31,								
		2023			2024			2025		
Aquaculture base	Aquaculture model applied	Designed aquaculture capacity <sup>(1)</sup>	Actual aquaculture volume <sup>(2)</sup>	Utilization rate <sup>(3)</sup>	Designed aquaculture capacity <sup>(1)</sup>	Actual aquaculture volume <sup>(2)</sup>	Utilization rate <sup>(3)</sup>	Designed aquaculture capacity <sup>(1)</sup>	Actual aquaculture volume <sup>(2)</sup>	Utilization rate <sup>(3)</sup>
		(tons)		(%)	(tons)		(%)	(tons)		(%)
Quzhou, Zhejiang . . . . .	Land-based flow-through aquaculture model and industrialized recirculating aquaculture system model	4,500.0	3,989.1	88.6	4,500.0	3,928.9	87.3	4,200.0	3,494.7	83.2
Qingshan Lake, Liaoning . . . . .	Eco-net cage aquaculture model	2,300.0	2,234.1	97.1	2,300.0	2,213.0	96.2	2,500.0	2,439.4	97.6
Yingjing, Sichuan . . . . .	Land-based flow-through aquaculture model	1,500.0	1,424.0	94.9	2,500.0	2,392.9	95.7	4,000.0	3,994.0	99.9
Zhelin Lake, Jiangxi <sup>(4)</sup> . . . . .	Eco-net cage aquaculture model	1,600.0	1,593.5	99.6	1,600.0	1,425.2	89.1	1,600.0	1,417.9	88.6
Qiandao Lake, Zhejiang <sup>(4)</sup> . . . . .	Eco-net cage aquaculture model	1,500.0	1,334.6	89.0	1,500.0	1,416.9	94.5	1,600.0	1,503.5	94.0
Baokang, Hubei <sup>(4)</sup> . . . . .	Land-based flow-through aquaculture model	600.0	552.9	92.2	800.0	724.7	90.6	1,200.0	1,091.3	90.9
Ningxiang, Hunan <sup>(4)</sup> . . . . .	Land-based flow-through aquaculture model	400.0	293.1	73.3	400.0	347.5	86.9	400.0	349.4	87.4
Sishui, Shandong <sup>(4)(5)</sup> . . . . .	Land-based flow-through aquaculture model	100.0	81.2	81.2	100.0	11.6	11.6	100.0	36.8	36.8
<b>Total</b> . . . . .		<b>12,500.0</b>	<b>11,502.6</b>	<b>92.0</b>	<b>13,700.0</b>	<b>12,460.7</b>	<b>91.0</b>	<b>15,600.0</b>	<b>14,326.9</b>	<b>91.8</b>

*Notes:*

- (1) The designed aquaculture capacity represents the theoretical capacity of each aquaculture base measured by sturgeon’s weight, primarily determined by the aquaculture model, aquaculture water area, water volume, stocking density, and sturgeon size grade.
- (2) The actual aquaculture volume refers to the actual biomass of sturgeons farmed during the respective year, which is calculated by multiplying the number of sturgeons by their average weight.
- (3) The utilization rate is calculated as the actual aquaculture volume divided by the designed aquaculture capacity of the relevant year.
- (4) Our aquaculture bases in Zhelin Lake, Qiandao Lake, Baokang, Ningxiang and Sishui primarily farm immature sturgeons aged up to seven years. Historically, these bases occasionally experienced moderate fluctuations in utilization rates, mainly because once the sturgeons reached seven years of age, they were transferred to other bases specialized in farming mature sturgeons, such as our Quzhou Aquaculture Base. The utilization rates at our aquaculture bases for immature sturgeons subsequently returned to higher levels when new supplies of immature sturgeons arrived.
- (5) The utilization rate of our Sishui Aquaculture Base in Shandong decreased materially from 2023 to 2025. This was primarily because changes in local water availability prompted us to adjust the aquaculture planning for this base, shifting its primary use to the rearing of immature sturgeons and reducing overall aquaculture volume, which led to a corresponding decline in utilization rate.

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The following table sets forth the fair value of biological assets attributable to each aquaculture base for the years indicated:

Aquaculture base	For the year ended December 31,		
	2023	2024	2025
	RMB'000	RMB'000	RMB'000
Quzhou, Zhejiang . . . . .	554,797	574,953	522,939
Qingshan Lake, Liaoning . . . . .	240,795	243,653	263,923
Yingjing, Sichuan . . . . .	119,751	231,595	401,735
Zhelin Lake, Jiangxi . . . . .	210,436	216,860	217,704
Qiandao Lake, Zhejiang . . . . .	168,228	154,804	167,525
Baokang, Hubei . . . . .	54,868	79,175	121,693
Ningxiang, Hunan . . . . .	32,998	45,907	44,704
Sishui, Shandong . . . . .	7,330	6,554	8,475

The following table sets forth breakdowns of our live fish stock by sturgeon species and growth stages as of the dates indicated:

By sturgeon species	As of December 31,					
	2023		2024		2025	
	Biomass (tons)	Number of fish	Biomass (tons)	Number of fish	Biomass (tons)	Number of fish
Hybrid sturgeons . . . . .	3,880.6	428,356	5,582.6	611,049	8,068.9	702,663
Russian sturgeons <sup>(1)</sup> . . . . .	6,551.2	523,281	5,784.4	505,535	5,231.2	486,453
Kaluga sturgeons . . . . .	569.4	7,043	539.4	7,613	478.0	6,734
Beluga sturgeons . . . . .	385.3	7,032	411.6	6,397	408.8	6,110
Amur sturgeons <sup>(2)</sup> . . . . .	73.9	4,847	84.0	44,023 <sup>(4)</sup>	76.8	13,212 <sup>(5)</sup>
Siberian sturgeons <sup>(2)</sup> . . . . .	8.6	520	25.2	5,436	30.9	5,207
Others <sup>(3)</sup> . . . . .	33.7	2,835	33.6	2,682	32.3	2,550
<b>Total . . . . .</b>	<b><u>11,502.6</u></b>	<b><u>973,914</u></b>	<b><u>12,460.7</u></b>	<b><u>1,182,735</u></b>	<b><u>14,326.9</u></b>	<b><u>1,222,929</u></b>

By growth stage	As of December 31,					
	2023		2024		2025	
	Biomass (tons)	Number of fish	Biomass (tons)	Number of fish	Biomass (tons)	Number of fish
= < 4 years of age . . . . .	2,206.6	540,161	2,020.6	588,904	3,094.8	628,001
5~6 years of age . . . . .	1,216.9	103,881	2,808.3	298,926	3,196.9	265,310
> = 7 years of age . . . . .	8,079.2	329,872	7,631.9	294,905	8,035.1	329,618
<b>Total . . . . .</b>	<b><u>11,502.6</u></b>	<b><u>973,914</u></b>	<b><u>12,460.7</u></b>	<b><u>1,182,735</u></b>	<b><u>14,326.9</u></b>	<b><u>1,222,929</u></b>

*Notes:*

- (1) Strong market demand for Russian sturgeon caviar has led to a decline in our live fish stock of this species during the Track record Period. We are addressing this through ongoing breeding and stocking of Russian sturgeon fry to replenish and expand its production pipeline.

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- (2) Amur sturgeons and Siberian sturgeons were recommended as substitute species during periods when demand for Russian sturgeon and hybrid sturgeon exceeded supply, and as production capacity of our core sturgeon species became better aligned with market demand, reliance on such substitutes declined, resulting in greater volatility in their live fish stock.
- (3) “Others” refers to several additional sturgeon species, each species individually accounted for a very small portion of our total live fish stock.
- (4) We procured a relatively large number of Amur sturgeon fry as our Yingjing Aquaculture Base in Sichuan commenced operations in 2024, resulting in a significant increase in number of fish as of December 31, 2024. However, as the fish fry were still at an early growth stage with relatively low average weight, the increase in overall biomass of Amur sturgeon was marginal as of the same date.
- (5) Upon completion of sex identification, we sold certain male Amur sturgeons fry to third parties, leading to a substantial decrease in number of fish as of December 31, 2025.

During the Track Record Period and up to the Latest Practicable Date, we did not experience any material accidents, injuries, or fatalities involving our labor force in our aquaculture bases.

***Aquaculture Capacity Expansion Plan***

As of December 31, 2025, we had commenced the aquaculture capacity expansion of one of our existing bases, the Baokang Aquaculture Base in Hubei, to meet the increasing market demand for our caviar products.

The table below sets forth details of the aquaculture capacity expansion plan of our Baokang Aquaculture Base in Hubei:

<u>Aquaculture base</u>	<u>Increased annual aquaculture capacity upon completion<sup>(1)</sup></u> (tons)	<u>Designed annual aquaculture capacity upon completion<sup>(1)</sup></u> (tons)	<u>Status as of the Latest Practicable Date</u>	<u>Expected completion time</u>	<u>Total estimated investment</u> (RMB in million)
Baokang, Hubei (expansion)	1,500	2,500	In progress	Third quarter, 2027	180.0

*Note:*

(1) Measured by sturgeon’s weight.

We expect that the aquaculture capacity expansion of our Baokang Aquaculture Base in Hubei will be funded primarily by the [REDACTED] from the [REDACTED] and will also be funded by cash generated from our operations. See “Future Plans and [REDACTED] — [REDACTED].”

In addition, as of the Latest Practicable Date, we were planning to expand two of our other existing aquaculture bases, namely Qiandao Lake Aquaculture Base in Zhejiang, and Wuning Aquaculture Base in Jiangxi. These expansion plans will be funded primarily by the [REDACTED] from the [REDACTED] as well as cash generated from our operations. See “Future Plans and [REDACTED] — [REDACTED].”

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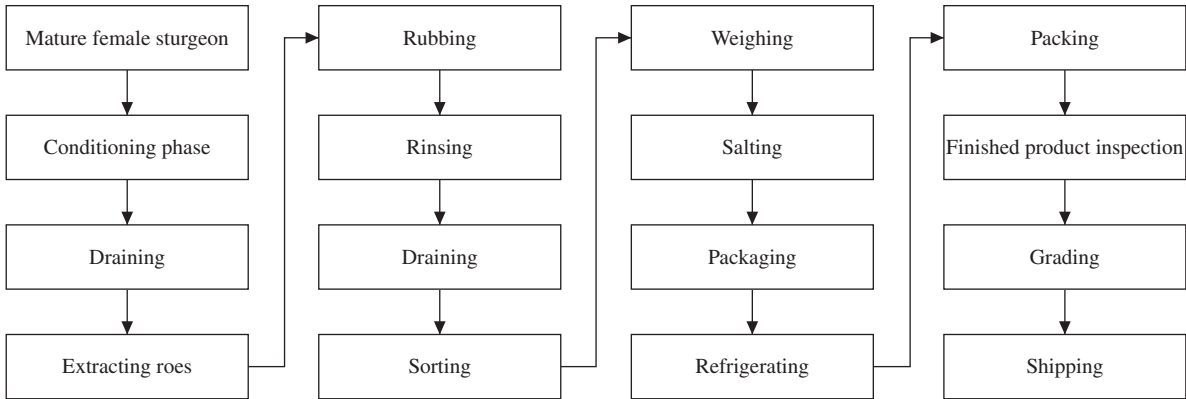
### Processing System

To ensure timely delivery of sturgeons and enhance processing efficiency, we have established processing bases adjacent to key aquaculture bases. By closely integrating aquaculture and processing operations, we have built a complementary and tiered production network that improves overall supply chain efficiency and product quality consistency. We adopt a traditional caviar harvesting technique, which involves slaughtering the sturgeon in order to extract caviar from its body, as opposed to non-lethal caviar extraction methods such as abdominal massage, catheterization, or minor surgical procedures. Accordingly, each sturgeon yields only one caviar harvest during its life cycle under the harvesting technique adopted. We use traditional caviar harvesting because it is better aligned with our premium product positioning and quality requirements, as it generally produces roe with better integrity and appearance, richer flavour and more consistent quality, thereby preserving the high quality and flavour profiles of our caviar products. According to CIC, traditional harvesting remains the mainstream method for caviar production and accounts for over 90% of global commercial caviar production. We did not adopt non-lethal harvesting methods because such methods typically involve anaesthesia, hormone induction or other assisted techniques, which may affect roe integrity, flavour and appearance.

### Processing Workflow

#### *Caviar processing*

Our caviar processing combines traditional craftsmanship with modern processing technologies, preserving the essence of classic techniques while continuously introducing standardized and refined procedures to ensure authentic flavor and consistent quality. The diagram below illustrates our caviar processing workflow.



- **Raw material evaluation:** Prior to processing, each mature female sturgeon undergoes a chilled conditioning phase. Our technicians assess whether the fish meets our quality standards based on the size, elasticity, texture and flavor of sampled roe, to ensure product consistency and optimal timing.
- **Separation and rinsing:** Before roe extraction, the sturgeons are placed in ice-water to induce a low-temperature anesthesia state, which reduces stress and supports animal welfare. Once fully anesthetized, the fish undergo subsequent humane processing steps, including bleeding and rinsing. The gonads are removed from the fish, and the roe is gently rubbed out to separate it from the gonadal tissue. The separated roe is then rinsed three to five times to remove impurities, membranes, and any undesirable odors, leaving only intact and fully matured grains for caviar production. After roe extraction, the remaining fish bodies are transferred for further cutting and processing into sturgeon products.

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- **Expert salting:** The cleaned roe is gently mixed with salt in a process that requires highly experienced master technicians. The goal is to ensure thorough integration of salt with the roe while avoiding excessive handling that could compromise elasticity and texture, thereby preserving the quality of the caviar. The precise amount of salt is fine-tuned based on the sturgeon species, specific orders, and customer preferences.
- **Packaging and pressing:** After manually exhausting air from the tin and forming shape with stainless-steel pressing discs, the caviar is rested overnight before undergoing vacuum sealing and final labeling. All caviar products are then stored under cold chain conditions.
- **Full-chain traceability system:** Each batch is assigned a unique code linked to the source fish ID, processing personnel, salt batch, operation timestamp, and quality inspection data, enabling full traceability from fish to tin.

All caviar products we sell are finished caviar products ready for sale. Pursuant to the Codex Standard for Sturgeon Caviar (CODEX STAN 291-2010), the mixing of caviar from different suppliers, species or batches is prohibited. Subsequent handling by our customers, if applicable, is thus limited to re-packaging into smaller retail-size units for onward sale to end customers.

