OVERVIEW

Who We Are

We are a product-driven SaaS solution provider in private domain operations, empowering businesses to build, operate and scale their decentralized e-commerce infrastructure. Our cloud-based, all-in-one solution consists of three key modules in e-commerce, digital marketing and CRM, which seamlessly integrates the entire lifecycle of private domain operations, from traffic conversion to customer relationship management, from marketing to transaction facilitation, into a unified system. By eliminating the inefficiencies and fragmentation of traditional tools, we enable businesses to market and transact products in a scalable, data-driven and efficient manner. Our business model continues to evolve alongside the latest technological developments. Recognizing that AI will eventually usher in a paradigm shift in how businesses, especially e-commerce, are conducted, we are embedding AI across our entire platform to help merchants optimize routine workflows and engage customers with greater intelligence, enabling them to focus on strategic growth rather than manual execution. As an early adapter to the ever-evolving e-commerce landscape pivoting towards interactive marketing, we are well-positioned to capture the significant market upside. We ranked as the top one provider of interactive private domain operations solution, with a 10.1% market share, and a top three provider of private domain operations solution in China, with a 4.4% market share, each in terms of revenue in 2025, according to the CIC Report. We were also the fastest-growing among the top five private domain operations solution providers in China during the Track Record Period, as measured by revenue, according to the same source. We plan to become the go-to partner for global businesses to unlock market opportunities in the digital era.

As businesses increasingly recognize the value of owning customer relationships, many are shifting from public domain platforms, which are now plagued by rising acquisition costs and low conversion rates, to private domain operations conducted through their own websites, mobile apps and branded social media. As a sub-sector, the share of private domain operations solutions in the business operations solutions market increased from 47.2% in 2020 to 49.5% in 2025 and is expected to reach 54.9% in 2030. The number of enterprises adopting private domain operations solutions increased from 1.2 million in 2020 to 2.1 million in 2025, at a CAGR of 11.4%, and is projected to reach 3.8 million in 2030, at a CAGR of 11.9% from 2025 to 2030. China's private domain operations market can be categorized into interactive and traditional models. Interactive private domain operations refer to the two-way interactive user engagement model, enabling direct, real-time, and interactive communication between companies and their target users. For instance, platform users are able to deliver online training or showcase products through various formats such as real-time video and audio, while allowing audiences to engage in activities such as real-time voice chat and screen sharing. While traditional private domain solutions focused on one-way information dissemination and basic e-commerce tools, their ability to drive sustained engagement was limited. The rapid rise of short video and interactive marketing platforms has further transformed consumer behavior and brand engagement strategies. The market has since evolved towards the interactive private domain model which emphasizes real-time, data-driven consumer engagement and community building. By enabling businesses to cultivate long-term customer relationships and drive repeat transactions without continued reliance on paid platform traffic, interactive private domain operations present a more sustainable and effective alternative to their traditional counterpart.

We have established ourselves as a provider in this next generation of private domain operations solution, by equipping businesses with a backend infrastructure that supports the entire value chain of private domain operations. Our all-in-one solution enables businesses to efficiently direct traffic from various public domain platforms into their private domains using tools such as customizable landing pages. Once potential consumers enter the private domain, our solution facilitates customer relationship management and deeper engagement through personalized messaging, tiered membership programs, and interactive marketing features such as gamified promotions and real-time chat. To support transaction execution, our solution provides efficient order processing and payment collection. In addition, advanced data analytics, behavioral tagging and automation features help businesses track consumer behavior, optimize marketing efforts and continuously refine operations. Our closed-loop system allows businesses to efficiently convert traffic into highly engaged, loyal customers and enhance the long-term value of private domain operations.

Driven by our product-led strategy and early-mover advantage in the interactive private domain operations market, we launched substantial growth during the Track Record Period, as illustrated by certain operating metrics in the following table.

	For the year ended December 31,		
	2023	**2024**	**2025**
GMV of transactions facilitated through our all-in-one solution *(RMB in million)*[(1)]	15,232	20,974	20,302
Revenue contribution by KA customers *(%)*	19.3	29.9	36.5
KA customers	801	1,421	1,689
Average revenue per KA customer *(RMB)*[(2)]	102,600	111,600	123,300
Non-KA customers	42,626	39,186	35,084
Average revenue per non-KA customer *(RMB)*[(2)]	7,300	8,500	10,000
Net dollar retention rate *(%)*[(3)]	128.4	117.0	114.2
Net dollar retention rate for KA customers *(%)*[(3)]	146.6	101.0	100.2
Net dollar retention rate for non-KA customers *(%)*[(3)]	126.9	121.6	121.4
Customer acquisition cost per customer *(RMB)*[(4)]	9,264	10,232	13,771

(1) GMV of transactions facilitated comprises of all customers, including KA and non-KA customers.

(2) We adopted the threshold of RMB30,000, which is based on annual recognized revenue contribution, to differentiate KA customers. This threshold exceeds the price of our highest-tier flagship edition subscription. Consequently, customers contributing revenue above this level typically utilize services beyond the scope of the flagship package, including the purchase of additional cloud resources usage services and order processing service. As these additional services are often linked to deeper product engagement, such as cloud resource usage, the threshold effectively identifies customers with a high degree of reliance on our platform. CIC, our industry consultant, is of the view that such standard is in line with the market practice.

(3) Calculated by dividing the revenue in a given period from KA or non-KA customers, or both types of customers combined, who generated revenue in the prior-year comparable period by the revenue of prior-year comparable period of such customers who also generated revenue in the given period, multiplied by 100%. The customer type shall be determined based on its classification in the prior-year comparable period.

(4) Calculated by dividing the selling and marketing expenses in a given period, excluding share-based compensation, by the total number of newly acquired customers in that same period.

We have developed technological capabilities as the backbone of our all-in-one solution. Our technology infrastructure is built on three core pillars: agile product development capabilities, scalable architecture and reliable data security and protection. We maintain agile development capabilities to enable frequent daily product updates, driven by real-time customer feedback. Our intelligent resource scheduling system, built on public cloud infrastructure, supports peak traffic of up to 270,000 requests per second, and our distributed architecture ensures high availability. Our platform has passed ISO27001 and China's Grade III cybersecurity certifications. Furthermore, we have embedded AI across our platform to enhance operational efficiency, reduce costs, and improve user experiences.

We generate substantially all of our revenue from the provision of our all-in-one SaaS solution. Our total revenue increased from RMB415.1 million in 2023 to RMB607.9 million in 2025 at a CAGR of 20.9%. Our gross profit increased from RMB300.1 million in 2023 to RMB460.0 million in 2025, at a CAGR of 23.8%. In addition, we recorded net cash inflows from operating activities of RMB108.1 million in 2024 and RMB35.0 million in 2025.

Strategic AI Pivot

Since March 2026, we have been actively pivoting our business from a pure play SaaS solution provider into an AI powered platform for private domain operations. We are revamping our business model and expanding our open interface capabilities to enable broader integration of AI functionalities. Our portfolio of AI agents includes AI powered customer service assistants, AI driven writing and drawing tools, and AI assistants integrated with community interactions. We are evolving our monetization model to charge customers for certain AI capabilities. We plan to introduce a "silicon employee" model that charges customers based on AI agent deployment and ongoing token consumption. We believe this strategic pivot, combined with our deep capability in private domain operations, will strengthen our competitive position and support sustainable growth.

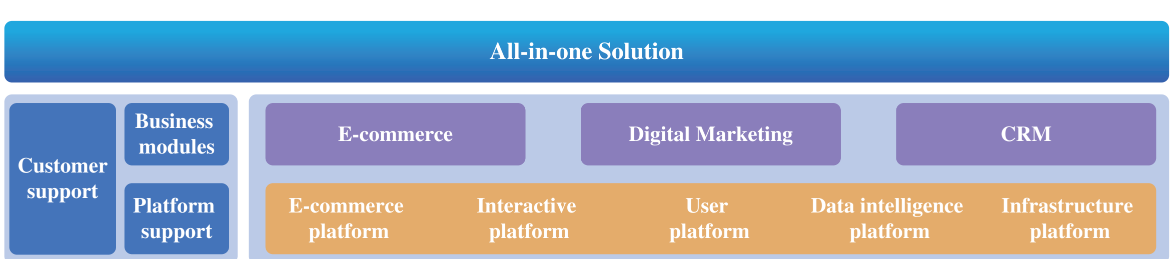
Market Opportunity

Businesses are increasingly investing in interactive private domain operations to convert private traffic into paying users, improve marketing and conversion efficiency, and unlock long-term customer value. According to the CIC Report, China's private domain operations solution market, in terms of revenue, is expected to increase from RMB13.7 billion in 2025 to RMB25.3 billion in 2030 at a CAGR of 13.0%. As a submarket, China's interactive private domain operations solution market, in terms of revenue, is expected to increase from RMB6.0 billion in 2025 to RMB13.0 billion in 2030 at a faster CAGR of 16.6%.