We have implemented measures to prevent improper mixing and safeguard food safety: (i) We strictly process caviar on a single-species, single-batch basis, with each batch assigned a unique traceability code and affixed CITES-compliant tamper-proof labels. We also provide our customers with complete traceability documentation and labeling guidance; (ii) We bear food safety responsibility for our own production processes and for products released in compliance with applicable standards (including HACCP, ISO 22000 and BRC). We maintain a buyer-seller relationship with our customers, and do not have any control over their operations, after the products are delivered. Ownership and risks transfer to our customers upon delivery and acceptance of caviar products; and (iii) Our recall or replacement obligations apply only to original products that have not been mixed or altered. Any risks and liabilities relating to unauthorized mixing, re-packaging or labeling non compliance by our customers are borne solely by such customers themselves.

### *Sturgeon product processing*

Our sturgeon product production lines are designed in compliance with HACCP standards. The production process includes thawing, trimming, flash freezing, and cold-chain packaging. Hot-smoked products are prepared using a low-temperature intermittent smoking technique that helps retain moisture and fat content. Frozen meat products are processed through deboning, sectioning, and freezing to suit diverse foodservice scenarios.

### *Processing Bases*

As of December 31, 2025, we had established two processing bases adjacent to our Quzhou Aquaculture Base in Zhejiang and our Zhelin Lake Aquaculture Base in Jiangxi, to ensure timely delivery of sturgeons and enhance processing efficiency.

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The following table sets forth the designed capacity, actual output, and utilization rate of caviar products at our Quzhou Processing Base in Zhejiang and Zhelin Lake Processing Base in Jiangxi for the years indicated:

Processing base	For the year ended December 31,								
	2023			2024			2025		
	Designed capacity <sup>(1)</sup>	Actual output <sup>(4)</sup>	Utilization rate <sup>(2)</sup>	Designed capacity <sup>(1)</sup>	Actual output <sup>(4)</sup>	Utilization rate <sup>(2)</sup>	Designed capacity <sup>(1)</sup>	Actual output <sup>(4)</sup>	Utilization rate <sup>(2)</sup>
	(kilograms)		(%)	(kilograms)		(%)	(kilograms)		(%)
Quzhou, Zhejiang . . . . .	280,000.0	221,026.1	78.9	280,000.0	257,338.9	91.9	320,000.0	290,406.3	90.8
Zhelin Lake, Jiangxi . . . . .	10,000.0	2,421.6	24.2 <sup>(3)</sup>	10,000.0	3,593.1	35.9 <sup>(3)</sup>	15,000.0	11,060.2	73.7
<b>Total . . . . .</b>	<b>290,000.0</b>	<b>223,447.7</b>	<b>77.1</b>	<b>290,000.0</b>	<b>260,932.0</b>	<b>90.0</b>	<b>335,000.0</b>	<b>301,466.5</b>	<b>90.0</b>

*Notes:*

- (1) The designed capacity is measured by the weight of caviar output and calculated based on the actual plant area, number of production lines, and the number of effective processing days, which vary seasonally according to sturgeon roe maturity patterns.
- (2) The utilization rate is calculated as the actual output divided by the designed capacity of the relevant year.
- (3) The low utilization rate of our Zhelin Lake Processing Base in Jiangxi during the Track Record Period was primarily due to our functional allocation between processing bases, with our Quzhou Processing Base in Zhejiang dedicated mainly to export caviar processing and our Zhelin Lake Processing Base in Jiangxi focusing on domestically sold caviar products. As export sales accounted for a significant proportion of our total caviar sales during the Track Record Period, the utilization rate of our Zhelin Lake Processing Base in Jiangxi was relatively low. The utilization rate of Zhelin Lake Processing Base increased in 2025, primarily because we diverted part of the export orders originally handled by the Quzhou Processing Base to Zhelin Lake Processing Base in response to the continued growth in overseas market demand.
- (4) The actual output is measured by the weight of caviar output.

The following table sets forth the designed capacity, actual output and utilization rate of sturgeon meat at our Quzhou Processing Base in Zhejiang and Zhelin Lake Processing Base in Jiangxi for the years indicated:

Processing base	As of December 31,								
	2023			2024			2025		
	Designed Capacity <sup>(1)</sup>	Actual output <sup>(1)</sup>	Utilization rate	Designed capacity <sup>(1)</sup>	Actual output <sup>(1)</sup>	Utilization rate	Designed capacity <sup>(1)</sup>	Actual output <sup>(1)</sup>	Utilization rate
	(kilograms)		(%)	(kilograms)		(%)	(kilograms)		(%)
Quzhou, Zhejiang <sup>(2)</sup> . . . . .	1,200,000.0	991,939.5	82.7	1,200,000.0	1,097,603.8	91.5	1,400,000.0	1,251,414.9	89.4
Zhelin Lake, Jiangxi <sup>(3)</sup> . . . . .	200,000.0	48,965.6	24.5	200,000.0	49,972.2	25.0	200,000.0	112,258.6	56.1
<b>Total . . . . .</b>	<b>1,400,000.0</b>	<b>1,040,905.1</b>	<b>74.4</b>	<b>1,400,000.0</b>	<b>1,147,576.0</b>	<b>82.0</b>	<b>1,600,000.0</b>	<b>1,363,673.5</b>	<b>85.2</b>

*Notes:*

- (1) Measured by the weight of sturgeon meat output.
- (2) Considering the gradual increase in caviar and sturgeon product, we carried out a technical upgrade of the sturgeon meat processing workshop at Quzhou Processing Base in Zhejiang in 2025 to enhance production capacity.
- (3) The low utilization rate of our Zhelin Lake Processing Base in Jiangxi during the Track Record Period was primarily due to our functional allocation between processing bases. In 2023 and 2024, the output of sturgeon products at our Zhelin Lake Processing Base in Jiangxi generally aligned with caviar production. In 2025, we diverted part of the processing of male sturgeons to our Zhelin Lake Processing Base in Jiangxi, which led to an increase in sturgeon meat output and improved utilization.

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During the Track Record Period and up to the Latest Practicable Date, we did not experience any material accidents, injuries, or fatalities involving our labor force in our processing bases.

### *Production Capacity Expansion Plan*

As of December 31, 2025, we had commenced the construction of one new processing base adjacent to our Yingjing Aquaculture Base in Sichuan, to accommodate our regional supply needs and support our continued growth.

The table below sets forth details of the production capacity expansion plan of caviar products at our Yingjing Processing Base in Sichuan:

<u>Processing base</u>	<u>Planned use</u>	<u>Designed annual production capacity upon completion<sup>(1)</sup></u> (kilograms)	<u>Status as of the Latest Practicable Date</u>	<u>Expected completion time</u>	<u>Total estimated investment</u> (RMB in million)
Yingjing, Sichuan	Caviar processing	220,000.0	In progress	Fourth quarter, 2026	200.0

*Note:*

(1) The designed annual production capacity is measured by the weight of caviar output.

We expect that the production capacity expansion of our Yingjing Processing Base in Sichuan will be funded by cash generated from our operations.

### **Quality Control System**

We are keenly focused on food safety and quality management, and have established a comprehensive quality assurance system that aligns with both domestic regulatory standards and international export requirements.

### *International Certifications and Regulatory Compliance*

We have obtained food safety certifications and export approvals from major markets including the European Union, the United States and Japan. We have fully implemented and passed certifications under ISO 9001 (Quality Management System), ISO 22000 (Food Safety Management System), and HACCP (Hazard Analysis and Critical Control Points), and have obtained the internationally recognized BRC Global Standard for Food Safety, IFS Food Standard, Friend of the Sea (FOS) sustainability certification, and organic product certification.

### *Institutional Framework and Internal Standards*

We have developed a full-suite of internal control policies, operational procedures and technical specifications, covering all major nodes of our production chain. Our internal quality control standards are grounded in national food safety regulations. In practice, we often implement stricter internal thresholds, particularly for products intended for export.

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### *Quality Controls in Aquaculture and Processing*

We maintain end-to-end quality surveillance systems across aquaculture, caviar processing and sturgeon meat production.

- **Raw material stage:** For self-farmed sturgeon, we apply strict quality management protocols guided by internal standards such as our Aquaculture Quality and Safety Control Specification (《養殖質量安全控制規範》) and Aquatic Product Safety Monitoring Plan (《水產品質量安全控制規範》). We control every aspect from seedling health to feed formulations and water parameters. For externally sourced sturgeon, in addition to regular supplier assessment, we implement separate in-house standards such as the External Fish Quality Control Specification (《外購魚質量安全控制規範》) and Inspection Protocols for External Fish (《外購魚檢驗程序》).
- **Processing stage:** We adhere to a philosophy of combining the heritage of traditional craftsmanship with modern standardization. On the one hand, we preserve hand-crafted precision as the core of traditional caviar processing, ensuring authentic flavor and continuity of artisanal features. On the other hand, we strictly follow standardized operating procedures for salt content, temperature and timing. Prior to processing, each fish undergoes chilled conditioning and maturity assessment. Post-processing, our in-house lab performs residue, chemical and microbiological testing, and our products are subject to customs sampling before export. By integrating tradition with innovation, we ensure both the stability and traceability of our caviar processing practices.

### *Organizational Structure and Staffing*

We operate an independent quality control department consisting of 20 staff as of December 31, 2025, most of whom hold bachelor’s degrees or higher in food science, quality management or aquaculture disciplines. The core functions of our quality control department include: (i) *Supervisory audits:* Conducts random checks, evaluations and accountability tracing across processing, aquaculture, procurement and equipment departments; (ii) *Operational support:* Provides batch-level verification prior to dispatch and assists in resolving customer issues; and (iii) *Ongoing reviews:* Organizes regular quality review meetings, carries out cross-audits, and conducts issue-specific retrospectives.

During the Track Record Period and up to the Latest Practicable Date, there were no material findings from our supervisory audits and ongoing reviews.

### *Customer Management and Feedback*

We operate a formal customer complaint and feedback mechanism under our internal quality complaint handling policy, which mandates root cause analysis, corrective action plans and follow-up verification. We have implemented a product return and replacement policy, with separate internal guidelines for domestic and international markets based on client tiering and contractual terms. During the Track Record Period, we successfully maintained a low product return rate of approximately 0.2%.

During the Track Record Period, our production system operated safely without any material production accidents. During the Track Record Period and up to the Latest Practicable Date, we did not experience any material food safety issues, complaints, product returns, product recalls or product defects, and we had not been subject to any regulatory penalties or litigation in connection with food

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safety or product compliance matters. As confirmed by our Directors, there were no large-scale outbreaks or spread of diseases among our sturgeon, and we did not suffer from any material losses resulted from sturgeon diseases during the Track Record Period and up to the Latest Practicable Date.

### OUR PROCUREMENT SYSTEM

We have established a procurement system built around three core priorities: supply stability, quality assurance, and cost efficiency. This system covers all major input categories, including sturgeon, feed, packaging materials, and other consumables used in production. By implementing our qualified supplier management system, working with long-term partners, and enforcing traceability and compliance reviews, we have significantly enhanced procurement efficiency and risk management across our operations.

#### Supplier Qualification and Evaluation Process

We have established a qualified supplier management system to ensure stable supply, product quality and procurement compliance. We assess prospective and existing suppliers based on multiple criteria, including qualifications, product quality, service performance, technical capability and reputation.

We maintain a dynamic list of qualified suppliers, which is regularly updated through periodic reviews. Our quality control department and logistics support team jointly conduct supplier assessments and on-site inspections. This process is designed to ensure that our procurement procedures remain standardized, the quality of raw materials remains consistently high, pricing is commercially reasonable, and our supplier relationships are based on long-term trust and reliability.

Salient terms of the supply agreements with our suppliers for key raw materials typically include:

- **Duration:** Agreements are usually entered into on an annual basis, with renewal subject to mutual agreement.
- **Pricing policy:** Prices are either fixed or adjusted with reference to prevailing market conditions as agreed by the parties.
- **Delivery:** Suppliers are responsible for delivering goods directly to our designated warehouses, aquaculture bases or processing bases pursuant to the supply agreements, with risks transferred upon delivery and acceptance.
- **Payment:** Payments are generally settled either by bank transfer within an agreed credit period of up to three months upon receipt of invoice, or by bank notes with a maturity period of up to six months.
- **Quality:** Suppliers are required to comply with agreed product specifications and quality standards, and to ensure compliance with applicable regulatory and food safety requirements. In the event of quality deficiencies in the supplied products that result in penalties imposed by regulatory authorities or cause personal injury or property damage to consumers, suppliers are responsible for bearing the relevant liabilities.
- **Inspection and acceptance:** We conduct inspection upon receipt, and reserve the right to reject or return non-conforming products at the supplier's cost.
- **Termination:** Agreements may be terminated by either party in case of material breach or upon mutual consent.

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### **Procurement Compliance and Anti-Corruption Management**

We have implemented a robust procurement compliance regime designed to prevent conflicts of interest and internal misconduct. Contracts for the procurement of materials with an amount exceeding RMB0.5 million are subject to approval by our general managers, which explicitly prohibits kickbacks, improper benefits, and other unethical practices. Our quality control department leads a cross-functional oversight system for major procurement projects, which must undergo joint evaluation by multiple departments to ensure transparency and accountability. During the Track Record Period, we did not encounter any litigation, order cancelations, or material disputes arising from supplier conflicts, quality issues, or communication breakdowns.

### **Key Procurement Categories**

During the Track Record Period, we sourced the majority of our raw materials and packaging materials in China. Our key procurement categories included the following raw materials and packaging materials: (i) *Feed*: Feed is the largest cost component in our aquaculture operations; (ii) *Sturgeon*: We selectively purchase mature and reserve-breeding female sturgeon to supplement our self-breeding supply and optimize our sturgeon population structure; (iii) *Packaging*: Including metal tins, plastic jars, foam boxes, cartons, labels and premium gift boxes used in the packaging of our caviar and sturgeon products; and (iv) *Consumables*: Encompassing office supplies, aquaculture tools, safety gear and other auxiliary materials.

### ***Feed Procurement***

Feed represents the most critical procurement category for our aquaculture operations, as its formulation, quality and delivery efficiency have a direct and material impact on sturgeon survival rates and the consistency of our final products.

We adopt a structured and disciplined procurement process for feed purchases. We conduct due diligence on feed suppliers through on-site factory inspections, formula safety assessments and finished product testing. We give priority to suppliers with sound credentials and good reputation, which are approved as qualified suppliers. We then enter into long-term cooperation agreements with them, specifying quality requirements, formula standards and payment terms for feed supply. At the beginning of each year, we carry out comprehensive evaluations and reviews of approved suppliers; during the year, we conduct quarterly inspections; and on an ad hoc basis, we perform spot checks tied to processing batches. This multi-level supervision mechanism ensures the stability and reliability of feed quality. Based on the estimated feed demand for the year, we formulate an annual procurement plan and negotiate with qualified suppliers on purchase quantities, unit prices, price adjustment mechanisms and payment terms, before entering into annual feed procurement contracts.