Despite its strong growth trajectory, China's interactive private domain operations solution market remains in an early stage of development, with a penetration rate of only 3.9% in 2025. With the continued rise of interactive marketing and the increasing application of AI technologies, businesses are expected to ramp up their investment in interactive private domain operations. The total addressable market could reach RMB185.9 billion by 2030 if the penetration rose towards its full potential, underscoring the significant long-term growth opportunity in this sector.

Our Solution

We empower businesses with an all-in-one solution that spans the setup and operation of e-commerce stores, customer relationship management, digital marketing, and transaction fulfillment, enabling seamless end-to-end private domain operations and monetization. Backed by broad functionalities, strong technical and operational support, and specialized industry expertise, we lower the technical barriers for businesses to build, manage and scale their private domains. Our solution enables them to focus on the roles integral to their success, including marketing and branding, engaging with users, and driving order conversion. Particularly, our solution tackles the challenges associated with frequent platform switching, which often results in inefficiencies, user drop-off, and scattered and inconsistent data. This approach enables businesses to operate more smoothly, respond faster to consumer needs, and make real-time, data-driven decisions. The following diagram illustrates the simplified structure of our all-in-one solution and our platform.



Our all-in-one solution empowers customers across the full lifecycle of private domain operations through the following three core modules. This integrated solution incorporates AI-empowered functionalities that automate routine interactions and provide intelligent assistance across various operational touchpoints. The three core modules are offered as a bundled package which are not available for separate subscriptions.

- *E-commerce module*. We enable our customers to quickly build and manage e-commerce stores through our highly configurable SaaS platform. Our customers can tailor the storefront layout, product categorization and brand visuals to align with their commercial identity. Our integrated transaction management system allows customers to seamlessly complete the entire purchasing cycle within a single platform, from order placement and payment processing to product delivery and after-sales service.

- *Digital marketing module*. Our solution empowers businesses to activate and maintain strong user engagement through real-time, interactive marketing tools within their private domain. We empower customers to leverage their promoters to expand their user traffic, host real-time interactions to advertise their offerings, and market products and convert the user traffic to paying customers. Our digital marketing tools are further enhanced by AI capabilities that enable automated engagement workflows, such as scheduling and sending targeted content to users at suitable times based on predefined sales processes. Our all-in-one solution contains various tools, including digital red packets, electronic coupons, and real-time interaction modules, all designed to foster two-way communication, stimulate user interest, and drive participation. All marketing interactions are backed by real-time analytics dashboards, allowing businesses to monitor participation, optimize interaction formats, and adjust campaign strategies dynamically. Data captured during these interactions is also fed into the CRM and e-commerce systems, enabling personalized follow-ups and cross-channel integration. Through this real-time, data-driven marketing loop, we help our customers create meaningful relationships with their users, transforming passive audiences into active brand advocates.

- *CRM module*. Our CRM module plays a central role in helping customers acquire, manage and convert leads across the full sales cycle. Businesses can collect leads through multiple channels, including manual entry and public domain platform integrations, such as WeChat video accounts, Douyin and Kuaishou. We then offer integrated customer relationship management functionalities to help businesses manage, segment and engage their private domain users across the entire customer lifecycle. Businesses may leverage tools including contact syncing with WeCom, membership tiering and loyalty point systems. These tools allow businesses to deepen relationships with their customers, increase repeat engagement, and nurture high-value user groups. Additionally, our CRM tools leverage AI capabilities to offer automated customer service functionalities, providing users with instant, accurate responses by accessing both public knowledge and proprietary business data stored in dedicated knowledge bases.

Our all-in-one solution is underpinned by a suite of reliable platform capabilities that provide the technical and operational foundation for each functional module. Our e-commerce platform enables businesses to build and manage online storefronts, list products and process transactions across multiple interfaces, including mobile apps, H5 pages and desktop environments. Our interactive platform supports real-time engagement through tools that facilitate marketing interactions and user activation. Our user platform facilitates the management of user data, behavior tracking and segmentation to enable precise targeting and personalized engagement. Our data intelligence platform offers data analytics, reporting and actionable insights to support smarter decision-making and operational optimization. Furthermore, our infrastructure platform provides the essential backend systems, including cloud computing, security protocols and performance management, to ensure system stability, scalability and seamless functionality across the entire solution stack.

COMPETITIVE STRENGTHS

We believe the following competitive strengths have contributed to our success and differentiated us from our competitors.

Private domain SaaS solution provider in China with early-mover advantage

We are a product-driven SaaS solution provider in private domain operations, empowering businesses to build, operate and scale their decentralized e-commerce infrastructure. As an early adapter to the ever-evolving private domain e-commerce landscape pivoting towards interactive marketing, we are well-positioned to capture the significant market upside. We ranked as the top one provider of interactive private domain operations solution and a top three provider of private domain operations solution in China, each in terms of revenue in 2025, according to the CIC Report. We were also the fastest-growing among the top five private domain operations solution providers in China during the Track Record Period as measured by revenue, according to the same source.

As businesses increasingly recognize the value of owning customer relationships, many are shifting from public domain platforms to private domain operations conducted through their own websites, mobile apps and branded social media. As a sub-sector, the share of private domain operations solutions in the business operations solutions market increased from 47.2% in 2020 to 49.5% in 2025, and is expected to rise further to 54.9% in 2030. The number of enterprises adopting private domain operations solutions increased from 1.2 million in 2020 to 2.1 million in 2025 at a CAGR of 11.4% and is expected to reach 3.8 billion in 2030, at a CAGR of 11.9% from 2025 to 2030. Unlike providers of traditional private domain solutions focusing on one-way information dissemination and basic e-commerce tools, we are at the forefront of the interactive private domain model, emphasizing real-time, data-driven consumer engagement and community building. By enabling businesses to cultivate long-term customer relationships and drive repeat transactions without continued reliance on paid platform traffic, we believe we offer a more sustainable and effective alternative to traditional counterpart.

China's private domain operations solution market, in terms of revenue, is expected to increase from RMB13.7 billion in 2025 to RMB25.3 billion in 2030 at a CAGR of 13.0%, according to the CIC Report. As a submarket, China's interactive private domain operations solution market, in terms of revenue, albeit at a fast developmental stage, is expected to increase from RMB6.0 billion in 2025 to RMB13.0 billion in 2030 at a faster CAGR of 16.6%. By providing a robust backend infrastructure spanning the entire value chain of the private domain operations, we are well positioned to capture the upside potential of the enormous market. We achieved rapid growth during the Track Record Period. Our total revenue increased from RMB415.1 million in 2023 to RMB607.9 million in 2025 at a CAGR of 20.9%, and our gross profit increased from RMB300.1 million in 2023 to RMB460.0 million in 2025, at a CAGR of 23.8%.

All-in-one, customer-centric solution with extensive functionalities

We are a product-driven company, dedicated to delivering all-in-one, standardized solution that covers every stage of the lifecycle for interactive private domain operations. We consistently launch high-performance, modularized functions that address evolving business needs and enable seamless deployment across diverse use cases. To date, we have served tens of thousands of businesses across multiple industries, building a deep repository of use cases and customer success stories that reinforce our brand and product credibility.

Our all-in-one solution allows businesses to access a full suite of integrated functionalities through a single unified platform, tackling the challenges associated with frequent platform switching, which often results in inefficiencies, user drop-off, and scattered and inconsistent data. This approach enables businesses to operate more smoothly, respond faster to consumer needs, and make real-time, data-driven decisions.

We develop and deliver our all-in-one solution through a customer-driven approach. By integrating customer feedback into our iterative R&D process, we continually refine our solution and ensure that our offerings remain aligned with their evolving needs. Particularly, for KA customers in specific industries, we assign exclusive operation management and customer service personnel to cover their needs throughout their growth lifecycle. This feedback loop forms a virtuous cycle of product innovation and upgrade, allowing us to continually expand and enrich the functionalities of our solution across our growing customer base. Furthermore, we actively cultivate a vibrant community and organize offline events to further strengthen engagement and uncover latent customer demand. We believe our customer-centric strategy underpins our ongoing growth and positions us as a trusted provider of all-in-one solution for private domain operations.

Strong technical capabilities and R&D support

We are a multi-tenant, cloud-native SaaS provider offering all-in-one solution for private domain operations. Designed to support every stage of private domain operations, our platform delivers fast, stable and smooth technical support for enterprises of all sizes.

Our technology architecture is built around three core pillars: agile product development capabilities, scalable architecture and reliable data security and protection. Rather than relying on isolated technological breakthroughs, we focus on full-stack architectural design that transforms every technical parameter into tangible business value.

- *Agile product development capabilities*. Our R&D system supports frequent daily product updates. Real-time feedback from our customers is continuously integrated into our development pipeline, allowing our platform to evolve dynamically and remain closely aligned with customer needs.

- *Scalable architecture*. Built on leading public cloud infrastructure and proprietary automation frameworks, our intelligent resource scheduling system can activate thousands of computing cores within minutes. This allows us to handle peak request volumes of up to 270,000 per second, placing us among the industry leaders, according to the CIC Report. Our platform is deployed on a distributed computing architecture with no single point of failure. We ensure real-time data synchronization across multiple geographic nodes, enabling prompt disaster recovery even in extreme scenarios. This structural redundancy delivers consistent performance and high availability.

- *Reliable data security and protection*. In collaboration with our cloud partners, we have implemented a dynamic defense system that identifies and neutralizes new threats within seconds, far surpassing manual response speeds. Our platform has passed ISO27001 certification and China's national Grade III cybersecurity standards, and is regularly audited by independent third-party security experts.

Leveraging our innovative technological architecture, we enable intelligent resource scheduling, decreasing idle computing capacity. More importantly, by modularizing technologies into scalable, plug-and-play components, we make enterprise-grade infrastructure accessible across industries.

In line with our product-driven strategy, over 50% of our workforce is dedicated to R&D. We have developed a deep understanding of various businesses' operational needs and market trends. Over the years, we have released thousands of software iterations. Our robust R&D capabilities, combined with our technology infrastructure and agile product development, form a strong foundation for our long-term competitive advantage in the private domain operations market.

Highly scalable and commercially flexible business model

We have built a highly scalable and commercially flexible business model. Underpinned by a cloud-native architecture, our technical framework is designed with standardization and configurability at its core, which enables us to achieve substantial economies of scale. By reducing the need for customization, our all-in-one solution can be rapidly deployed across a broad range of customer profiles. This not only shortens the time-to-value for customers but also minimizes implementation and maintenance costs.

Unlike sales-driven models that rely heavily on manual outreach and conversion, our business is fundamentally product-driven. We focus on building a solution that meets core customer needs to scale through product excellence and user-led adoption. One of the defining features of our solution is its built-in virality. Our product naturally spreads as more users participate in and interact with our customers through real-time interactive marketing and other online events hosted by our customers. This self-propagating characteristic creates strong network effects, significantly reduces customer acquisition costs, and accelerates market penetration without the need for heavy sales investments.

We are also actively expanding into diversified monetization models to capture additional revenue streams and increase our revenue per customer. We bundle edition-based subscription fees with additional service charges that are linked to the cloud resources our customers consumed. This flexible and scalable pricing structure allows us to align our revenue growth with that of our customers, enabling our business to scale in tandem with customer transaction volume and platform usage. As our customers grow and deepen their use of our solution, we are well positioned to capture incremental value.

The success of our business model is reflected in our robust financial and operational performance. Our total revenue increased from RMB415.1 million in 2023 to RMB607.9 million in 2025 at a CAGR of 20.9%. Our gross profit increased from RMB300.1 million in 2023 to RMB460.0 million in 2025 at a CAGR of 23.8%. In addition, we recorded net cash inflows from operating activities of RMB108.1 million in 2024.

Loyal and high-quality customer base

We have cultivated a growing base of KA customers, which has become a key driver of our revenue growth. Our KA customer base is broad, diversified and highly engaged, forming the cornerstone of a loyal and scalable customer ecosystem. The number of our KA customers increased from 801 as of December 31, 2023 to 1,421 as of December 31, 2024 and further to 1,689 KA customers as of December 31, 2025. Our KA customers contributed 19.3%, 29.9% and 36.5% of our total revenue in 2023, 2024 and 2025, respectively. As we continue to expand and convert KA customers, we are well-positioned to capture further monetization opportunities and accelerate revenue growth.

This strong KA customer base is underpinned by our differentiated customer success strategy. Rather than relying solely on top-down sales outreach, we focus on building long-term, trust-based relationships through value-led engagement. We generally designate specialized customer managers to attend to their industry-specific needs and provide tailored support services, which empowers customers to grow their business. These efforts have translated into and increasing per-customer revenue. Our average revenue per KA customer increased from approximately RMB102,600 in 2023 to approximately RMB111,600 in 2024 and further to approximately RMB123,300 in 2025.

Furthermore, our strong brand reputation and high customer satisfaction enable us to rely heavily on organic, word-of-mouth referrals for new customer acquisition. This cost-efficient growth dynamic reduces our reliance on paid marketing and contributes to stronger operating leverage. As we continue to scale our customer success infrastructure and deepen industry-specific capabilities, we expect to further enhance customer lifetime value and strengthen our leadership in the private domain operations market.

Seasoned management team

We are led by a technically accomplished management team with deep roots in product innovation, technology development and commercialization. Our strong technical foundation enables us to pursue a truly product-driven growth strategy, combining innovation, customer value and engineering excellence to drive business outcomes.

Our founder and CEO, Mr. Bao Chunjian, has more than 10 years of experience in the big data and internet industry. Holding a master's degree in computer science from the University of Science and Technology of China, Mr. Bao previously served as the director of Tencent's data center as a T4 expert engineer, overseeing core data infrastructure with rich experience in system architecture and platform engineering. We have also established a cohesive and diversified senior management team. Members of our senior management team, on average, have over 10 years industry experience on the internet, big data, AI and cloud computing sectors, with a consistent focus on building scalable, impactful technology solutions, and have been with us for an average of over seven years. They have demonstrated complementary skillsets and proven track record in related areas, such as product R&D and planning and design of enterprise-grade architecture, through serving various senior positions at internet giants. Together, our leadership team's technical acumen and commitment to product excellence form the backbone of our differentiated market position, enabling us to continuously deliver solution which evolves with the ever-changing customer needs and technology trends.

GROWTH STRATEGIES

We intend to further grow our business by pursuing the following strategies.

Continue to optimize our solution and diversify use cases

We will continue to enhance our all-in-one solution by expanding its functionalities and extending its application to new scenarios, ensuring our product remains agile and responsive to the rapidly evolving public domain ecosystem. Particularly, we plan to deepen our understanding of KA customers' emerging needs and implement industry-specific and scenario-driven strategies to better support their operational objectives. For example, we will address their distinct requirements for user acquisition, customer engagement and digital monetization.

We also intend to actively expand our footprint in the retail e-commerce sector by developing specialized features and operational tools that cater to the unique workflows of retail businesses, helping them build integrated private domain operations. Our solution will enable retail customers to connect consumer touchpoints across platforms, streamline their marketing and conversion processes, and drive customer acquisition, repurchase and brand loyalty in a cost-effective and sustainable manner.

Additionally, we will pursue new business initiatives related to private domain operations, enhance the commercial scalability of our solution, and accelerate the commercialization process of our new initiatives.

Accelerate our AI powered platform transformation

We are committed to accelerating our strategic pivot into an AI powered platform for private domain operations. We will continue to revamp our business model and expand our open interface capabilities to enable broader integration of our AI functionalities. Our development priorities include deploying additional AI agents across our solution. As we enhance our AI capabilities, we will expand our usage based pricing model, and charge our customers for certain AI capabilities. We intend to implement a "silicon employee" model, charging customers based on the number of AI agents deployed and ongoing token consumption. We believe this transformation, combined with our deep capability in private domain operations, will strengthen our market leadership and drive sustainable growth.

Continue to advance technological innovation

We will continue to increase R&D investments to strengthen our core technologies and improve development efficiency. For example, we will focus on expanding our capabilities in AI-powered automation. We plan to offer our customers intelligent tools to analyze operational data, such as transaction funnels, product performance and order trends, which will help them quickly develop operational strategies and make more informed, data-backed business decisions. In addition, based on our insights into customer needs and industry specifications, we will develop diversified data models and empower businesses with technological innovation.