We also carry out quarterly sampling and testing of procured feed batches to monitor quality and safety indicators, thereby ensuring that all aquaculture inputs meet applicable requirements and standards.

### ***Sturgeon Procurement***

While we rely primarily on self-operated sturgeon aquaculture, we supplement our supply through selective procurement of sturgeons from external sources to better meet market demand and optimize our breeding cycle. Given the long maturation period required for sturgeon to reach processing grade and the continued growth in market demand for caviar, we procure sturgeons that meet our requirements in terms of quality, species and age based on our internal supply planning and annual assessments of the

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sturgeon farming market. This approach enables us to shorten the overall cultivation cycle, enhance capacity planning and make more efficient use of aquaculture resources. During the Track Record Period, approximately 12.8% of our sturgeons were procured externally. Based on our internal supply planning and market research, we purchase sturgeons that meet our standards in terms of quality, species, and age. Our external procurement covers juvenile females (typically three to four years old) as well as mature females and certain fingerlings required for breeding base replenishment.

Each year, we conduct nationwide field visits to assess potential sturgeon suppliers. For those that meet our technical and quality standards, we proceed with procurement planning subject to our annual budget and internal approval process. We have also entered into long-term cooperation agreements with select suppliers, under which we acquire sturgeons that reach our required maturity levels through unified batch procurement.

We implement strict in-house standards to ensure rigorous quality control over externally sourced sturgeons. Prior to signing any purchase contract, we conduct sampling tests to verify that the sturgeons meet our quality requirements. Upon arrival at our aquaculture bases, these sturgeons are placed in isolated pools, separate from our self-bred stocks. Juvenile sturgeons aged three to four years are typically reared for an additional year, and are only integrated with our in-house populations after passing comprehensive quality and multiple health inspections. Mature sturgeons remain in segregated holding pools until they pass inspection and are prepared for processing. Any sturgeons that fail to meet our standards continue to be held in isolation until further evaluation.

We primarily rely on self-breeding of sturgeons because high-quality resources are critical to caviar yield, product quality and economic returns. According to CIC, we have established the world’s most comprehensive sturgeon resource bank, with over 100,000 broodstock sturgeons of multiple species. By applying advanced hybridization and molecular genetic breeding technologies and selecting broodstock with desirable genetic traits, we increased the average roe-bearing rate of our sturgeons to 17% in 2025, significantly above the industry average of approximately 10%, according to CIC. Compared with externally sourced sturgeons, our self-bred sturgeons are subject to standardized full-cycle farming management, including water quality control, feed management, disease prevention and control, and aquaculture medicine management, which enables better control over fish health and product quality. Self-breeding also allows us to better control production costs, as external procurement would generally include suppliers’ profit margins. Accordingly, we believe self-breeding is more cost-effective and better supports consistent product quality than external procurement.

### ***Packaging Procurement***

To align with the export requirements and premium market positioning of our caviar products, we place strong emphasis on the specialization, consistency, and visual design of our packaging materials. We aim to ensure that all packaging used across our product lines not only meets food safety and transportation requirements, but also reflects the high-end aesthetic and branding standards associated with the *Kaluga Queen* (卡露伽) name.

### **Our Major Suppliers**

In 2023, 2024 and 2025, the aggregate purchases from our top five suppliers in each year during the Track Record Period amounted to RMB124.5 million, RMB179.3 million and RMB198.7 million, respectively, which accounted for 66.6%, 61.2% and 54.0% of our total purchases for the same periods, respectively. In 2023, 2024 and 2025, purchases from our largest supplier in each year during the Track

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Record Period amounted to RMB82.5 million, RMB98.2 million and RMB119.8 million, respectively, which accounted for 44.1%, 33.5% and 32.6% of our total purchases for the same periods, respectively. During the Track Record Period, our top five suppliers comprised suppliers of feeds and sturgeons.

To mitigate our supplier concentration, we have adopted a disciplined and diversified procurement strategy to ensure supply stability and cost efficiency. During the Track Record Period, all of our top five suppliers were Chinese companies, among which our largest supplier was a major feed manufacturer from which we sourced a significant portion of our feed due to its consistent quality, reliable delivery capabilities and competitive pricing. This concentration mainly reflected the cost efficiency and operational stability offered by large-scale suppliers in the feed industry, which is a common market practice according to CIC. No contract farmer was involved in our five largest suppliers during the Track Record Period. Our sturgeon suppliers were primarily qualified sturgeon suppliers with whom we have established cooperation. In addition to our major suppliers, we have also established long-term and stable cooperation with other feed and sturgeon suppliers through annual and multi-year framework agreements. These suppliers have consistently met our quality and delivery requirements, providing an alternative supply base that helps mitigate supplier concentration risks. We also conduct periodic supplier assessments and performance evaluations to ensure our procurement decisions remain objective and aligned with operational needs. See “— Our Procurement System” for details. We had maintained stable and mutually beneficial relationships with our major suppliers during the Track Record Period and up to the Latest Practicable Date, without any material disputes or supply disruptions. We believe the likelihood of a material adverse change or termination in the relationship with our major suppliers is relatively low. Going forward, we intend to continue expanding our qualified supplier base while deepening strategic collaboration with existing partners to ensure steady supply, improve bargaining power, and enhance procurement resilience. See “Risk Factors — Risks Relating to Our Business and Industry — We procure a significant portion of our feeds and sturgeons from our top five largest suppliers. Any adverse change in business relationship with our major suppliers could materially and adversely affect our business, financial condition and results of operations” for details.

The following tables set out details of our five largest suppliers in each year during the Track Record Period:

### For the year ended December 31, 2023

Supplier	Background	Products Provided	Credit Term	Commencement of Business Relationship	Purchase Amount (RMB'000)	% of the Total Purchase
Ningbo Tianbang Feed Technology Co., Ltd. (寧波天邦飼料科技有限公司) . . . . .	Feed production, aquaculture feed sales	Feed	30–90 days	2008	82,503	44.1
Supplier E . . . . .	Purchase and sales of sturgeon and trout	Sturgeon	100% in advance	2023	13,668	7.3
Supplier F . . . . .	Agricultural development, Aquaculture, processing and sales	Sturgeon	Ten days	2021	10,524	5.6
Supplier G . . . . .	Production & sales of compound and concentrated feed, pet food	Feed	60 days	2023	9,304	5.0
Supplier H . . . . .	Aquaculture, fish seed production	Sturgeon	Three days	2023	8,511	4.6
<b>Total . . . . .</b>					<b>124,510</b>	<b>66.6</b>

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### For the year ended December 31, 2024

Supplier	Background	Products Provided	Credit Term	Commencement of Business Relationship	Purchase Amount (RMB'000)	% of the Total Purchase
Ningbo Tianbang Feed Technology Co., Ltd. (寧波天邦飼料科技有限 公司) . . . . .	Feed production, aquaculture feed sales	Feed	30–90 days	2008	98,207	33.5
Supplier I . . . . .	Aquaculture, fish seed production	Sturgeon	Three days	2024	31,619	10.8
Supplier J . . . . .	Fish (pond-based) breeding and sales	Sturgeon	One year	2024	18,547	6.3
Supplier E . . . . .	Purchase and sales of sturgeon and trout	Sturgeon	Three days	2023	16,660	5.7
Supplier K . . . . .	Sturgeon breeding, processing and sales	Sturgeon	Three days	2020	14,276	4.9
<b>Total</b> . . . . .					<b><u>179,309</u></b>	<b><u>61.2</u></b>

### For the year ended December 31, 2025

Supplier	Background	Products Provided	Credit Term	Commencement of Business Relationship	Purchase Amount (RMB'000)	% of the Total Purchase
Ningbo Tianbang Feed Technology Co., Ltd. (寧波天邦飼料科技有限 公司) . . . . .	Feed production, aquaculture feed sales	Feed	30–90 days	2008	119,811	32.6
Supplier L . . . . .	Aquaculture, fish seed production	Sturgeon	Three days	2023	33,266	9.0
Supplier E . . . . .	Purchase and sales of sturgeon and trout	Sturgeon	Three days	2023	18,664	5.1
Supplier M . . . . .	Aquaculture, fish seed production	Sturgeon	Three days	2025	15,980	4.3
Supplier N . . . . .	Aquaculture	Sturgeon	30–90 days	2022	10,967	3.0
<b>Total</b> . . . . .					<b><u>198,688</u></b>	<b><u>54.0</u></b>

During the Track Record Period, we sourced sturgeons from different suppliers each year primarily because sturgeon farming enterprises only have fish available for sale at certain stages of the growth cycle, which is consistent with common industry practice, according to CIC. Given the long maturation period of sturgeon aquaculture and the substantial feed and labor inputs required, sturgeon farming enterprises typically sell fish at around three to four years of age to recover costs and ease cash-flow pressure. After selling such fish, they generally do not have additional sturgeons available until their next batch reaches a similar age.

As of the Latest Practicable Date, to the best of our knowledge, none of our Directors, their associates or any other Shareholder which, to the knowledge of our Directors, owned more than 5% of our share capital had any interest in any of our five largest suppliers. None of our five largest suppliers, including their shareholders, directors, senior management or any of their respective associates, have any past or present relationship (family, employment, trust, financing or otherwise) with us, our subsidiaries, our Shareholders, Directors, senior management or any of their respective associates.

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### OUR SUPPLY CHAIN

We have established an integrated supply chain system covering raw material procurement, finished product management and logistics arrangement. Through a combination of self-owned warehousing, flexible coordination and planning-based operations, we ensure the traceability, reliability and uninterrupted supply of our caviar and sturgeon products throughout the entire supply chain.

We have developed a developed operational system and responsive mechanism for supply chain management and plan to further enhance our investments in digitalization and informatization to strengthen the foundational support for our expanding operations.

- **Warehousing infrastructure:** We maintain a self-owned general warehouse in Quzhou, Zhejiang, supplemented by finished goods warehouses attached to each processing base. Common packaging materials are centrally standardized at our headquarter in collaboration with qualified suppliers, including unified specifications and purchase prices. After procurement, these materials are delivered to the Quzhou warehouse or the respective warehouses of each processing base. Each processing base manages its warehouse and inventory locally, enabling quick responses to varying market demands, particularly export orders.
- **Inventory management:** We implement a dual-layer inventory control system combining physical inventory checks with form-based management, supported by our ERP supply chain management system. Quarterly physical counts ensure consistency between records and actual stock. Safety inventory thresholds are set for key materials, and we maintain a dynamic replenishment mechanism based on usage frequency and attrition levels to avoid production disruption. During the Track Record Period, we did not experience any significant inventory obsolescence or material write-off of inventories.
- **Logistics arrangement:** Our suppliers are responsible for the transportation for the bulk raw materials such as feed and packaging, with logistics costs factored into the purchase price and delivery risks borne by the suppliers prior to handover. Key suppliers arrange production and centralized delivery promptly based on our monthly usage plan, ensuring both reliability and flexibility in the supply cycle. For finished products, we primarily engage third-party cold chain logistics providers with import/export qualifications to carry out international deliveries. Our caviar products have a shelf life of up to nine months depending on the packaging size, and our sturgeon products generally have a shelf life ranging from six to 24 months, depending on the product type and processing method. To ensure that our products are maintained in safe and appropriate condition during transportation, we follow standardized insulation and freshness-preservation packaging requirements before dispatch and arrange full cold-chain handling throughout the delivery process. For exported caviar, we further adopt cold-chain air transportation to shorten transit time and ensure stable product quality upon arrival. Logistics partners are selected according to order type and destination. We are in the process of entering into long-term cooperation agreements with multiple cold chain service providers to further enhance logistics efficiency and cost optimization while maintaining service stability.

Leveraging our stable supplier base, well-distributed warehousing network and decentralized operational model, our supply chain system has maintained robust performance. During the Track Record Period, we did not experience any material disruptions or fulfillment failures.

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### OUR RESEARCH AND DEVELOPMENT

#### R&D Focus and Strategic Priorities

We adhere to an industry-oriented and innovation-driven philosophy and have established an R&D system centered on breeding and aquaculture, supported by end-to-end intelligent management. We have established an intelligent management system that applies IoT and big data technologies to environmental monitoring, feed input, disease diagnosis and traceability, enabling full digitalization and visualization of the aquaculture process. These integrated technological capabilities have positioned us as a benchmark for modernized, large-scale and intelligent sturgeon aquaculture. For further details, see “— Our Production — Aquaculture System.”

Building on these core technological strengths, we also place strong emphasis on new product development and cross-category extension, continuously exploring diversified applications of caviar. In the food sector, we have developed a range of innovative caviar products and we incorporate caviar into diverse consumption scenarios, extending its presence beyond traditional fine dining into broader lifestyle contexts, thereby broadening market boundaries and appealing to a wider consumer base. Beyond food, we are exploring the potential applications of caviar in the personal care sector, particularly in skincare, where it may support collagen generation, anti-aging and nourishment. Leveraging technologies such as enzymatic ultrafiltration and supercritical CO<sub>2</sub> extraction, we have initiated exploratory R&D projects on products such as caviar-based masks and serums, aiming to evaluate the broader application potential of caviar beyond the food industry.

#### R&D Structure and Management

We prioritize in-house R&D supplemented by collaborative R&D, with the aim of building a technology innovation platform that integrates industry, academia and research, and advancing the industrialization of cutting-edge technologies in the industry.

Our R&D department is responsible for the research initiatives. In 2020, we established our corporate research institute and as of December 31, 2025, the institute consisted of 19 full-time researchers, and external experts, scholars, and part-time staff from different departments, thereby fostering an interdisciplinary and open R&D framework. The institute comprises seven laboratories covering genetic breeding, aquaculture, fish diseases, new products, quality and safety, ecological environment and smart aquaculture. We focus on germplasm innovation and smart aquaculture, with emphasis on genetic breeding, aquaculture automation, digitalization and disease prevention. Through our proprietary full artificial breeding technologies, we have mastered a complete technical pathway covering gonad maturity identification, low-temperature broodstock conditioning, roe extraction, hatching and post-spawning rehabilitation. These advancements have significantly improved fertilization rates, hatching rates and fry survival rates, enabling us to establish a sturgeon germplasm resource bank and a national-level sturgeon breeding farm, thereby providing stable germplasm resources for the sustainable production of caviar.

We actively deepen industry-academia-research cooperation with leading domestic and international research institutions. Leveraging the platform of the National Key Laboratory for Sturgeon Genetic Improvement under the MARA, we attract top genetic breeding experts and interdisciplinary engineers to collaborate with us on frontier areas such as genetic breeding, smart aquaculture and digitalized farming. These partnerships integrate fundamental research with applied technologies, promoting the industrial application of advanced scientific achievements. Through collaboration agreements, we clearly define the ownership and permitted scope of use of research results, ensuring exclusivity and effective protection of our core technologies.