Continue to increase customer stickiness and expand KA customer base

We intend to increase customer loyalty and expand our KA customer base by enhancing our service capabilities. Customer needs will be further directly handled by product technicians to identify customer problems and meet customer needs at the fastest speed. We will also broaden our service coverage and provide learning zones to support our customers at every stage of their growth. In addition, we will integrate AI into routine customer support and interactions to enhance service quality at scale. For example, we plan to deploy AI agents to deliver real-time support, identify customer issues, detect customer sentiments and improve the customer service experience.

Furthermore, leveraging successful KA customer use cases, we plan to capitalize on word-of-mouth referrals and increase penetration among existing sectors. We will also explore adjacent industries and customer segments to further drive business growth.

Continue to expand our global reach

We are committed to accelerating our global expansion. In 2024, we launched *eLink*, our international platform tailored for the global market. This platform supports multiple languages and integrates with internationally recognized social media and payment channels. *eLink* enables our customers to efficiently establish and manage their private domain operations worldwide, leveraging our core technological strengths in secure and scalable infrastructure. We will encourage existing customers to use *eLink* to expand their businesses into overseas markets. We also plan to deepen our collaborations with international partners and broaden our global sales network to further promote *eLink*. We aim to empower more Chinese enterprises to successfully go overseas and serve overseas businesses seeking solutions for private domain operations.

Pursue strategic alliance, investment and acquisitions

We will selectively explore strategic alliance, investment and acquisition opportunities to further strengthen our competitiveness and support our long-term growth. We will evaluate and execute alliance, investment and acquisition opportunities that complement and scale up our business, optimize our profitability, increase our market penetration, and add new capabilities to our solution and our company.

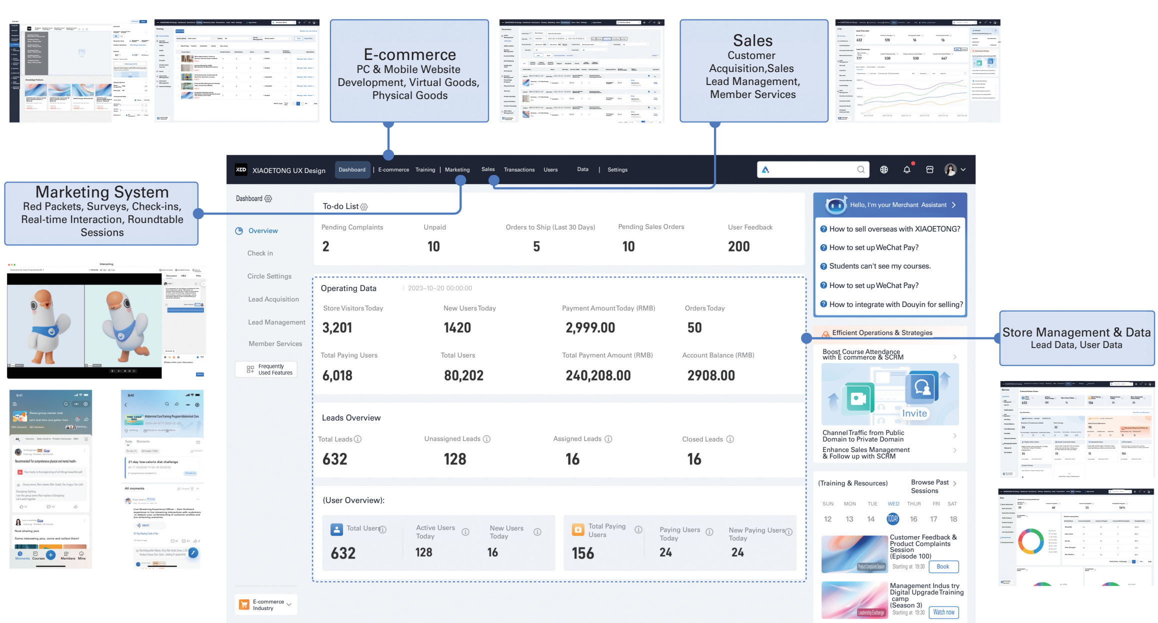
Specifically, we will systematically evaluate high-quality targets that enable us to achieve industry synergies extend our market outreach, including companies with differentiated technologies, established customer base, or strong private domain expertise. For instance, we will consider SaaS companies focused on retail e-commerce infrastructure, AI-powered customer engagement, and marketing automation tools. As of the Latest Practicable Date, we had not identified any potential investment or acquisition targets.

OUR OFFERINGS

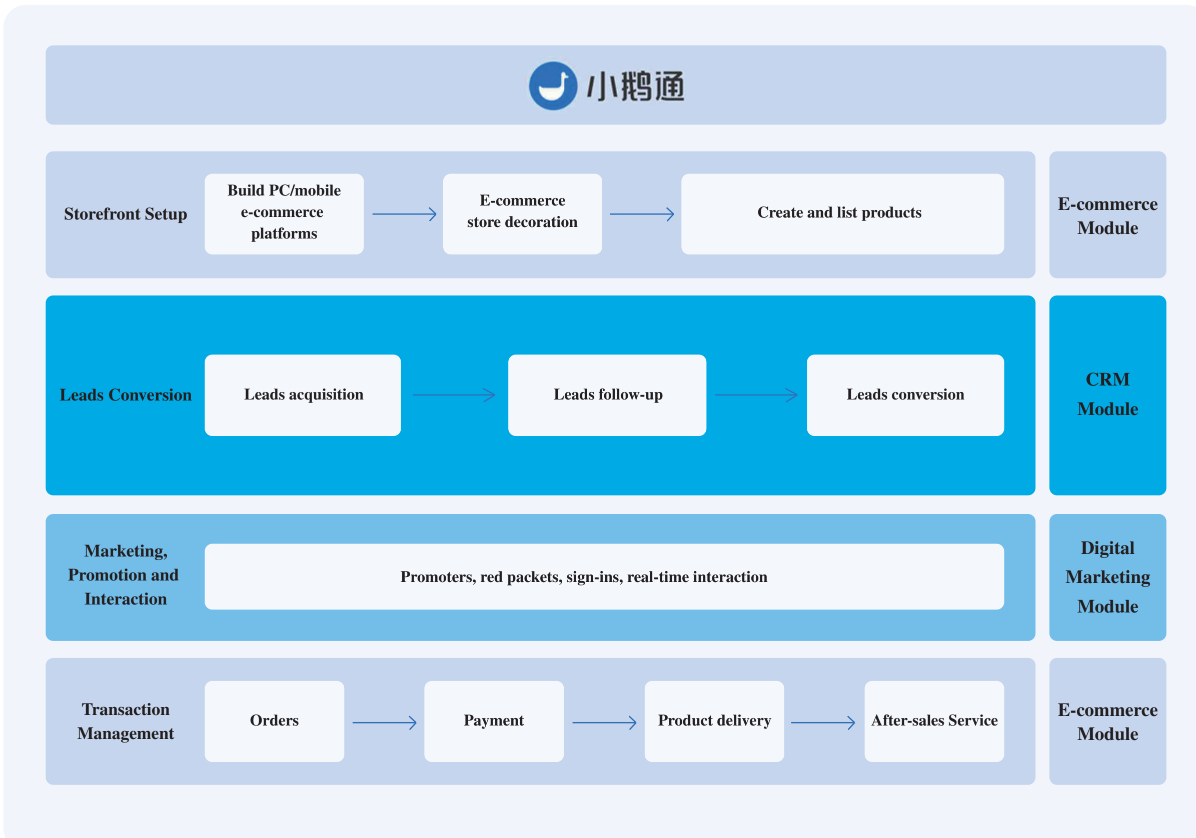
Our principal offerings are all-in-one SaaS solution in private domain operations.

Our All-in-one Solution

We empower a variety of businesses, including primarily internet-native e-commerce business, traditional offline retailers, and other merchants, through our platform, Xiaoetong (小鵝通), with an all-in-one solution that enables them to build, operate and scale their own private domains and commercialize their products. With our all-in-one solution, they can manage every step of the customer lifecycle on their private domains, ranging from user acquisition to customer engagement, transaction facilitation to data analytics. During the Track Record Period, we operated solely in China. The following diagram illustrates the major user interface of our all-in-one solution.



Through our all-in-one solution, our customers are able to build and operate e-commerce stores, leverage data-powered insights for customer relationship management, engage in real-time marketing interactions with their users, and, more importantly, complete transactions, fulfill product deliveries and provide after-sales services. The following diagram illustrates the flow of the customer experience with our all-in-one solution.