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We actively manage our R&D projects and intellectual property through a comprehensive internal framework that covers the full lifecycle from project initiation and result validation to patent applications, record-keeping, and confidentiality protection. We archive all research materials annually by project in digital format under a centralized system. Our research institute oversees the patent application process and engages external patent agencies to handle filings. The marketing department manages our trademarks, while the research institute maintains our software copyrights and invention or utility model patents. We assign specific personnel to coordinate all IP-related matters and engage external advisors to support registration, maintenance, and fee administration. We require all key technical personnel to sign confidentiality, non-compete, and intellectual property assignment agreements to safeguard our core technologies and proprietary information.

We continue to increase R&D investment to ensure the sustainability and competitiveness of our technological innovation. In 2023, 2024 and 2025, our research and development expenses amounted to RMB22.7 million, RMB24.2 million and RMB28.2 million, respectively.

### SALES AND MARKETING

During the Track Record Period, the majority of our products were sold to overseas markets. Leveraging our continuous sales and marketing efforts, our products were sold to 46 countries and regions across Europe, America and Asia Pacific as of the Latest Practicable Date. We have established long-term and in-depth relationships with customers including overseas caviar houses and fine food companies. In addition to our international presence, we also sell our products in China. We have built a nationwide sales network across China, covering both offline and online channels. We also maintain brand collaborations with and serve as the caviar supplier to leading airlines and top cruise operators. Our extensive network enables us to effectively reach a broad customer base and adapt to varying market demands. We are able to effectively manage and maintain this broad network through our profound industry expertise, skilled business development team, strong customer loyalty and proactive global outreach. The following table sets forth the revenue breakdown by sales channel for the periods indicated:

	For the year ended December 31,					
	2023		2024		2025	
	RMB	%	RMB	%	RMB	%
	(in thousands, except percentages)					
<b>Overseas sales<sup>(1)</sup>:</b> . . . . .	<b>442,596</b>	<b>76.7</b>	<b>535,964</b>	<b>80.1</b>	<b>644,497</b>	<b>83.8</b>
Third-party brand <sup>(2)</sup> . . . . .	354,154	61.4	428,307	64.0	527,229	68.6
Own brand <sup>(3)</sup> . . . . .	88,442	15.3	107,657	16.1	117,268	15.2
<b>Domestic sales — Own brand</b> . . . . .	<b>134,645</b>	<b>23.3</b>	<b>133,329</b>	<b>19.9</b>	<b>124,509</b>	<b>16.2</b>
Offline <sup>(4)</sup> . . . . .	124,412	21.5	123,456	18.4	113,409	14.8
Online <sup>(5)</sup> . . . . .	10,233	1.8	9,873	1.5	11,100	1.4
<b>Total</b> . . . . .	<b>577,241</b>	<b>100.0</b>	<b>669,293</b>	<b>100.0</b>	<b>769,006</b>	<b>100.0</b>

*Notes:*

- (1) During the Track Record Period, our overseas sales were all offline sales.
- (2) Customers primarily comprise overseas caviar houses and fine food companies.
- (3) Customers primarily comprise overseas caviar houses and fine food companies, and international airlines.
- (4) Customers primarily comprise restaurants, hotels and supermarkets in China.
- (5) Customers primarily comprise consumers purchasing our products through our self-operated stores on major e-commerce platforms in China.

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We have maintained steady growth in overseas sales to customers that market our products under third-party brands during the Track Record Period. These customers are primarily long-established overseas caviar houses and fine food companies with strong industry recognition and reputable track records in overseas markets such as Europe and the U.S. By leveraging their consumer trust and localized operation capabilities, we are able to expand the reach of our products, strengthen our international market presence, and accelerate penetration in key markets.

In the overseas market, our brand *KALUGA QUEEN* (卡露伽) has achieved strong recognition. Since 2011, *KALUGA QUEEN* (卡露伽) caviar has been served in the first-class cabin of Lufthansa, and we have maintained collaborations with other prominent airlines including Singapore Airlines and Cathay Pacific. In 2023, 2024 and 2025, revenue generated from sales to international airlines amounted to RMB8.8 million, RMB11.8 million and RMB13.0 million, respectively, accounting for 1.5%, 1.8% and 1.7% of our total revenue for the same periods, respectively. These partnerships have further enhanced our brand visibility and reinforced our image among high-end consumers. In addition, in the overseas market, our branded caviar products are also sold to overseas caviar houses and fine food companies primarily located in growing markets such as Southeast Asia and the Middle East, where we have actively strengthened consumer education and brand awareness. In 2023, 2024 and 2025, revenue generated from these customers amounted to RMB79.6 million, RMB95.8 million and RMB104.3 million, respectively, accounting for 13.8%, 14.3% and 13.5% of our total revenue for the same periods, respectively.

In the domestic market, we sell our caviar products under the brand name of *KALUGA QUEEN* (卡露伽) through offline channels to restaurants, hotels and supermarkets, and through major e-commerce platforms to consumers across China.

In the course of marketing and selling caviar products in the PRC, we prominently inform consumers of the specific sturgeon species used for the production of the relevant caviar products on packaging and delivery note, and clearly state the authentic species origin of such products. We do not state or imply, in any product packaging, marketing materials or through any advertising and promotional activities, that all the caviar products sold under the *KALUGA QUEEN* (卡露伽) brand are necessarily derived from Kaluga sturgeon species. We have not made any false implication or false advertising in respect of the raw material species of the products, or otherwise engaged in any conduct that would mislead consumers in this respect. Our PRC Legal Advisor is of the view that, during the Track Record Period and as of the Latest Practicable Date, the marketing and sales activities of our Group’s caviar products (including the caviar derived from non-kaluga sturgeons) under the *KALUGA QUEEN* (卡露伽) brand in the PRC have not violated relevant laws and regulations of the PRC in any material aspect with the following basis: (i) use of the brand “Kaluga” will not mislead the customers in the PRC since the Chinese translation corresponding to “Kaluga” in our Company’s registered trademarks is “卡露伽”, instead of “達氏鱈”; (ii) notwithstanding that we have prominently informed consumers of the specific sturgeon species used for the production of the relevant caviar products on packaging and delivery note, there is no mandatory laws and regulations in the PRC to stipulate the specific sturgeon species of the production of the relevant caviar products on the outer packaging; and (iii) our Group has not been subject to any administrative penalties for violation of laws and regulations relating to market supervision.

Similarly, when we are marketing and selling our *KALUGA QUEEN* (卡露伽) products outside the PRC, we clearly indicate the specific sturgeon species used in the relevant products on its product packaging, and in marketing materials and advertising and promotional activities. We have not made any false advertising in respect of the sturgeon species used in our products. Our caviar containers which bear non-reusable labels indicating, among other things, a three-letter species code specific to different species and the name of specific sturgeon species, are in compliance with the labeling requirements set

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out by the CITES and the CAC Codex Standard for Sturgeon Caviar (CODEX STAN 291-2010) for species of sturgeon. The CITES and the Codex Standard for Sturgeon Caviar are adopted by major markets including Russia and Japan. Russia and Japan were the top overseas markets for our own branded products during the Track Record Period, while each of the remaining overseas markets for our own branded products contributed less than 1.5% of our total revenue during each year of the Track Record Period. Accordingly, we are of the view that our use of the *KALUGA QUEEN* (卡露伽) brand for products sold had not violated the relevant laws and regulations in the PRC and the overseas markets where the product of our own brands were sold during the Track Record Period.

Having considered (i) the view of the PRC Legal Advisor; (ii) the packaging and labeling of our Group’s *KALUGA QUEEN* (卡露伽) products; (iii) the relevant laws and regulations in the PRC and the major overseas markets where our own brands are sold, as well as the CITES requirements and the Codex Standard for Sturgeon Caviar; and (iv) CIC’s confirmation that it is not uncommon in the market for caviar companies to incorporate name of a particular sturgeon species as part of their brand name and based on the Joint Sponsors’ own due diligence work, the Joint Sponsors are of the view that our use of the *KALUGA QUEEN* (卡露伽) brand for products sold had not violated the relevant laws and regulations in the PRC and the overseas markets where the product of our own brands were sold during the Track Record Period in any material respects.

### **Sales and Marketing Team**

As of the Latest Practicable Date, we had a sales and marketing team of 57 employees, primarily responsible for business development, customer service and brand promotion. Our sales and marketing personnel maintain regular communication with existing and prospective customers to introduce our product offerings and development plans. They also gather customer feedback to enhance our understanding of market needs and coordinate closely with our production and quality control teams, contributing to high customer satisfaction. In particular, we have established an international sales team with expertise in international trade, food safety and multilingual communications, dedicated to maintaining consistency in our brand image across markets while facilitating effective localization.

### **Sales Channels**

#### *Overseas sales*

We primarily sell our products to customers including overseas caviar houses and fine food companies. As of December 31, 2023 and 2024, and 2025, we had 104, 108 and 129 overseas customers, respectively. We have cultivated a loyal and stable customer base, with 70% of our overseas customers in terms of revenue having maintained partnerships with us for over 11 years. Our long-term partnerships with customers are built on a foundation of consistently high product quality, exceptional customer service and a shared commitment to refined dining and premium lifestyles, enabling us to stay closely aligned with evolving market preferences. Our overseas customers market our caviar products using third-party brands or our own caviar brand *KALUGA QUEEN* (卡露伽), which is in line with the industry norm in the global caviar market, according to CIC. Our branded products have increasingly resonated with overseas consumers and the overseas sales under our own brand have achieved continued growth during the Track Record Period.

Our sales process, which typically includes order placement, application for export documentation, production and processing, quality inspection and dispatch, logistics coordination, customs declarations and payment collection, are well-managed and fully traceable. We typically enter into framework international sales agreements with our overseas customers, which set out the agreed product types, pricing terms and estimate purchase volumes. Thereafter, the customers place monthly purchase orders

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with specific transaction details based on their demand and our available supply. We primarily engage in CIP transactions with our overseas customers, pursuant to which we are responsible for the transportation and insurance costs, while the customers are responsible for customs declarations and clearance procedures. We typically sell our caviar products to overseas customers in bulk packaging sizes of 500g, 1.2kg and 1.8kg. The customers that market our products under third-party brands generally repackage and relabel our caviar products in accordance with their respective brand positioning, local consumer preferences and market strategies. The entire process from order to delivery generally takes approximately three weeks, encompassing (i) completion of roe extraction and caviar processing within approximately one week following order confirmation; (ii) application for the requisite CITES permits and export documentation by us, which generally take two weeks, while our customers arrange the corresponding import permits; and (iii) shipment by air freight, with delivery typically completed within three days. For each export transaction during the Track Record Period, we had obtained the necessary export documentation, including CITES permits, inspection and quarantine health certificates and certificates of origin, and had complied with the import requirements of the destination markets, including those relating to species permits, quarantine filings, traceability declarations and the provision of relevant supporting documents. During the Track Record Period, we sold our products to overseas customers directly from Chinese mainland. Such overseas sales were subject to applicable PRC taxes, including value-added tax and income tax. See Note 11 to the Accountant’s Report included in Appendix I to this Document for details.

We maintain a buyer-seller relationship with our overseas customers, and do not have any control over their operations, marketing activities or inventories after the products are delivered. We recognize revenue when control of the products is transferred to customers. Our caviar products have a relatively limited shelf life of up to nine months depending on the packaging size, and require stringent cold chain logistics and storage conditions. We generally do not accept product returns or exchanges, except in the case of inconsistencies in packaging or product specifications and quality defects.

The salient terms of typical framework sales agreements with our overseas customers are set forth below:

- ***Duration:*** Agreements are usually entered into on an annual basis, and we supply products in accordance with the agreed time of shipment.
- ***Principal obligations of parties:*** We supply products according to the agreed product types, specifications and packaging requirements. For CIP sales, we are responsible for freight charges and insurance coverage.
- ***Quantity:*** There is no minimum annual purchase commitment or annual sales target. The specific quantity for each batch is determined based on individual purchase orders.
- ***Pricing:*** The framework agreements specify the unit prices for each product type and grade, while the sales amount for each batch is determined based on the quantity set out in the relevant purchase order.
- ***Payment and credit term:*** We typically require payment prior to shipment. A credit period of up to 30 days upon receipt of the shipment is granted under limited circumstances to selected customers.
- ***Risk transfer:*** For CIP sales, risk transfers to the customer upon the handover of products to the first carrier.
- ***Quality warranties and assurance:*** We are responsible for ensuring that the products comply with the agreed quality standards and the applicable quality control requirements of the relevant regulatory authorities in the importing countries. The customer is entitled to lodge claims on quality within a defined period after customs clearance.

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### *Domestic sales*

We sell our products under the brand name of *KALUGA QUEEN* (卡露伽) in China. We have established an integrated sales network that spans both online and offline channels. We sell our products offline to restaurants, hotels and supermarkets in China. Our offline sales network in China is coordinated through five regional sales centers in Shanghai, Beijing, Shenzhen, Zhejiang and Chengdu. As of December 31, 2025, we served over 2,000 restaurant and hotel customers in China, including Michelin- and Black Pearl-rated restaurants such as Da Dong and Xin Rong Ji, and leading hotel groups such as Shangri-La and Hyatt.

For our offline domestic sales, we typically commence business with a customer by entering into a framework sales agreement or individual purchase orders. Some domestic customers maintain an approved supplier list, and we complete the relevant onboarding procedures as required prior to initiating sales. Upon receipt of specific purchase orders from customers, we confirm the order internally and arrange for the processing department to prepare the relevant products and coordinate delivery. We generally sell our caviar products in small-size packaging ranging from 10g to 50g, tailored to the specific needs of our domestic customers. We primarily use major cold-chain logistics service providers to ensure product quality during transportation. We generally complete repackaging and preparation of products within two to three days, with delivery normally completed within one to two days. In key sales regions where we have established regional sales centers, we also provide door-to-door delivery services to better serve local customer needs.

The salient terms of typical framework sales agreements with our domestic customers are set forth below:

- ***Duration:*** Agreements are usually entered into on an annual basis, and we supply products in accordance with the agreed time of delivery.
- ***Principal obligations of parties:*** We supply products according to the agreed product types, specifications, quantities and unit prices.
- ***Payment and credit term:*** Payments are typically settled on a monthly basis.
- ***Risk transfer:*** Risk transfers to the customer upon delivery of the products.
- ***Quality warranties and assurance:*** We are responsible for ensuring that the products comply with the agreed quality standards and the applicable quality control requirements of the PRC.

We have established strong partnerships with major e-commerce platforms in China, primarily including Tmall and JD.com. We sell our products through self-operated flagship stores to directly engage with end customers, offering a curated shopping experience and greater control over brand presentation. Recognizing the growing influence of social commerce, we have strategically expanded our presence on platforms such as Douyin, and are actively exploring new sales models, including the operation of private domain customer channels.