Setup and operation of e-commerce stores

Through our all-in-one solution, our customers can quickly build and manage e-commerce stores. Businesses can create customized storefronts compatible with both PC and mobile devices, providing flexibility in meeting user preferences and consumption habits. Our SaaS platform supports rapid deployment, enabling businesses to set up a fully functional digital store with minimal technical input. Our customers can tailor the storefront layout, product categorization and brand visuals to align with their commercial identity. Our customers can make their product offerings available to end-users across a wide range of channels, including WeChat H5 shops, WeChat mini-programs, our app, and customers' self-developed apps built using our proprietary API/SDK toolkit.

Our platform further streamlines the product onboarding process. Businesses can upload product data in bulk, set pricing tiers and manage inventory. Our solution also offers built-in templates and editing tools for storefront decoration, helping customers present their offerings in a visually appealing and professional manner.

In addition to basic storefront setup, our solution provides backend tools that allow businesses to manage product lifecycles, monitor traffic sources, and track user behavior across product pages. This equips users with actionable insights into conversion patterns and consumer preferences, enabling more strategic merchandising decisions. Integrated analytics dashboards present key performance indicators, which allow for timely optimization of product positioning.

In their daily operations, upon accessing the platform, our customers can instantly launch branded stores via the dashboard. They may configure departmental hierarchies, assign employees to specific roles, and allocate tailored responsibilities and permissions within our interface.

Customer relationship management

Our CRM module plays a central role in helping customers acquire, manage and convert leads across the full sales cycle. A key competitive edge of our CRM module lies in its superior integration capability and sophisticated customer information processing. Businesses can collect leads through multiple channels, including manual entry and integrations with various public domain platforms. These public domain sources are not limited to the Tencent ecosystem but also encompass other major platforms such as Douyin and Xiaohongshu. Our platform can help customers seamlessly consolidate fragmented customer leads from this diverse array of sources. This multi-source capability enables the aggregation of lead data into a unified, structured database for further analysis and action. These customer leads are obtained by our customers themselves from these public domain platforms. Our role is limited to the provision of the SaaS tools that assist customers in consolidating and managing these externally sourced leads, facilitating subsequent customer aggregation, interaction and transactions through channels such as WeCom. This consolidated database is built upon several primary types of data: fundamental customer data such as lead source and user ID, interaction data such as communication records, detailed behavioral data such as product clicks and content viewing duration, and transaction data such as historical orders. Our competitive advantage is further demonstrated by our advanced processing of these aggregated data, which transforms raw information into actionable customer insights. Through the CRM features of our all-in-one solution, our customers can run their private domain communities and glean valuable customer insights.

We provide efficient solution to help our customers capture leads, nurture leads through follow-ups, and convert leads into their end customers. Once leads are captured, our customers can tag and categorize their customers by different characteristics, such as engagement level, consumption behavior and product interest, enabling them to address end-user needs more effectively and precisely, enabled by our behavioral tagging and automation features which automatically assign labels based on observed user actions and patterns. This automated processing capability represents a significant competitive edge, enhancing both the operational efficiency and targeting precision for our customers. This processing capability is supported by our AI infrastructure, which includes a high-performance vector database for rapid information retrieval and an agent architecture designed to manage complex conversational workflows. This automated process efficiently segments the user base for targeted operations, directly tracking and responding to customer behavior to allow for personalized and timely engagement. This allows businesses to tailor their communication strategies and nurture relationships with greater precision. Our customers can also track their customers across the customer lifecycle in real time, enabling our customers to interact with their customers at opportune moments to generate more sales. Our customers can easily create multiple touchpoints for their customers, including leveling and achievement systems, leaderboards, and more. These touchpoints heighten customer engagement, promoting additional conversion. Ultimately, our customers can foster high customer stickiness by facilitating the implementation and management of membership programs. To further enhance customer engagement and automate service, our CRM module includes an AI-powered assistant. Built on large language models, this assistant learns from enterprise-specific knowledge, such as course materials and product information, to provide intelligent responses. It can handle on a 24/7 basis a wide range of queries, from product inquiries to after-sales support. The assistant also supports seamless handoff to human agents, ensuring high-quality service while reducing labor costs. Additionally, the assistant can be configured to follow sales standard operating procedures, automatically sending notifications and content to users, thereby improving operational efficiency. Powered by a high-speed vector database and an agent architecture, the assistant ensures fast and accurate responses, while its rich data capabilities allow it to learn from videos, documents, and WeCom conversations, continuously improving its knowledge base.

Our interface displays an end-user list and enables customers to tag profiles, view basic information, and manage personalized labels seamlessly. Administrators can assign dedicated staff to oversee specific end-users. The platform empowers customers to operate end-users efficiently. For instance, establishing tiered membership levels with distinct spending thresholds, tier-specific discounts, and exclusive benefits. Customers may customize tier-based visual identifiers and curate redeemable products for complimentary distribution to targeted tiers in our platform. This end-to-end process illustrates the conversion of leads obtained from public domains, which are then integrated and managed through our tools to drive engagement and sales. The seamless orchestration of this entire workflow, from multi-source aggregation to actionable engagement, underscores the integrated competitive advantage of the CRM functions in our all-in-one solution.

Digital marketing

Our solution empowers businesses to activate and maintain strong user engagement through real-time, interactive marketing tools within their private domain. By using a third-party provider that collaborates with us, we empower our customers to leverage their promoters to expand their user traffic, host real-time interactions to advertise their offerings, and market products and convert the user traffic to paying customers. We have entered into a cooperative arrangement with such third-party provider that holds an AVSP License, under which we grants all audio-visual content to this third-party provider, enabling our users to view the audio-visual content under the third-party provider's website domain, and we pay as agreed for the abovementioned service provided by the third-party provider. As advised by our PRC Legal Advisor, we and this third-party provider had obtained all material license, permits and approvals under such cooperation arrangement as of the Latest Practicable Date.

Our all-in-one solution contains various tools, including digital red packets, electronic coupons, sign-in programs, and real-time interaction modules, all designed to foster two-way communication, stimulate user interest, and drive participation. By leveraging these capabilities, businesses can cultivate a community-centered marketing environment. For example, time-sensitive digital red packets and coupons can be distributed during real-time interactions or special campaigns to incentivize immediate purchases. Moreover, our platform enables the deployment of an AI assistant within live streaming and community interactions. This assistant acts as a virtual teaching assistant or customer service representative, answering questions in real time, providing personalized recommendations, and driving engagement during interactive sessions. It can also be used to automate the distribution of course notifications and promotional content, ensuring timely communication with users. For instance, an AI assistant integrated into a live stream discussion area can automatically respond to viewer inquiries, thereby enhancing engagement and facilitating sales conversion without manual intervention.

Our solution also supports routine engagement features such as daily sign-ins and gamified tasks, which encourage users to return frequently and deepen their attachment to the brand. These interactive tools not only increase platform stickiness but also contribute to higher conversion and net dollar retention over time.

All marketing interactions are backed by real-time analytics dashboards, allowing businesses to monitor participation, optimize interaction formats, and adjust campaign strategies dynamically. Data captured during these interactions is also fed into the CRM and e-commerce systems, enabling personalized follow-ups and cross-channel integration. Through this real-time, feedback-driven marketing loop, we help our customers create meaningful, two-way relationships with their users, transforming passive audiences into active brand advocates.

Transaction fulfillment

Our integrated transaction management system allows customers to seamlessly complete the entire purchasing cycle within a single platform, from order placement and payment processing to product delivery and after-sales service. This end-to-end capability ensures a frictionless user experience while enabling businesses to operate with greater efficiency and visibility.

Our customers can create flexible order flows based on their business needs. The system supports instant order generation during real-time interaction sessions, embedded purchasing via product pages, and personalized checkout experiences within private domains. Users can select delivery preferences, apply coupons or loyalty points, and complete purchases in just a few clicks. Our customers can customize payment confirmation pages, automate receipt issuance, and reconcile transactions through backend reports.

After an order is placed, our platform triggers fulfillment workflows, including automating shipping label creation, inventory deductions and delivery notifications. For digital products or services, we facilitates instant access upon payment. Our customers can monitor order and delivery status through real-time dashboards, enabling prompt exception handling and customer communication.

Our platform supports structured after-sales workflows, including refund requests, customer support ticketing, and product reviews. These touchpoints are crucial for maintaining user satisfaction and converting one-time buyers into loyal customers.

Our Customers and Case Studies

We offer our all-in-one solution to a variety of customers, developed based on our deep insights into their practical needs. Our customers include primarily internet-native e-commerce businesses, traditional offline retailers, and other merchants. There is no concentration for our customers within specific industry sectors. Our customers operate across a broad range of industries, which primarily include consumer goods, retail, vocational training and corporate training. This diversity across multiple industries reduces our reliance on any single sector and reflects the broad applicability of our solutions. As of December 31, 2025, we had over 36,000 customers subscribing to our all-in-one solution, including over 1,600 KA customers. Our customers exhibit strong retention, with a net dollar retention rate of approximately 117.0% in 2024 and approximately 114.2% in 2025. The following table sets forth a breakdown of our revenue by customer type for the periods indicated.

	For the year ended December 31,					
	2023		2024		2025	
	RMB	%	RMB	%	RMB	%
	(In thousands, except for percentages)					
SaaS Revenue						
KA customers	80,140	19.3	155,763	29.9	221,744	36.5
Non-KA customers	331,649	79.9	359,777	69.1	382,949	63.0
Other Revenue	3,317	0.8	5,268	1.0	3,225	0.5
Total	**415,106**	**100.0**	**520,808**	**100.0**	**607,918**	**100.0**

The following case studies highlight the notable success our customers have achieved by leveraging our all-in-one solution to enhance their e-commerce operations.

Customer A

Customer A is a national supermarket-style retail chain with over 3,000 stores across China, offering certified organic staples, food products and household goods. Known for its stringent end-to-end quality control ranging from cultivation to final inspection, Customer A has earned consumer trust for its high organic standards.

To support its operations, Customer A leverages our solution to implement a hybrid model that integrates interactive marketing with offline sales. Customer A converts offline leads into our digital ecosystem, onboarding them to the platform. By hosting frequent real-time interactive sessions, Customer A encourages users to earn points based on their viewing time, it nurtures these leads, and then guides them towards conversion, which can be redeemed for in-store purchases. This approach enables Customer A to maintain strong offline transaction flows while continuously engaging users and sustaining business momentum, demonstrating a clear pathway from lead acquisition to sales conversion. Customer A subscribes to our flagship edition all-in-one solution to directly interact with end-customers and manage relationships. It uses features such as community leader management for customer binding, supply chain integration for operational efficiency, and multiple delivery methods including in-store pickup and home delivery. The solution also supports rapid transaction settlement, enabling Customer A to streamline customer interactions and enhance relationship management throughout the sales cycle.

Customer B

Customer B is a leading skincare company, specializing in sensitive-skin functional skincare products. Customer B operates through an integrated online and offline sales model.

Leveraging our solution, multiple subsidiary brands under Customer B currently conduct brand promotion and specialized online seminars to acquire high-quality customer leads. These activities employ private domain interactions to help consumers better understand product formulations and receive tailored recommendations across different product categories and user demographics. This process of education and personalized engagement is integral to nurturing these acquired leads and guiding them towards conversion. For R&D collaboration, Customer B partners with a vast network of hospitals and retail pharmacies. Through our platform's real-time interactive capabilities, they conduct academic seminars to enhance industry influence and foster professional knowledge exchange, which also serves as a channel for professional lead generation. Customer B subscribes to our flagship edition all-in-one solution to manage these multifaceted interactions. It utilizes our platform to establish dedicated product and brand education hubs for end-customers, which provide skin science knowledge and post-purchase usage guidance, thereby further converting engaged leads into loyal customers and deepening customer relationships and building brand loyalty. Furthermore, Customer B employs our solution's corporate training modules to conduct organized internal training across different departments, enhancing staff proficiency. It utilizes AI tools within our solution to deliver personalized product recommendations and skincare guidance based on individual user profiles and queries. This integrated use of our platform allows Customer B to efficiently manage the full cycle from lead acquisition and nurturing to conversion, spanning customer education, internal enablement, and professional community engagement within a single ecosystem.

Customer C

Customer C mainly provides hobbies activity programs for middle-aged and elderly users. Its flagship offerings revolve around traditional Chinese cultural arts, such as ink painting, calligraphy and vocal performance, which are delivered through an intuitive and age-friendly digital platform.

With support from our solution, Customer C has built a full-funnel digital operation model, which begins with acquiring customer leads by leveraging public domain traffic for outreach. Customer C subscribes to our flagship edition all-in-one solution to execute this model. It specifically uses our platform to seamlessly convert these acquired leads by guiding end-customers who purchase courses on public domains, such as Douyin, into its private domain ecosystem. This is achieved through automated SMS notifications, one-click WeChat connection features, and dedicated course delivery and learning modules within our solution. This structured process clearly demonstrates the capture and conversion of public domain leads into a managed private domain user base. Customer C then manages these relationships by monitoring engagement metrics such as course access and completion rates, and by facilitating continued learning within our platform, thereby nurturing long-term user engagement and community participation. Through segmented private domain member operations and real-time conversions, Customer C has developed a closed-loop ecosystem for silver-age users, covering the entire journey from initial interest and lead acquisition to ongoing community participation and long-term engagement.

Fee Model

During the Track Record Period, we generated substantially all of our revenue from our SaaS solution. We are expanding into diversified monetization models and continue to refine the pricing of our all-in-one solution by bundling edition-based subscription fees with additional service charges from cloud resource consumption that are linked to the cloud resources our customers consumed and order processing fees based on the volume of transactions we facilitated based on the GMV of transactions facilitated through our solution. This approach enables our revenue to scale alongside the growth of transaction volume of our customers. The significant variance between the average SaaS revenue per KA customer and the average SaaS revenue per non-KA customer during the Track Record Period is primarily due to the consumption by KA customers of additional charges from the cloud resource consumption and order process services.

Our all-in-one solution is offered in three editions with tiered pricing. Each of these includes the basic functions of our core solution but features differentiated futures so that our customers can choose a plan that best suits their needs. Each edition offers customers varying levels of storage space and cloud resource traffic packages linked to the consumable cloud resources. Any consumption of additional cloud resources will allow us to charge the cloud resource consumption fees. Any facilitation of transactions may allow us to charge the order processing fees linked to the GMV of transactions facilitated Each edition is subject to an annual charge of fees. During the Track Record Period, we adjusted our prices primarily due to continuous enhancements in functionality, performance, ecosystem development, and service support of our all-in-one solution. We determined these adjustments by considering several factors, including comparable market pricing, internal performance goal projections, and customer feedback.

The following table sets forth the amounts of fixed subscription fees for the basic, professional and flagship editions, respectively, of our all-in-one solutions during the Track Record Period.

	Basic Edition	**Professional Edition**	**Flagship Edition**
		(RMB per year)	
Before December 1, 2022	4,800	7,999	19,999
From December 1, 2022 to November 30, 2023	5,299	8,999	19,999
After November 30, 2023	6,800	12,800	25,800

Commencing in April 2023, we adopted a consumption-based charging model for cloud resources, whereby customers are charged for traffic consumption exceeding the basic allowances included in their respective subscription editions. The following table sets forth the basic traffic allowances for each edition implemented since April 2023.

Edition	**Basic Traffic Allowance (GB)**
Basic Edition	20,000
Professional Edition	40,000
Flagship Edition	100,000

Prior to the formal implementation of this standardized charging model in April 2023, we had begun to explore the traffic-based charging model in the second half of 2022, initially through bilateral commercial negotiations with KA customers on a case-by-case basis to validate the new charging model.

We began to explore the GMV-based order processing charging model in the fourth quarter of 2024, initially through bilateral commercial negotiations with certain KA customers on a case-by-case basis to validate the new charging model. In 2025, we have gradually rolled out this model to cover more customers through ongoing commercial negotiations.

For transactions, a service fee of approximately 2%, which varies by industry and product category, is charged on the transaction amount. For customers with exceptionally high GMV, we may determine the fee rate through case-by-case commercial negotiations, taking into account the customer's industry, projected transaction volume, and historical usage of our platform. Given the substantial variability and complexity of these arrangements, the figures above serve only as general references and do not constitute a binding fee schedule.