### **Sales and Marketing Strategies**

We adopt a comprehensive marketing strategy that integrates product innovation, online engagement, offline experiences, overseas expansion and brand building, with the aim of broadening the consumer base for caviar, promoting caviar culture and strengthening our market position.

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Building on the established association between caviar and premium dining, we have launched a variety of creative caviar-based products, such as caviar ice cream, caviar mooncakes and caviar chocolates. These offerings are designed to engage younger consumers, who increasingly view caviar as a novel and rewarding experience and a topic for social sharing and it is gradually emerging as a cultural icon. These innovative products expand the consumption scenarios beyond traditional fine dining and position caviar as a symbol of refined lifestyle and quality living, thereby extending our reach in the consumer-end market, promoting caviar culture, and strengthening our brand presence in the minds of end consumers. We carry out content-driven promotional initiatives on leading social media platforms to enhance consumer awareness and interaction, particularly among younger users. Our official accounts regularly publish educational and factual content on caviar products and the creative caviar dining concept, while consumer-generated posts about tasting experiences have further amplified engagement. We partner with high-end supermarkets and open caviar-themed concept stores and pop-up stores in key commercial locations in cities including Beijing and Zhejiang. These stores offer immersive tasting experiences, allowing customers to sample our products firsthand. They also serve as direct touchpoints for consumer engagement, complementing our online efforts and enhancing word-of-mouth promotion. In addition, we develop scenario-based experiences to expand caviar consumption boundaries, such as caviar-themed afternoon tea co-created with renowned gourmets and wedding banquets inspired by the auspicious meaning of caviar.

We are expanding into growing markets such as Southeast Asia to promote the development of our brand. We have established brand partnerships in countries including Singapore, Japan, Malaysia and Thailand. These efforts are complemented by initiatives such as caviar masterclasses and chef collaborations, which drive deeper brand penetration. We are also exploring new growth opportunities through other niche channels, such as collaborations with airlines and cruise operators. We further enhance brand visibility and customer loyalty through a broad range of marketing activities focused on immersive experiences and co-created content. Our brand campaigns include tasting events, co-branded partnerships with premium restaurants, and curated experiences hosted by internationally renowned chefs. As a result of these initiatives, our flagship brand *KALUGA QUEEN* (卡露伽) has received increasing media coverage and industry awards, validating our marketing strategy and enhancing brand reputation. See “— Awards and Recognition” for details.

### Pricing

We price our products based on various factors, primarily including production costs, purchase volume, market demand and competition. In addition, our pricing is subject to adjustments in response to customer negotiations, evolving market conditions and, where applicable, fluctuations in foreign exchange rates. The pricing mechanisms are typically set out in our agreements with customers, providing us with the flexibility to maintain a competitive pricing strategy that aligns with our commitment to delivering high quality standards and value to our customers.

### CUSTOMERS

During the Track Record Period, our customers were primarily overseas caviar houses and fine food companies. See “— Sales and Marketing — Sales Channels.” In 2023, 2024 and 2025, the aggregate sales to our five largest customers in each year during the Track Record Period amounted to RMB198.5 million, RMB236.0 million and RMB292.0 million, respectively, accounting for 34.4%, 35.3% and 38.0% of our total revenue, respectively. In 2023, 2024 and 2025, the sales to our largest customer in each year during the Track Record Period amounted to RMB54.6 million, RMB60.4 million and RMB73.8 million, respectively, accounting for 9.5%, 9.0% and 9.6% of our total revenue in each year, respectively.

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

### For the year ended December 31, 2023

Customer	Background	Products Purchased	Credit Term	Commencement of Business Relationship	Revenue Amount (RMB'000)	% of the Total Revenue
KAVIARI SAS . . . .	A caviar company based in France, specializing in caviar and other premium fish products.	Caviar	15 days	2009	54,600	9.5
Fish House Olimp, LLC . . . . .	A caviar company based in Russia, specializing in caviar and sturgeon products.	Caviar, sturgeon products	100% in advance	2016	43,897	7.6
IMPERIAL CAVIAR GMBH . . . . .	A caviar company based in Germany, specializing in caviar and other fine food products.	Caviar	100% in advance	2011	41,866	7.3
WARBUCKS SEAFOOD NY, LLC . . . . .	A specialty seafood company based in the U.S., specializing in caviar and other seafood products.	Caviar	15 days	2013	34,556	6.0
CASPIAN TRADITION SA . . . . .	A caviar company based in Belgium, specializing in caviar and other fine food products.	Caviar	15 days	2011	23,543	4.0
<b>Total . . . . .</b>					<b><u>198,462</u></b>	<b><u>34.4</u></b>

### For the year ended December 31, 2024

Customer	Background	Products Purchased	Credit Term	Commencement of Business Relationship	Revenue Amount (RMB'000)	% of the Total Revenue
Fish House Olimp, LLC . . . . .	A caviar company based in Russia, specializing in caviar and sturgeon products.	Caviar, sturgeon products	100% in advance	2016	60,401	9.0
KAVIARI SAS . . . .	A caviar company based in France, specializing in caviar and other premium fish products.	Caviar	15 days	2009	50,238	7.6
WARBUCKS SEAFOOD NY, LLC . . . . .	A specialty seafood company based in the U.S., specializing in caviar and other seafood products.	Caviar	15 days	2013	43,729	6.5
IMPERIAL CAVIAR GMBH . . . . .	A caviar company based in Germany, specializing in caviar and other fine food products.	Caviar	100% in advance	2011	41,358	6.2
CASPIAN TRADITION SA . . . . .	A caviar company based in Belgium, specializing in caviar and other fine food products.	Caviar	15 days	2011	40,258	6.0
<b>Total . . . . .</b>					<b><u>235,984</u></b>	<b><u>35.3</u></b>

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### For the year ended December 31, 2025

Customer	Background	Products Purchased	Credit Term	Commencement of Business Relationship	Revenue Amount (RMB'000)	% of the Total Revenue
IMPERIAL CAVIAR GMBH . . . . .	A caviar company based in Germany, specializing in caviar and other fine food products.	Caviar	100% in advance	2011	73,781	9.6
Fish House Olimp, LLC . . . . .	A caviar company based in Russia, specializing in caviar and sturgeon products.	Caviar, sturgeon products	100% in advance	2016	67,616	8.8
KAVIARI SAS . . . . .	A caviar company based in France, specializing in caviar and other premium fish products.	Caviar	15 days	2009	55,229	7.2
Customer A . . . . .	A caviar company based in France, specializing in caviar and other fine food products.	Caviar	30 days	2007	48,511	6.3
CASPIAN TRADITION SA . . . . .	A caviar company based in Belgium, specializing in caviar and other fine food products.	Caviar	15 days	2011	46,896	6.1
<b>Total . . . . .</b>					<b><u>292,033</u></b>	<b><u>38.0</u></b>

As of the Latest Practicable Date, to the best of our knowledge, (i) none of our Directors, their associates or any other Shareholder which, to the knowledge of our Directors, owned more than 5% of our share capital had any interest in any of our top five customers; and (ii) none of our five largest customers, including their shareholders, directors, senior management or any of their respective associates, have any past or present relationship (family, employment, trust, financing or otherwise) with us, our subsidiaries, our Shareholders, Directors, senior management or any of their respective associates.

### Third-Party Payment Arrangements

#### *Background and Reasons for the Arrangements*

Historically, certain of our customers (individually or collectively, the “**Relevant Customer(s)**”) settled transactions through the accounts of third parties other than the contractual counterparties under the corresponding sales agreements (the “**Arrangements**”). In 2023, 2024 and 2025, the number of Relevant Customers was 101, 157 and 135, respectively, and the aggregate amount of payment made under the Arrangements was RMB30.4 million, RMB43.0 million and RMB24.4 million, respectively, representing approximately 5.3%, 6.4% and 3.2% of the total revenue for the same periods, respectively. No individual Relevant Customer had made a material contribution to our revenue during the Track Record Period.

The Relevant Customers during the Track Record Period primarily consisted of our customers in the form of corporate entities. During the Track Record Period, the third-party payers designated by Relevant Customers under the Arrangements primarily consisted of the following: persons affiliated with the Relevant Customers, such as controlling shareholders, actual controllers, relatives (of the controlling shareholders or actual controllers) and affiliated entities of the Relevant Customers or, in few cases, the

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downstream customers of the Relevant Customers. Our Directors have confirmed that, to the best of their knowledge, none of the designated third-party payers of any Relevant Customer during the Track Record Period is a connected person or an employee of our Group and such third-party payers are independent from each of our Directors, senior management and Shareholders.

The Arrangements occurred primarily due to business convenience, settlement efficiency, and/or centralized payment arrangements. According to CIC, it is a common commercial practice in the caviar industry to settle transactions by such Arrangements for convenience and flexibility.

During the Track Record Period, (i) we had not proactively initiated any Arrangements or participated in other forms in any of such Arrangements; (ii) we had not provided any discount, commission, rebate or other benefit to any of the Relevant Customers to facilitate or incentivize the Arrangements; and (iii) the pricing and payment terms of the agreements we entered into with the Relevant Customers were generally in line with those of the customers not involved in the Arrangements. During the Track Record Period and up to the Latest Practicable Date, we had not received any material claims against us in relation to the Arrangements, nor had we encountered any material refund, actual or pending dispute or disagreement due to the Arrangements.

As of the end of April 2026, we had ceased all the Arrangements and all payments made thereunder had been fully settled. Our Directors are of the view that the cessation of the Arrangements did not have, nor will have, any material adverse effect on the business, operations and financial results of our Group as (i) the payments under the Arrangements constituted an immaterial portion of our total revenue; (ii) substantially all the Relevant Customers cooperated with our rectification process, which did not affect the payment settlement from the Relevant Customers to us; (iii) our business maintained sustained growth after the rectification of the Arrangements in October 2025 as we continued to receive purchase orders from the Relevant Customers, as evidenced by the increase in the sales volume and revenue in the fourth quarter of 2025 as compared with the third quarter of 2025; and (iv) following the rectification of Third-party Payment Arrangement, our sales volume and revenue in the first quarter of 2026 recorded an increase as compared with the same period in 2025.

### *Implications of the Arrangements*

The Arrangements, to the best of our knowledge, had been recorded completely and accurately in our accounting books and records in all material respects and we have in place certain measures to manage the Arrangement as following during the Track Record Period: (i) we have conducted periodic review over our transactions with customers to prevent fraud or money laundering activities, based on which we have no grounds to believe that the Relevant Customers are involved in fraud or money laundering, nor would we have any reason to believe that the relevant settlement involves proceeds or gains from fraud or money laundering; (ii) we have stringent screening procedures before entering into collaboration with our customers, including collection and verification of payment accounts during KYC and subsequent updates; and (iii) the customers who made payments via the Arrangements shall submit the payer accounts and payment information and we would check the authenticity of the information provided to ensure the Arrangements are supported by genuine transactions;

Furthermore, during the Track Record Period and up to the Latest Practicable Date, (i) we were not the subject of any investigations, enquiries, penalties or surcharges as a result of our involvement in the Arrangements, and (ii) we had not encountered any actual or pending dispute or disagreement due to the Arrangements. In addition, based on the credit reference reports issued in relation to our Company, no administrative penalties were imposed by tax management authorities for violation of tax laws, regulations and rules due to the Arrangements during the Track Record Period.

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As advised by our PRC Legal Advisor, the Arrangements are not in breach of mandatory requirements of applicable laws or regulations in China. Our Directors confirm that, to the best of their knowledge and based on the internal control measures implemented, (i) during the Track Record Period, the relevant payments were based on bona fide underlying transactions and valid contracts, and (ii) the risk of the Arrangements being deemed as constituting the crimes such as fraud or money laundering crime is remote. Our Directors consider that the use of the Arrangements did not have any material adverse impact on our business operations, taking into account that such payments constituted an immaterial portion of our total revenue.

### *Enhanced Internal Control Measures*

Since October 2025, we have implemented enhanced internal control measures against re-occurrence of and risks arising from the Arrangements, including but not limited to the following: (i) we have established comprehensive internal guidelines, clearly stipulating the identification and approval procedures, documentation requirements, and regular review mechanisms; (ii) we only allow payments (a) directly from the corporate bank accounts of the customers, or (b) if not directly from the accounts of the customers, from a designated third-party payer that has entered into a tripartite agreement with us. We require such customer and its designated third-party payer to enter into a tripartite agreement with us, which specifies the invoicing entity, payer identity, account information, and relationship between the customer and the designated third-party payer, and must be approved by our management prior to execution; (iii) to ensure the accuracy and completeness of our accounting books and records, we further strengthened our KYC procedures to gain a comprehensive understanding of our customers and verify payment details against our internal records to confirm that payments are made in accordance with above arrangements; (iv) our finance team is required to verify the payer’s identity and bank account details against pre-approved documents and system records. Payments inconsistent with the relevant agreements shall be rejected and escalated to management; and (v) we have notified the above policies and measures to all the Relevant Customers and require new customers to comply with the same requirements and provided internal training to ensure that our employees are fully informed and compliant with the updated internal control policies.

We intend to continuously monitor the effectiveness of our internal control measures to prevent third-party payments and promptly address any identified deficiencies. Based on the review on the implementation of internal control measures, our Directors are of the view that the above measures are effective and adequate in preventing risks associated with the Arrangements, and our Directors will oversee the effectiveness of the aforementioned enhanced internal control measures on the Arrangements in the future.

### **SEASONALITY**

Our financial condition and results of operations are subject to seasonal fluctuations. The demand for our products is affected by consumers’ consumption patterns. The mature female sturgeon typically spawns during the spring and autumn seasons, with peak in autumn. In addition, we typically have increased sales before and during the holiday seasons, festivals and events, such as Thanksgiving and Christmas. As a result, we generally record higher revenue in the fourth quarter of the year.

### **COMPETITION**

We operate in the global caviar industry. We mainly compete with caviar production companies worldwide and in the PRC. According to CIC, the global caviar industry is characterized by high entry barriers, including technological expertise, breeding environment, extended breeding cycles and high capital investment thresholds, stringent product quality standards, regulatory compliance, and the need

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for vertically integrated operational capabilities. In addition, we compete with other market participants across factors such as brand recognition, product quality, sales network and supply chain systems. According to CIC, in 2025, there were over 500 market players in the global caviar market and the total market share of the top five market players in terms of sales volume was 57.7%. For more information on our industry and the competitive landscape, see “Industry Overview.”

### DATA SECURITY AND PRIVACY

During the ordinary course of our business, we will collect and maintain certain customer information to the extent necessary for the sales and delivery of our products and provision of services, primarily including customers’ contact information, transaction records, business licenses and payment information. The collection of such data facilitates order processing and other work related to the sale of our products.

We have implemented measures to preserve the confidentiality of such information to ensure regulatory compliance. Specifically, we employ advanced encryption techniques for data storage and transmission, conduct regular audits to identify and mitigate potential security vulnerabilities, and provide comprehensive training to our employees on data privacy and security protocols. Furthermore, we have established stringent access controls and monitoring mechanisms to prevent unauthorized data access and ensure that data handling practices comply with data protection standards. During the Track Record Period and up to the Latest Practicable Date, we did not experience any material data leakage or data loss or any material unauthorized use of customers’ personal information, and our IT systems had not experienced any material third-party intrusions, viruses and other cyberattacks, information or data theft or other similar threats

### ENVIRONMENTAL, SOCIAL AND GOVERNANCE MATTERS

#### Environmental, Social Responsibility and Governance

We believe that ESG factors are crucial to our long-term sustainable development. We focus on governance, environmental protection and social responsibility, continuously improving our ESG governance framework and enhancing our ESG practices, and contributing to societal well-being through various ESG initiatives.

#### *ESG governance*

##### *Corporate Governance Structure*

Corporate governance is a core component of the ESG framework. We have established an improved governance structure to ensure open and transparent decision-making in daily operations and fulfill our responsibilities to shareholders, employees, consumers and society.

Our ESG structure operates across three layers, comprising the Board of Directors, the Office of the Board of Directors, and the ESG Working Group. The Board of Directors, as the highest leadership layer within our ESG governance structure, holds ultimate responsibility for ESG matters, aligns ESG objectives with our overall strategic direction, regularly evaluates corporate strategy, and reviews the risk management system to promote sustainable development in compliance with ESG requirements. The Office of the Board of Directors, as the management coordination layer, acts as a pivotal link between the Board of Directors and the ESG Working Group. All ESG-related matters, such as ESG risks and opportunities, ESG topics and materiality assessment, ESG data and information, policy decisions and annual ESG reports, are initially discussed and confirmed by the head of the ESG Working Group

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before being submitted to the Office of the Board of Directors. The ESG Working Group is responsible for assessing ESG materiality topics, collecting data, preparing reports, responding to rating agencies, coordinating across departments, conducting performance evaluations, and reporting directly to the Office of the Board of Directors. The ESG Working Group is led by the chief financial officer, with members including managers from our legal department, environment, health and safety (the “EHS”) department, human resources department, and finance department.

*Materiality Topics*

We recognize the strategic importance of ESG in corporate sustainable development and systematically identify relevant topics to ensure our focus effectively supports our long-term development. Through comprehensive analysis of industry trends, stakeholder demands and our strategic direction, we identify key ESG topics with significant impacts on our operations. Our identification process includes the evaluation on strategic significance of topics, coupled with dynamic adjustments in response to market changes and external environment.

On that basis, our materiality topics primarily focus on the following areas:

<b>Environmental protection</b>	<b>Social responsibility</b>	<b>Governance</b>
<ul style="list-style-type: none"> <li>• Waste gas and greenhouse gas emissions</li> <li>• Climate change and response</li> <li>• Energy and water management</li> <li>• Waste discharge and circular aquaculture</li> <li>• Biodiversity</li> <li>• Green packaging</li> </ul>	<ul style="list-style-type: none"> <li>• Food safety and quality assurance</li> <li>• Sustainable supply chain</li> <li>• Sustainable R&amp;D</li> <li>• Animal welfare</li> <li>• Rural revitalization</li> <li>• Employee management and development</li> <li>• Work safety management</li> </ul>	<ul style="list-style-type: none"> <li>• ESG governance structure</li> <li>• ESG materiality topics</li> <li>• Integrity building</li> </ul>

*Integrity Building*

We place a high priority on ethical governance and integrity building to ensure our compliant and impartial operations, thereby strengthening societal trust and enhancing our corporate reputation. We strictly follow the principle of fair competition, and have established a series of internal documents, including the Employee Integrity and Self-Discipline Commitment Letter, the Xunlong Partner Integrity Commitment Letter, and the Anti-Commercial Bribery Agreement, to ensure the effective implementation of integrity building.

**Environmental Protection**

We regard environmental protection as the cornerstone of our sustainable business development, and are committed to building an environment friendly modern aquaculture system. Through a naturally superior aquaculture environment, circular economy models and various ecological protection measures, we are dedicated to achieving harmonious coexistence between humans and nature.

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### *Waste Gas and Greenhouse Gas Emissions*

We recognize the environmental impact of waste gas and greenhouse gas emissions, and commit to reducing our carbon footprints across operations. During the Track Record Period, our waste gas and greenhouse gas emissions primarily originated from corporate vehicle use, direct energy consumption in operations and purchased electricity. The following table sets forth the total waste gas and greenhouse gas emissions and emission intensity for the periods indicated:

<u>Emission category</u>	<u>Key performance indicator</u>	<u>Unit</u>	<u>For the year ended December 31,</u>		
			<u>2023</u>	<u>2024</u>	<u>2025</u>
<b>Waste gas emissions</b> . . . . .	Nitrogen Oxides (NO <sub>x</sub> )	kg	84.1	132.6	216.8
	Sulfur Oxides (SO <sub>x</sub> )	kg	1.5	1.9	2.2
	Particulate Matter (PM)	kg	6.2	9.6	15.7
	<b>Total waste gas emissions</b>	<b>kg</b>	<b>91.7</b>	<b>144.1</b>	<b>234.7</b>
	<b>Waste gas emission intensity</b>	<b>kg/RMB100 million</b>	<b>15.9</b>	<b>21.5</b>	<b>30.5</b>
<b>Greenhouse gas emissions</b> . . .	Direct Greenhouse Gas Emissions (Scope 1)	ton CO <sub>2</sub>	131.9	123.2	126.0
	Indirect Greenhouse Gas Emissions (Scope 2)	ton CO <sub>2</sub>	14,123.6	16,078.5	16,339.8
	Other Indirect Greenhouse Gas Emissions (Scope 3)	ton CO <sub>2</sub>	54.3	56.2	56.8
	<b>Total Greenhouse Gas Emissions</b>	<b>ton CO<sub>2</sub></b>	<b>14,309.9</b>	<b>16,257.9</b>	<b>16,522.6</b>
	<b>Greenhouse Gas Emission Intensity</b>	<b>ton CO<sub>2</sub>/RMB</b>	<b>2,479.0</b>	<b>2,429.1</b>	<b>2,148.6</b>

During the Track Record Period, our total waste gas and greenhouse gas emissions increased with the growth of our business operations. The increase in waste gas emissions in 2025 was primarily due to the expansion of our aquaculture activities, which led to an increase in the frequency of fish transportation. We are actively monitoring these emissions and are committed to implementing strategies to optimize our operations and reduce environmental impact as part of our ongoing efforts to achieve our ESG goals. We continuously strive to find the optimal balance between environmental protection and production efficiency, ensuring our sustainable development.

### *Climate Change and Response*

We maintain a high level of awareness regarding climate change and its potential impacts on our future businesses. We have established a risk control working group, which conducts annual special risk assessments across all business lines and performs monthly dynamic updates and reviews. The assessment covers, among others, all aquaculture bases, processing bases and watershed water sources. The assessment results show that we currently focus on identifying risks directly caused by climate change, including acute sudden risks and chronic gradual risks. Acute risks may lead to damage to aquaculture facilities and heat stress in sturgeons, while chronic risks may affect water quality stability and extend the caviar production cycle. During the Track Record Period, we did not experience any significant climate-related impact. As global climate change intensifies, extreme weather events, temperature fluctuations and volatility in the availability of natural resources may potentially affect our production, supply chains and markets. However, the overall impact remains controllable and will not have a material adverse effect on our operations.

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### *Energy and Water Resource Management*

The primary resources consumed in our operations include energy (such as petrol, diesel and electricity) and water sources. The following tables set forth the details of our resource consumption for the periods indicated:

Resources	Key performance indicator	Energy category	Unit	For the year ended December 31,		
				2023	2024	2025
Energy	Petrol	Direct	L	48,193.0	44,672.7	45,242.5
	Diesel	Direct	L	72,918.8	106,779.7	123,366.8
	Electricity	Indirect	MWh	17,553.6	19,983.2	20,308.0
Water	Water consumption		thousand ton	74,250.9	99,145.9	110,986.91

Resources	Key performance indicator	Unit	For the year ended December 31,		
			2023	2024	2025
Energy	Petrol consumption intensity	L/RMB100 million	8,348.9	6,674.6	5,883.2
	Diesel consumption intensity	L/RMB100 million	12,632.3	15,954.1	16,042.4
	Electricity consumption intensity	MWh/RMB100 million	3,041.0	2,985.7	2,640.8
Water	Water consumption intensity	thousand ton/ RMB100 million	12,863.1	14,813.5	14,432.5

With the expected expansion of our sturgeon aquaculture, we foresee an increase in overall water consumption. The water used in our aquaculture operations is treated in an environmentally responsible manner to ensure compliance with applicable discharge standards before being returned to the natural water system. As such, our water usage does not result in depletion of local water resources nor generate harmful waste. In line with our commitment to ESG goals, we have set measurable targets based on current business conditions and requirements. Building on water consumption intensity data from 2025, we aim to reduce water consumption intensity by approximately 8.0% by 2030. Additionally, based on electricity consumption intensity in 2025, we plan to reduce electricity consumption intensity by approximately 10.0% by 2030.

### *Waste Discharge and Circular Aquaculture*

In our daily operations, the primary waste discharge is non-hazardous solid waste, including paper packaging materials and metal. The following table sets forth details of our waste discharge for the periods indicated:

Waste category	Key performance indicator	Unit	For the year ended December 31,		
			2023	2024	2025
Solid waste	Solid waste	ton	15.0	18.0	12.1
	Solid waste intensity	ton/RMB100 million	2.6	2.7	1.6

We establish an innovative green circular system to maximize resource efficiency in production activities.

- **Circular economy model:** We have developed an innovative green circular system for a sustainable ecological cycle.

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- ***Efficient resource utilization:*** We respect the life value of each sturgeon and strive to minimize the waste of biological resources. Sturgeon is a high-value aquatic species whose entire body can be comprehensively utilized. After extracting the roes, the remaining sturgeon is still highly utilized with little waste. Through whole-value-chain resource utilization and refined operations, we achieve high utilization and minimal waste, reducing aquaculture and processing waste at the source.
- ***Waste discharge through technological innovation and environmentally friendly aquaculture:*** To minimize waste discharge, we introduce technological innovations in the aquaculture process. For pollutants generated during aquaculture, we adopt differentiated treatment measures according to different farming models: Under the eco-net cage model, pollutants are reduced through waste recycling and biological recycling; under the land-based flow-through aquaculture model, technologies such as micro-filtration of aquaculture water are applied to fully extract pollutants from the effluent; under the industrial recirculating aquaculture system model, a dedicated wastewater treatment workshop has been built, applying biofilm treatment processes to meet the standards.

### *Biodiversity*

We recognize the importance of biodiversity for ecosystem health and sustainable development. In partnership with the Heilongjiang Sustainable Nature Resources Protection Foundation, we take an active part in sturgeon restocking and release activities to support the restoration of wild sturgeon populations. The sturgeon restocking and release activities contribute to optimizing the structure of aquatic populations and fostering the long-term healthy development of ecological fisheries.

### *Green Packaging*

We advocate for environmentally friendly and minimalist packaging concepts and utilize biodegradable materials, including paper, cardboard, tinplate cans and eco-friendly cartons, to minimize our environmental impacts. The primary packaging materials for our products include paper, plastics and metal. In 2023, 2024 and 2025, the total packaging materials used in our products were 410.7 tons, 486.6 tons, and 488.6 tons, respectively.

### *Social Responsibility*

We fulfill our social responsibilities by placing high importance on food safety, maintaining a sustainable supply chain, fostering innovation in R&D and ensuring animal welfare. We are committed to driving community prosperity and rural revitalization through our industrial development, thereby injecting vitality into local economies and achieving organic integration of corporate growth and social progress. Meanwhile, we focus on employee care and development, enhancing team cohesion through a comprehensive welfare system and career development opportunities. In work safety management, we continuously optimize our work safety management system to safeguard health and safety of our employees.

### *Food Safety and Quality Assurance*

We have established comprehensive food safety and quality control measures across the breeding, aquaculture, processing and sales operations and we have implemented traceability and quality control measures throughout the production and distribution processes, including low-temperature storage, cold-chain logistics, microbiological monitoring, residue control and packaging contamination control. We comply with the relevant laws and regulations to ensure product quality and safety, we have established

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a comprehensive quality management system in accordance with both international and domestic standards, including the ISO 9001 Quality Management System, the ISO 22000 Food Safety Management System, the HACCP system, and the BRC Global Standard for Food Safety. As for breeding, our sturgeon breeding technologies include hybrid breeding and molecular genetic breeding, which are fundamentally different from the technology for genetically-modified fish species. Pursuant to the Certificate issued by the Chinese Academy of Fishery Sciences (中國水產科學研究院), we do not engage in the breeding of genetically-modified varieties of aquatic fry and fingerling or the production of such genetically-modified fry and fingerling. We have obtained multiple international certifications, including IFS, BRC and the FOS for our caviar processing operations. The production process is strictly operated in accordance with the HACCP management system, ensuring that our products are manufactured under stringent international hygiene standards. Before delivery, every batch of our products must be tested by our quality control department and labeled with product qualification certificates. Apart from caviar, our sturgeon products are primarily exported as raw materials and do not involve deep processing. For the limited quantity of smoked sturgeon filet products, we organize production in full compliance with laws and regulations. Thus, our sturgeon product processing poses negligible adverse health effects and carcinogenic risks. As of the Latest Practicable Date, we had not been subject to any material food safety related penalties, claims, complaints or litigation.

During the Track Record Period and as of the Latest Practicable Date, we had secured all required export registrations and approvals for shipments to Europe, the United States, Asia, and other countries and regions, and fulfilled all relevant requirements for exporting to these regions. In addition, the production and export of caviar are subject to the CITES. During the Track Record Period and as of the Latest Practicable Date, we had been duly qualified and registered under the CITES Secretariat registration applicable to sturgeon aquaculture and caviar export.

### *Sustainable Supply Chain*

We are committed to building a sustainable, transparent and efficient supply chain system, fulfilling our social responsibility requirements in all stages from raw material purchase to final product delivery. For the procurement of sturgeon, feeds and other materials, we have established a qualified supplier management system. Take sturgeon procurement as an example, we implement whole-process control with evaluation and supervision: before cooperation, we evaluate the supplier’s farming capacity and industry reputation; during cooperation, we continuously monitor daily management, feed selection and drug use; at the time of procurement, we strictly implement sampling inspection and quarantine to ensure that the purchased sturgeon meet quality and safety standards. We have established a sustainable supply chain management system that incorporates ESG requirements into our supplier access and assessment processes. We implement whole-chain traceability management around key links to jointly fulfill the requirements of ecological protection, safe production and social responsibility, ensuring a stable and compliant supply chain. To further enhance consumer confidence, we assign a unique traceability code to each tin of our caviar.