We have been able to implement price increases for our all-in-one solution amid intense market competition primarily due to our continuous enhancements in product functionality, ecosystem development, and service support. Our ability to increase pricing is supported by consistent and meaningful product upgrades. We regularly introduce new features and refine existing tools to meet evolving customer needs, which enhances the value delivered. For example, we have introduced features to deepen platform integration and operational efficiency. These include (1) enhanced CRM tools such as detailed channel data analytics for optimizing customer acquisition channels and a lead generation assistant integrated with advertising platforms to streamline engagement; and (2) e-commerce logistics upgrades such as one-click shipping and settlement via JD Express and a streamlined returns process with scheduled pick-up services, which significantly improve our customer and end-user experience. We have also expanded knowledge delivery formats, introduced more sophisticated interactive and community management tools, and integrated advanced administrative and operational features that improve customer efficiency and user engagement. Additionally, we have strengthened our ecosystem by integrating with a wider range of third-party platforms and expanding the range of our supporting services. This development provides our customers with a more seamless and comprehensive solution, increasing their reliance on our platform. For example, we have enabled smoother connectivity with various productivity and promotion tools and broadened our offerings in specialized verticals. Furthermore, our dedicated service and support framework provides customers with timely implementation assistance, operational troubleshooting, and professional consulting. This high-quality, responsive support reduces our customers' operational friction and adds significant value to justify our pricing adjustments. Below is a summary of our three editions:

- *Basic edition*. Our basic edition is targeted at small businesses who are just starting up their businesses. The basic edition supports H5 formats, making it ideal for users who prioritize lightweight mobile-based operations. It includes the basic functions of our all-in-one solution. Customers who purchase our basic edition can set up online stores, host real-time marketing interactions, market and promote their offerings, and settle transactions.

- *Professional edition*. Our professional edition expands access by supporting both H5 and WeChat mini programs, enabling businesses to operate more effectively within the WeChat ecosystem. Our professional edition offers more advanced functions for customer acquisition, private domain operations, and transaction management across the business lifecycle in addition to all the features included with our basic edition. For example, our professional edition provides more sophisticated real-time interactive marketing tools, such as digital red packets, membership program support, and other fission marketing tools.

- *Flagship edition.* Our flagship edition is for customers that seek to build personalized brands at scale and manage large customer bases on privately owned domains. The flagship edition offers the most comprehensive coverage, supporting H5, WeChat mini programs and PC web portals. In addition to all the features included with our standard and professional editions, our flagship edition includes additional functions, such as even more powerful interactive functionalities, a PC shop, multi-channel advertising, additional marketing methods, our full CRM system, purchasable access to our SDK toolkit and more. The flagship edition also provides full access to our AI-powered assistant features, which leverage large language models to automate customer interactions and provide intelligent knowledge management. Customers subscribing to the flagship edition may also elect to upgrade to an AI flagship edition, which offers expanded access to advanced AI agents and enhanced usage based AI functionalities Customers with other editions may request trial access to these features.

OUR TECHNOLOGY INFRASTRUCTURE

Our technology architecture is built around three core pillars: agile product development capabilities, scalable architecture and reliable data security and protection. Rather than relying on isolated technological breakthroughs, we focus on full-stack architectural design that transforms every technical parameter into intangible business value.

- *Agile product development capabilities*. Our R&D system supports frequent daily product updates. Real-time feedback from millions of users is continuously integrated into our development pipeline, allowing our platform to evolve dynamically and remain closely aligned with customer needs.

- *Scalable architecture*. Built on leading public cloud infrastructure and proprietary automation frameworks, our intelligent resource scheduling system can activate thousands of computing cores within minutes. This allows us to handle peak request volumes of up to 270,000 per second, unconstrained by traditional infrastructure limitations in bandwidth, compute or storage. Our platform is deployed on a distributed computing architecture with no single point of failure. Our customer data is distributed across various redundant data centers, and we ensure real-time data synchronization across multiple geographic nodes, enabling prompt disaster recovery even in extreme scenarios. This structural redundancy delivers consistent performance and high availability.

- *Reliable data security and protection*. In collaboration with our cloud partners, we have implemented a dynamic defense system that identifies and neutralizes new threats within seconds, far surpassing manual response speeds. Our platform has passed ISO27001 certification and China's national Grade III cybersecurity standards, and is regularly audited by independent third-party security experts.

Leveraging our innovative technological architecture, we enable intelligent resource scheduling, decreasing idle computing capacity. More importantly, by modularizing technologies into scalable, plug-and-play components, we make enterprise-grade infrastructure accessible across industries.

RESEARCH AND DEVELOPMENT

Our R&D Capability

We believe that R&D is pivotal to our value creation, which has driven our rapid growth since our inception and will continue to lead our future development. We have invested significantly in our R&D efforts to continually refine our solution and advance our technological competitive edge, including recruiting and training high-caliber R&D and technology talents with rich experience. As of December 31, 2025, we had a dedicated R&D team of 345 members, accounting for 44.9% of our total employees as of the same date. Our core product development personnel have extensive experience in computing and software development related areas. We rely solely on our internal expertise and resources for R&D projects. We have continued to optimize the efficiency of our R&D efforts through the use of AI tools.

We have developed a suite of proprietary technologies and technical know-how that is fundamental for our business operations. Our core technologies are strategically centered around enabling real-time interactive marketing, ensuring robust data security and authorization controls, and facilitating intelligent data processing. These technological pillars collectively ensure that our platform delivers high-performance, secure, and scalable services to our customers.

Substantial technical expertise resides within our in-house R&D team. Over 30% of our R&D personnel possess more than six years of extensive experience in their respective fields, with our senior core members having over a decade of dedicated R&D experience in software development, system architecture, and data security. This deep reservoir of experience has been instrumental in driving the innovation and development of our proprietary technologies entirely in-house, without reliance on third-party cooperation for our core product development.

Our technology and related intellectual property rights are protected through a series of patents and software copyrights that cover critical aspects of our platform, including data processing, system scheduling, and security protection throughout the service chain. Our key registered software copyrights include "Business Request Processing Method and Apparatus (業務請求的處理方法、裝置)," "Page Rendering Authorization Method, Apparatus, System, Computer Equipment, and Storage Medium (頁面渲染鑑權方法、裝置、系統，計算機設備和存儲介質)," "Internet Behavior Data Monitoring Method, Apparatus, Equipment, and Storage Medium (互聯網行為數據監控方法、裝置、設備及存儲介質)," and "A Computer Data Security Encryption Method and System (一種計算機數據安全加密方法及系統)." These copyrights form a protective barrier around our core operational technologies, spanning from transmission optimization to risk management.

Product Development Process

As a product-driven company, our R&D initiatives are guided by evolving market demands and customer specifications. Our product development process primarily comprises the following steps.

- *Collect and prioritize market requirements.* We gather user feedback and market insights through surveys, interviews, and stakeholder workshops, and analyze trends to identify high-impact features and define product specifications collaboratively.

- *Evaluate technical feasibility*. We evaluate technical feasibility by conducting proof-of-concept trials with engineers. We design scalable architectures that align with compliance standards and long-term business goals.

- *Develop products.* Our product development team devises detailed planning, which sets out product specifications, project progress schedules and resource demands. In the product development stage, our product development team identifies system demands, designates design requirements, defines system structure, formulate design evaluation reports schemes, and sets out development and trial guidelines based on product functionality and quality objectives.

- *Validate via phased rollouts and optimize.* We launch features to controlled user segments through phased rollouts, monitoring engagement metrics and system performance. We optimize functionalities using A/B testing results and real-time analytics to refine user experience pre-launch.

SALES AND MARKETING

We are focused on acquiring customers by leveraging word-of-mouth marketing that generates awareness of our brands. We leverage the built-in virality of our solution and our community of customers to help generate awareness of our offerings and our brand. Besides organic growth, our sales personnel also reach out to potential customers directly through onsite visits, phone calls and online chats.

In addition, we engaged third-party channel partners to supplement our sales efforts. While we directly contract with all of our customers to sell our SaaS solution, we engaged channel partners to leverage their resources in the local communities to expand our business and to maintain our customer relationships. Our channel partners are primarily specialized market promotion service providers whose primarily business focus is the distribution and implementation of our solution. Their operational scale is generally lean, with headcounts ranging from approximately one to 15 employees. These partners serve a client base that closely mirrors our overall customer profile and average customer revenue contribution. This alignment reflects a consistent market focus and validates the partners' capability to effectively engage our customers. How we use our channel partners are generally in line with the market practice, according to the CIC Report.