### *Sustainable Research and Development*

We established our corporate research institute and developed an integrated R&D system. As of December 31, 2025, we have undertaken 17 scientific research projects at provincial/ministerial level or above, and formulated two national industry standards. We have received multiple national-level accolades for our technological achievements and place great emphasis on intellectual property. These technological achievements reflect our technical strength and innovation capabilities, laying a solid foundation for our sustained technological innovation in the future. We established China’s first key laboratory of sturgeon genetics and breeding to foster innovation and commercialization of scientific and technological achievements.

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### *Animal Welfare*

We have established a high-standard aquaculture industry chain and selected premium water sources to ensure our sturgeons thrive in a natural and superior breeding environment. To simulate their natural habitat, we employ an eco-net cage aquaculture model that provides robust water circulation and oxygen-rich conditions, ensuring well-being and healthy growth of sturgeons. We value the healthy growth of each sturgeon by conducting daily monitoring of water temperature, quality and dissolved oxygen content to maintain optimal aquaculture conditions. We adopt a low-density farming model to maximize the growth environment and health of the sturgeon. In the eco-net cage aquaculture model, the density is controlled at 10kg to 20kg per cubic meter and in the land-based flow-through aquaculture model, the density is controlled at 30kg to 40kg per cubic meter. We advocate for nutritionally balanced feed without using antibiotics and veterinary drugs in aquaculture. Through years of practical experience, we have developed a comprehensive disease prevention and control scheme.

During transportation, we use dedicated sealed live-fish tank trucks equipped with constant-temperature control, oxygenation, and water quality monitoring systems. Besides, in long-distance transport, the truck is required to stop for rest, and the water in the tank is replaced to maintain acceptable water quality, so as to prevent stress or injury to the sturgeon.

Additionally, we use a humane caviar-harvesting method. First, we perform ice-water anesthesia before processing: prior to processing, the sturgeon are placed in a cold-water holding tank, and ice is added to lower temperature to below 5°C. The ice-water anesthesia must last no less than seven hours, allowing the sturgeon to enter an anesthetized state and reducing struggling and stress responses. Then, we apply humane euthanasia: we ensure instantaneous unconsciousness with no perception of pain, avoiding stress and enabling swift handling. Finally, we carry out rapid roe removal and full resource utilization: the roe are removed immediately after euthanasia to shorten handling time; and 16 processing steps are completed within 15 minutes to ensure quality and prevent any secondary suffering.

### *Rural Revitalization*

Through industrial empowerment, targeted employment and skill training, we actively boost the sustainable growth of the sturgeon industry, contributing to the achievement of rural revitalization goals. We have initiated and implemented the model of “three funds and three expenses”, and established diversified benefit-sharing mechanisms to benefit local residents during industrial growth. We maintain a strong and positive partnership with local farmers in following ways:

*Targeted recruitment and job creation.* We actively integrate local resources and conduct targeted recruitment in areas where aquaculture bases are located, effectively absorbing rural labor into sturgeon farming operations. This enables nearby villagers to find employment close to home and pursue development opportunities within their hometowns. More than 150 positions have been directly allocated to local farmers, significantly increasing their average annual income.

*Cooperation with technical training and guidance.* We have established long-term cooperative relationships with local sturgeon farmers through a “Company + Base + Standardization” model. By providing centralized training on aquaculture operations, on-site technical guidance, process control management, and unified quality standards, we have enhanced the overall technological capabilities and operational efficiency of the local sturgeon farming industry, generating significant economic and social benefits.

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*Cross-provincial industrial assistance to promote common prosperity.* As a key project of Zhejiang’s east-west poverty alleviation cooperation, we invested in and built a provincial-level sturgeon ecological industrial park in Sichuan Province, replicating the successful model of Zhejiang’s sturgeon industry development in Sichuan to drive local economic growth and increase farmers’ income.

### *Employee Management and Development*

We safeguard employees’ rights and interests by strictly adhering to relevant laws and regulations, ensuring that the fundamental rights of every employee are respected and protected. We commit to creating a supportive and dynamic working environment. We provide complimentary meals and accommodation to meet our employees’ basic living needs, so that they can focus on their work and professional growth. Additionally, we arrange regular free physical examinations to safeguard employees’ physical well-being. During festivals and holidays, we offer comprehensive staff benefits, including festival gifts and childcare support during summer and winter vacations, with a view to enhance their sense of belonging and job satisfaction. We offer robust benefits that include a competitive compensation system, generous leave policies, health insurance and mental health support to address employees’ physical and psychological needs. In career development, we establish clear career development pathways for employees, encompassing multi-level training programmes, encouraging continuous learning and advancement.

In addition, to ensure that all employees enjoy equal rights throughout the entire employment process and to eliminate any form of discrimination, we strictly comply with relevant laws and regulations and, in alignment with its operational and management practices, have formulated and implemented a series of equal employment measures. These measures comprehensively cover key aspects including employee promotion, transfer, training, career development, and termination, as including: (i) all positions open for promotion have clearly defined qualification requirements and selection procedures and a review committee, led by the Deputy General Manager, is established to conduct a fair evaluation, with final decisions subject to discussion and voting by our Group; (ii) we follow the principles of equality and voluntariness, suitability to individual circumstances, and mutual selection and both employee-initiated applications and company-arranged transfers are subject to fair review; (iii) we have established a comprehensive training system for all employees and training programs are free from discriminatory thresholds based on gender, age, or other factors, and training opportunities are allocated fairly; (iv) we have established multiple career development pathways, including management, sales, and technical tracks and corresponding job grade and compensation systems are formulated based on the actual conditions of each business line; and (v) we strictly comply with applicable laws and regulations in terms of the termination process. For employees whose capabilities do not align with their current roles, internal reassignment is considered as a priority to safeguard their rights and interests.

### *Work Safety Management*

We consistently prioritize the safety and health of our employees. We have established comprehensive work safety standards covering equipment safety and operational procedures. By conducting regular equipment inspections, enhancing safety protections, and developing emergency response plans, we work to reduce the risk of accidents. We have set up a dedicated work safety management team to hold regular safety meetings and carry out thorough inspections across all our bases. We develop strict safety measures and inspection systems to ensure safety throughout the production process. Moreover, we monitor our working environment closely to align with national health standards, prevent occupational diseases, and enable employees to work in an optimal state of health.

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### INTELLECTUAL PROPERTY

Since our inception, we have internally developed a variety of intellectual property rights. As of the Latest Practicable Date, we maintained intellectual property rights, including 72 issued patents, 203 trademarks, 13 copyrights and six domain names in China. See “Appendix IV — Statutory and General Information — Further Information About Our Business — Our Material Intellectual Property Rights” for details.

We have implemented guidelines on the management of the intellectual property rights, which clearly define the scope of our intellectual property, the selection and management of professional agencies, the application procedures for intellectual property, the responsibilities and workflows of the intellectual property management department, archival management, usage and maintenance policies, and risk monitoring measures. Our intellectual property protection mechanism comprehensively covers key production and packaging processes. Furthermore, we conduct intellectual property protection training for employees and supervise the execution of our management system through regular and ad hoc inspections, ensuring its effective operation. We safeguard proprietary non-patented technologies, know-how and other trade secrets through strict internal management policies and commercial confidentiality protection mechanisms. During the Track Record Period and up to the Latest Practicable Date, we had not been involved in any claims or any threatened or pending disputes relating to infringement of intellectual property rights which would have a material adverse effect on our business. See “Risk Factors — Risks Relating to Our Business and Industry — We may not be able to adequately protect our intellectual property rights and technologies, which could adversely affect our business.”

### INSURANCE

Pursuant to PRC regulations, we provide social insurance including pension insurance, unemployment insurance, work-related injury insurance, maternity insurance and medical insurance for our employees based in China. In addition, we are covered by employer’s liability insurance. We also maintain insurance coverage for our biological assets. We believe our existing insurance coverage is adequate for our existing operations and is in line with industry practices in China. Nevertheless, we may be exposed to claims and liabilities which exceed our insurance coverage. Please refer to the section headed “Risk Factors — Risks Related to Our Business and Industry — Our insurance coverage may not be sufficient to cover all of our potential losses” for further details. During the Track Record Period and up to the Latest Practicable Date, we had not made, neither had we been the subject of, any insurance claims which are of a material nature to us.

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### EMPLOYEES

As of the Latest Practicable Date, we had 479 full-time employees, all of whom were based in China. The following table sets forth a breakdown of our employees by function as of the Latest Practicable Date:

<u>Function</u>	<u>Number of Employees</u>	<u>% of Total</u>
Production . . . . .	308	64.4
R&D . . . . .	37	7.7
Sales and marketing . . . . .	57	11.9
General administration . . . . .	60	12.5
Finance . . . . .	<u>17</u>	<u>3.5</u>
<b>Total . . . . .</b>	<b><u>479</u></b>	<b><u>100.0</u></b>

We generally recruit our employees based on a number of factors, including work experience, educational background and our position requirements. We recruit primarily through on-campus recruiting programs, job fairs, job postings and internal referrals. We place great emphasis on talent development and retention. New employees undergo induction training to familiarize with our corporate culture, workplace safety standards, product knowledge, quality control procedures, staff conduct policies, and relevant laws and regulations. We also provide targeted training in areas such as sales, supply chain, and functional operations to ensure employees acquire the skills essential for professional growth.

As required by PRC laws and regulations, we participate in various employee social security schemes organized by municipal and provincial governments, including pension, maternity insurance, unemployment insurance, work-related injury insurance, health insurance and housing provident fund. We are required under PRC laws and regulations to make contributions to employee social security schemes at specified percentages of the salaries, bonuses and certain allowances of our employees, up to a maximum amount specified by the local government from time to time. We believe that we maintain a good working relationship with our employees and have established labor unions to protect the legitimate rights and interests of our employees. During the Track Record Period and up to the Latest Practicable Date, we had not experienced any significant labor disputes or any difficulty in recruiting staff for our operations.

### PROPERTIES

Our primary processing base is located in Quzhou, Zhejiang Province, China. As of the Latest Practicable Date, our owned properties, including land, buildings, and projects under construction, were mainly used as our production bases, offices and warehouses. As of the same date, our leased properties were primarily used as aquaculture bases, offices and dormitories, with relevant lease agreements expire between 2026 to 2044.

As of December 31, 2025, none of the properties held or leased by us had a carrying amount of 15% or more of our consolidated total assets. According to section 6(2) of the Companies (Exemption of Companies and Prospectuses from Compliance with Provisions) Notice, this document is exempt from the requirements of section 342(1)(b) of the Companies (Winding up and Miscellaneous Provisions) Ordinance to include all interests in land or buildings in a valuation report as described under paragraph 34(2) of the Third Schedule to the Companies (Winding up and Miscellaneous Provisions) Ordinance.

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### **Leased Properties with Title Defects**

Certain of the properties leased by us have title defects. As of the Latest Practicable Date, the ownership certificates or the written consents of joint owners of four leased properties having an aggregate gross floor area of approximately 675.7 sq.m. had not been provided to us by the relevant lessors. Therefore, such lessors may not be entitled to lease the relevant properties to us. These leased properties were primarily used as offices and dormitories.

As advised by our PRC Legal Advisor, we are unable to ascertain whether the lessors have the legal right or requisite authority to lease such properties to us, whether such properties are subject to mortgages or third-party rights, or whether such leases are subject to challenge by third parties, and our use of the leased properties with title defects may be affected by third parties’ claims or challenges against the lease. Also, the relevant lease agreements may be deemed invalid, and we may be required to vacate from such properties. Our leases for the leased properties with title defects were not challenged by third parties or relevant authorities that had resulted or involved us as the defendant in disputes, lawsuits or claims in connection with the rights to lease and use such properties occupied by us during the Track Record Period and up to the Latest Practicable Date. Upon expiry of these lease agreements, we will assess the legal risk when renewing the relevant lease agreements.

If we are not able to continue to use such leased properties due to such title defects, we expect to be able to identify alternative places for relocation in a timely manner without incurring material related loss due to the limited number of leased properties with title defects, which will not cause a material interruption to our operations. Our Directors believe that these title defects would not, individually or in the aggregate, cause a material adverse effect on our business, operations and financial results. For risks relating to our leased properties, see “Risk Factors — Risks Relating to Our Business and Industry — Our legal right to certain leased properties may be challenged.”

### **Lease Registration**

As of the Latest Practicable Date, ten lease agreements had not been registered and filed with the relevant land and real estate administration bureaus in the PRC because the relevant lessors failed to provide necessary documents for us to register the leases with the local government authorities. According to applicable PRC administrative regulations, the lessor and the lessee to a lease agreement are required to file the lease agreement with relevant government authorities within 30 days after the execution of the lease agreement. As advised by our PRC Legal Advisor, the absence of registration will not affect the validity of the lease agreements or result in us being required to vacate the leased properties, but we may be subject to a fine of RMB1,000 to RMB10,000 for each lease agreement that is not registered and filed.

To strengthen our internal controls, we have implemented the following measures: (i) our legal and compliance teams will continue to verify key legal documents, including property ownership certificates, during the lease negotiation process; (ii) we will conduct internal legal reviews of lease agreements before execution to confirm compliance with applicable laws and regulations; and (iii) we will proactively communicate with lessors and local authorities to facilitate lease registration and monitor the status of required filings.

### **LEGAL PROCEEDINGS AND COMPLIANCE**

We may from time to time be subject to various legal or administrative claims and proceedings arising in the ordinary course of business. During the Track Record Period and up to the Latest Practicable Date, we were not subject to any claims, damages, losses litigations, arbitrations or legal or

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administrative proceedings which would have a material adverse effect on our financial position or results of operations as whole. As of the Latest Practicable Date, no material litigation, arbitration or administrative proceedings had been threatened against us.

During the Track Record Period and up to the Latest Practicable Date, we had complied with all relevant laws and regulations applicable to us in all material respects concerning our operations. These include the regulations governing sturgeon aquaculture and caviar production, such as wildlife protection, animal epidemic prevention, aquaculture biosecurity, fisheries and water regulations, environmental protection, food safety, import and export controls, and product quality and labeling standards. See “Regulatory Overview.”

During the Track Record Period, our aquaculture bases, processing facilities and principal operations were located in the PRC and were primarily subject to the PRC regulatory regime governing sturgeon breeding and farming, harvesting, extracting and processing of caviar, food production and safety, food operation, export of sturgeon products, and health and environmental matters. As advised by the PRC Legal Advisor, during the Track Record Period and up the Latest Practicable Date, we had obtained the material licenses and permits required for sturgeon breeding and aquaculture operations, and production and sales of caviar and sturgeon products. See “— Licenses, Permits and Certificates.”

In respect of our export business, our overseas sales were conducted through direct export transactions with overseas customers pursuant to international sales agreements during the Track Record Period. We primarily conduct overseas sales on CIP terms. Pursuant to the relevant sales arrangements, ownership of, and risk of loss of or damage to, the products are transferred to the overseas customers upon delivery of the products to the first carrier. Our overseas customers are responsible for obtaining the import permits and licenses in their respective destination countries, and for handling the applicable customs clearance procedures and payment of customs duties. As advised by the PRC Legal Advisor, during the Track Record Period and up to the Latest Practicable Date, we had obtained material export qualifications required under applicable PRC laws and regulations. During the same period, we had obtained material export permits and certificates for the export of caviar and sturgeon products in accordance with the CITES.

According to CIC, the industry standards and regulatory frameworks applicable to the global and China caviar industry primarily include HACCP, Codex Alimentarius CXS 291-2010 (as amended), CITES, IFS, BRC Global Standard for Food Safety, FOS (Friend of the Sea) and the national caviar processing standard promulgated by MARA. These standards generally cover food safety management, hygiene and quality control, product composition, labeling, species identification, traceability, certification, sustainable aquaculture and the international trade of caviar and sturgeon products. They provide the principal industry benchmarks for caviar production, processing, labeling, certification and export compliance in the global and China caviar industry. During the Track Record Period and up to the Latest Practicable Date, we had obtained internationally recognized certifications relating to food safety, quality management and sustainable seafood practices, including HACCP, ISO 9001, ISO 22000, IFS, BRC and FOS certifications.

During the Track Record Period and up to the Latest Practicable Date, we did not violate the applicable laws, regulations, guidelines and industry standards in the PRC and relevant overseas markets to which our products were exported relating to sturgeon breeding and aquaculture, caviar harvesting, extraction and processing, food safety, environmental protection, and the domestic and overseas sale of caviar and sturgeon products in any material respect. During the same period, we had not been subject to any administrative penalties in relation to the foregoing matters, nor had we been involved in any material proceedings, claims or complaints concerning food safety, public health or product quality, and we had not experienced any material refusal of import clearance in respect of our exported products.

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### LICENSES, PERMITS AND CERTIFICATES

We are required to maintain various licenses, permits and certificates to operate our business. The following table sets forth a list of material licenses, permits and certificates held by us as of the Latest Practicable Date.

License/permit/certificate	Number	Grant date and expiry date
The permit for artificial breeding of aquatic wild animals (水生野生動物人工繁育許可證) . . . . .	14	January 19, 2023 to March 16, 2031
The license for the operation and utilization of aquatic wild animals (水生野生動物經營利用許可證) . . . . .	14	January 19, 2023 to March 16, 2031
Zhejiang province aquatic fry production license (浙江省水產苗種生產許可證) . . . . .	2	November 30, 2025 to December 4, 2028
Water taking permit (取水許可證) . . . . .	8	June 1, 2021 to December 26, 2029
Food production license (食品生產許可證) . . . . .	3	May 9, 2022 to April 27, 2031
Food operation license/filing (食品經營許可證/備案) . . . . .	14	August 6, 2021 to long-term
Record-filing of export food production enterprises (出口食品生產企業備案證明) . . . . .	3	December 11, 2019 to December 31, 2099
Record-filing of consignors and consignees of imported and exported goods (進出口貨物收發貨人備案) . . . . .	7	July 12, 2011 to December 31, 2099

In addition, we are required to obtain water taking permits for our aquaculture bases that involve the use of water resources. We did not obtain the water taking permit for our newly constructed aquaculture facilities in Hubei (the “**Hubei Facilities**”) in a timely manner, mainly due to the time required by the relevant government authorities to process such applications. As of the Latest Practicable Date, we were in the process of applying for the water taking permit for our Hubei Facilities and we expect to obtain the water taking permit in the first half of 2027. According to the written confirmation we obtained from the competent local authority responsible for water resources supervision (the “**Relevant Authority**”), (i) the application of such water taking permit is currently in progress; (ii) there is no impediment for us to obtain the water taking permit; (iii) we are able to withdraw water and conduct business operations at the Hubei Facilities under the current conditions; and (iv) no investigation, administrative penalty, or other administrative measures has been, or is expected to be, initiated against our Company or any responsible personnel as a result of the absence of the water taking permit for the Hubei Facilities. During the Track Record Period and up to the Latest Practicable Date, we were not subject to any administrative penalties or investigations due to the absence of such water taking permit. Additionally, according to the desktop search conducted by our PRC Legal Advisor on relevant official and public databases, no records of administrative penalties related to the lack of the water taking permit were found during the Track Record Period and up to the Latest Practicable Date. Based on the foregoing, our PRC Legal Advisor is of the view that the risk of us being subject to any material administrative penalties or investigations by the Relevant Authority for the absence of such permit is low. As advised by our PRC Legal Advisor, the legal consequence for the absence of a water taking permit includes a regulatory order to cease the alleged violations and take remedial measures within a prescribed period and we may be subject to a fine of RMB20,000 to RMB100,000.

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Given that the revenue generated from Hubei Facilities during the Track Record Period accounted for an immaterial portion of our total revenue, we are of the view that the absence of the water taking permit for our Hubei Facilities would not have any material and adverse effect on our business operations. As of the Latest Practicable Date, save as disclosed above, we had obtained all requisite water taking permits for our business operations and all such permits had been duly renewed.

We have designated personnel responsible for overseeing the compliance with relevant laws and regulations on licenses, permits and certificates in order to ensure that we have all such licenses, permits and certificates as are necessary to operate our business. In particular, we have adopted and will continue to adopt the following internal control measures: (i) assign dedicated employees to proactively oversee and monitor the status of our licenses, permits and certificates, and to verify the scope of granted licenses; (ii) develop clear guidelines outlining the steps and requirements for obtaining licenses, permits and certificates and provide training sessions to employees involved; and (iii) conduct periodic internal audits to ensure that all licenses, permits and certificates are not expired and that the processes for obtaining them are being followed correctly.

As advised by our PRC Legal Advisor, during the Track Record Period and up to the Latest Practicable Date, except as disclosed above, we had obtained all requisite licenses, permits and certificates that are material for our business operations in the PRC, and such licenses, permits and certificates are valid and subsisting. We had not experienced any material difficulty in renewing such licenses, permits and certificates during the Track Record Period and up to the Latest Practicable Date, and we currently do not expect to have any material difficulty in renewing them when they expire, if applicable.

### IMPACTS OF RECENT U.S. TARIFF POLICIES

Recently, the U.S. government has implemented a series of tariff measures and trade policies, affecting various jurisdictions and industries. On February 4, 2025, a 10% baseline tariff was imposed on all imports originating from Chinese mainland and Hong Kong under the International Emergency Economic Powers Act (the “IEEPA”) authority, which was subsequently increased to 20% on March 4, 2025 (“IEEPA Fentanyl Tariffs”). In April 2025, the U.S. government announced new reciprocal tariffs under the IEEPA authority on imports from countries with which the U.S. recorded significant trade deficits (“IEEPA Reciprocal Tariffs”). Pursuant to a bilateral arrangement between the U.S. and China dated May 12, 2025, the IEEPA Reciprocal Tariff rate for imports from Chinese mainland, Hong Kong and Macau was reduced to 10% for 90 days. On November 4, 2025, the U.S. government, pursuant to a bilateral arrangement between the U.S. and China, agreed to maintain the IEEPA Reciprocal Tariff rate at 10% and reduced the IEEPA Fentanyl Tariffs from 20% to 10%. On February 20, 2026, all IEEPA tariffs were terminated in accordance with the relevant U.S. Supreme Court opinion. Instead, a 10% tariff on practically all merchandise imported into the U.S. was imposed under section 122 of the Trade Act of 1974. These tariffs took effect on February 24, 2026, and will remain in place for 150 days until July 24, 2026, unless extended. These tariff measures in 2025 are in addition to the existing tariffs on Chinese-origin goods implemented under the Section 301 of the Trade Act of 1974. In March 2026, the United States Trade Representative announced the initiation of Section 301 investigations against numerous U.S. trading partners, including China, concerning industrial overcapacity and underenforcement of labor standards. Such investigations may result in the imposition of tariffs or other measures. As of the Latest Practicable Date, entries of our caviar products into the U.S. are subject to most-favored-nation (MFN) tariffs of 15%, Section 301 tariffs of 25%, and Section 122 tariffs of 10% for a total of 50%, while entries of our sturgeon meat products are subject to MFN tariffs of 0%, Section 301 tariffs of 25%, and Section 122 tariffs of 10% for a total of 35%. Such tariffs are entirely borne by the importer of record.

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Substantially all of our U.S.-bound sales of products produced and packaged in China are conducted under CIP terms, pursuant to which we are not the importer of record and are not responsible for payment of tariffs. Given our industry leading position, our U.S. customers had limited number of comparable suppliers of caviar products which can guarantee stable supply of large-volume and high-quality caviar products. Therefore, we had not experienced and do not expect any short-term decline in demand for our caviar products from the U.S. customers. Our revenue from the U.S. increased in 2025 as compared to 2024. As of the Latest Practicable Date, we had not received any order cancellations or requests to suspend delivery of our products due to the U.S. tariffs. Our Directors are of the view that the recent U.S. tariff policies would not have any material adverse effect on our operations and financial performance. As of the Latest Practicable Date, we did not face any material trade restrictions imposed by other overseas countries.

We will continue to closely monitor developments in tariff policies and international trade regulations and conduct regular consultations with professional advisors to assess the potential implications on our operations, cost structure and customer relationships. We also conduct periodic reviews of our supply chain and logistics arrangements to identify potential risk exposure. In addition, we are proactively expanding our global footprint to strengthen our resilience against potential future risks. See “Risk Factors — Risks Relating to Our Industry and Business — Changes in the international trade environment and trade protection measures may affect our business and financial condition.”

### RISK MANAGEMENT AND INTERNAL CONTROL

We have established risk management and internal control systems tailored to our business needs, incorporating policies and procedures aimed at ensuring legal compliance, intellectual property protection, information technology security, human resource management, financial reporting accuracy, and overall internal governance. These systems are subject to ongoing refinement to align with our operational demands. Our Directors oversee the establishment and the periodic review of these systems, while our senior management monitors their effective daily execution across subsidiaries and functional departments. The head of each functional department, business unit and subsidiary are responsible for the related risk control in their responsible segments. To monitor the continuous implementation of risk management and internal control after the [REDACTED], we have adopted or will continue to adopt, among other things, risk management measures including (i) established an Audit Committee to review and supervise our financial reporting and internal control system. See “Directors and Senior Management”; (ii) adopt various policies to ensure compliance with the Listing Rules, including but not limited to aspects related to risk management, connected transactions and information disclosure; (iii) provide anti-corruption and anti-bribery compliance training periodically to our senior management and employees, and include relevant policies against non-compliance in employee handbooks; and (iv) arrange our Directors and senior management to attend training seminars on Listing Rules requirements and the responsibilities as directors of a Hong Kong-listed company. To ensure the above compliance culture is embedded into everyday workflow and set the expectations for individual behavior across the organization, we will regularly conduct internal compliance checks, adopt strict accountability internally and conduct compliance training.

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### **Legal and Compliance Risk Management**

To manage compliance and legal risks, we adopted internal procedures, ensuring our operations align with applicable laws and regulations. Our in-house legal team reviews and updates the form of contracts we enter with clients, suppliers, and business partners. Our in-house legal team’s responsibilities encompass legal assistance for major projects, disputes resolution, intellectual property protection, corporate governance compliance, overseas regulatory landscape navigation, and support for subsidiaries’ compliance. In addition, our legal team is responsible for obtaining and maintaining the requisite administrative certificates and approvals for our business operation. We also continuously improve our internal policies according to changes in laws, regulations, and industry standards, and update internal templates for legal documents.

### **Financial Reporting Risk Management**

We have in place a set of accounting policies in connection with our financial reporting risk management, such as financial report management policies, expenses management policies and treasury management policies. We have various procedures in place to implement accounting policies, and our finance management department reviews our management accounts based on such procedures. We also provide regular training to our finance department staff to ensure that they understand financial management and accounting policies and implement them in our daily operations.

### **Human Resource Management**

We have established human resources policies covering recruitment, training, work ethics and legal compliance. We have in place employee handbooks and codes of conduct which set out internal rules and standards regarding work ethics, fraud prevention mechanisms, negligence, anti-bribery and anti-corruption. We also have in place anti-corruption policies to safeguard against any corruption activities. Under our firm-wide whistle-blowing policy, we make our internal reporting channel open and available for our employees to report any non-compliance incidents and acts. Reported incidents and persons will be investigated and appropriate measures will be taken in response to the findings. During the Track Record Period and up to the Latest Practicable Date, we were not aware of any non-compliance with relevant laws and regulations that have a significant impact on us relating to corruption and bribery. We monitor the implementation of internal risk management policies on a regular basis to identify, manage and mitigate internal risks in relation to the potential non-compliance with our code of conduct, work ethics, and violations of our internal policies or illegal acts at all levels of our Group.

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### AWARDS AND RECOGNITION

The table below sets forth a summary of the major awards and recognition we received during the Track Record Period.

Awards or Recognition	Year Granted	Granting Authority
National Demonstration Base for Green and Healthy Aquaculture (國家級水產健康養殖和生態養殖示範區) . . . . .	2024	The MARA
National Key Leading Enterprise in Agricultural Industrialization (農業產業化國家重點龍頭企業) . . . . .	2023	The MARA, the NDRC, the MOFCOM, the PBOC, the CSRC and All-China Federation of Supply and Marketing Cooperatives
The MARA Key Enterprise Laboratory — Key Laboratory for Sturgeon Genetic Breeding (農業農村部企業重點實驗室 — 鱈魚遺傳育種重點實驗室) . . . . .	2023	The MARA
Zhejiang Provincial Key Agricultural Enterprise Research Institute (浙江省重點農業企業研究院) . . . . .	2023	Zhejiang Provincial Department of Science and Technology
THE BEST BANG — Influential Caviar Brand (THE BEST BANG年度影響力魚子醬品牌) . . . . .	2023 to 2024	BANG!
Voyage Awards — Selected Caviar Brand of the Year (Voyage Awards 年度精選魚子醬品牌) . . . . .	2024	Voyage Travel
Annual New Consumption Award — Most Valuable Caviar Brand of the Year (年度新消費大獎 — 年度最具價值魚子醬品牌) . . . . .	2023	TimeOut China