As of December 31, 2023, 2024 and 2025, we had 212, 156 and 67 channel partners covering all the provinces in China, respectively. The significant decrease in the number of our channel partners during the Track Record Period resulted from a deliberate and proactive strategy to optimize our distribution network. We initially maintained a relatively weak in-house sales team that could not meet the demands of rapid business expansion, and, as a result, we utilized extensively channel partners to scale our market reach. Subsequently, we strengthened our in-house sales capabilities significantly, enabling us to reduce dependency on channels and drive this optimization. We made a strategic decision to streamline our channel partnerships, prioritizing quality over quantity, and gradually phase out our reliance on channel partners and transition to a more direct sales model as our principal marketing strategy. We implemented a more selective approach towards channel partners engagement, focusing on those with stronger performance and greater alignment with the our operational standards. Consequently, we optimized our existing partner network, which involved terminating relationships with underperforming or non-compliant channel partners based on assessments of their commercial results and adherence to standardized business practices.

Our channel partners are primarily responsible for the promotion and marketing of our solution and coordination with customers. Our channel partners employ a diverse and multi-faceted method to acquire customers, utilizing a combination of online and offline methods to generate leads and secure new customers. Primary acquisition channels include participating in industry exhibitions, leveraging personal and professional networks for referrals, and conducting online sales outreach. Furthermore, these channel partners actively engage in public domain prospecting, deploy short-video matrix campaigns, and execute targeted advertising. They also tap into their own local resources, form cross-industry cooperation, and leverage existing relationships within business communities and associations. This systematic approach allows channel partners to effectively identify and onboard a steady stream of new customers.

We directly enter into service agreements with customers, responsible for the implementation of our solution and customer support. Our channel partners earn a commission of a double-digit percentage on customer subscription fees for the first year of subscription, and for each subsequent year during the term of the channel partner agreement, they earn another lower double-digit percentage on customer subscription fees. They also earn a commission of a high-single-digit to low-double-digit percentage on customer cloud usage fees. CIC, our industry consultant, is of the view that the commission rate is in line with the industry average. We incurred channel marketing expenses of RMB64.5 million, RMB70.9 million and RMB68.3 million in 2023, 2024 and 2025, respectively, accounting for 40.4%, 46.4% and 38.8% of our selling and marketing expenses during the same periods, respectively. In the same periods, payments received from customers introduced by channel partners was RMB149.9 million, RMB202.3 million and RMB227.6 million, respectively. Unlike direct sales force, we are not responsible for maintaining our channel partners' personnel, employee benefits or other costs. According to the CIC

Report, it is consistent with the industry norm to engage channel partners in particular regions for market expansion purposes. As e-commerce merchants in China are dispersed across the country, it is impractical for a SaaS solution provider serving e-commerce merchants to establish direct sales teams in each of the regions where potential customers are located.

We identify potential channel partners from enterprise services, private domain operations, social ecosystem operators, and other software vendors. Our evaluation requires that a channel partner is a legitimate business with no ties to our current or former employees, maintains an independent office, assigns a dedicated team, and is not a new entity created by a previously terminated channel partner. We also perform periodic audits to ensure ongoing compliance for our channel partners. There is no past or present relationship between each of the channel partners and us or our subsidiaries, shareholders, directors, senior management or any of their respective associates, other than being our service providers.

We avoid sales cannibalization among our channel partners through a systematic online transaction model and a clear partner attribution protocol. As all customer acquisition, transactions, and service delivery are completed online without geographical usage restrictions, the potential for territorial conflict is inherently reduced. We implement a mandatory lead registration and attribution system where a partner must successfully register and claim exclusive ownership of a potential customer lead before any transaction occurs, which is a pre-requisite for any subsequent sale being then credited to that partner's performance. This mechanism ensures clear ownership and prevents multiple partners from competing for the same customer. Furthermore, we maintain a unified pricing policy where all customers transact directly with us under consistent standard terms, which eliminates channel conflict arising from price differentials and ensures a transparent and orderly sales process.

Our key contractual terms with these channel partners are set forth below.

- *Compensation.* We compensate our channel partners with commissions based on an agreed-upon ratio of payment we receive from customers. Commissions are settled via our CRM system.

- *Term of agreement.* The standard agreement term is one year. The agreement may be terminated by us if the channel partner fails to generate any new customer orders for two consecutive months, violates our management policies, or engages in fraudulent, unethical, or competitive activities.

- *Pricing policy.* Channel partners are strictly prohibited from altering our solution's pricing, offering unauthorized discounts, collecting payments directly from customers, or signing service agreements on behalf of us. All marketing materials and claims must be pre-approved by us and adhere strictly to officially published product information.

- *Operational requirements.* Channel partners must maintain independent corporate status, a dedicated office and a specialized team. They are required to use our CRM system to report sales progress and customer information accurately and are subject to periodic audit and performance review.

CUSTOMER SUPPORT

We believe our dedicated customer support is key to nurturing a long-term relationship with our customers. We place great emphasis on improving customer experience at each step. We provide pre-sale consultation, onboarding support and routine inquiries consultation. With 24/7 live chat support, we help customers configure and use our solutions. We will provide immediate response, usually within minutes, upon receiving inquiries from customers, and offer regular progress updates to ensure the timely resolution of related issues and minimize the negative impact on customers' experience and business operations. In particular, for KA customers, we generally designate specialized customer service personnel to attend to their industry-specific needs and provide tailored support services. Through ongoing customer service interactions, we gain a deep understanding of their evolving requirements, which not only informs our future R&D priorities but also enables us to identify and respond to emerging business opportunities in a timely and targeted manner.

CUSTOMER ONBOARDING AND MONITORING

We conduct a standardized onboarding process for all prospective customers, which includes identity verification and an assessment of their proposed business activities against our published platform rules. Our screening and approval process primarily evaluates the legality, compliance, and nature of the content a customer intends to distribute. We expressly prohibit certain business activities, such as the sale of pharmaceutical products, to mitigate potential risks. Our comprehensive and publicly available rules, accessible via our help center, detail all restricted and prohibited content.

To monitor customer activities, we employ a multi-layered internal control system. This system integrates automated filters with manual reviews to proactively identify policy violations. When we detect non-compliant content or activities, we take immediate action, which includes content removal, service suspension, or permanent termination of customer accounts.

We do not impose broad, categorical bans on entire industries. Our compliance framework is designed to restrict specific business activities and content types that pose elevated risks, regardless of the industry sector they originate from. For example, while we prohibit the activity of selling prescription pharmaceuticals, we do allow compliant educational content from the healthcare industry, such as professional medical training courses. Other universally prohibited activities include financial fraud, pornography, and any content that violates applicable laws and regulations. This approach allows us to maintain an open platform while enforcing strict compliance through our publicly available rules.

CUSTOMERS AND SUPPLIERS

Our Customers

Our customers primarily consist of internet-native e-commerce businesses, traditional offline retailers, and other merchants. In 2023, 2024 and 2025, revenue generated from our top five customers in each period during the Track Record Period accounted for 2.5%, 2.7% and 2.4% of our total revenue for such period, respectively, and revenue generated from our largest customer in each period during the Track Record Period accounted for 0.8%, 1.0% and 1.2% of our total revenue for such period, respectively.

All of our top five customers in each period during the Track Record Period were Independent Third Parties. As of the Latest Practicable Date, none of our Directors, their close associates or any Shareholders which, to the best knowledge of our Directors, owned more than 5% of our issued share capital as of the Latest Practicable Date, had any interest in any of our top five customers in each period during the Track Record Period.

Set forth below is a summary of the salient terms of our agreements with our customers during the Track Record Period.

- *Terms*. Terms of agreement is typically one year.

- *Service commitments*. We are obligated to provide stable, continuous technical services and support for the platform, and to maintain the operational functionality of the customers' stores.

- *Intellectual property undertakings*. Customers warrant that they own the necessary intellectual property rights or licenses for all content they upload and distribute on the platform, and they are solely liable for any related infringement disputes.

- *Data security and privacy*. We are obligated to protecting customers' information security and require that customers must not misuse the platform to illegally access others' data or disseminate malicious programs.

- *Termination*. We are entitled to suspend or terminate services and unilaterally terminate the agreement if a customer seriously violates its undertakings, such as in cases of intellectual property infringement or illegal information dissemination, without refund.

Our Suppliers

Our suppliers primarily include cloud computing, software service and other technology service providers, and marketing service providers. We do not source any raw materials from the United States. In 2023, 2024 and 2025, purchase from our top five suppliers in each period during the Track Record Period accounted for 62.6%, 64.7% and 66.1% of our total purchases for such period, respectively, and purchase from our largest supplier in each period during the Track Record Period accounted for 41.7%, 39.2% and 43.6% of our total purchases for such period, respectively. The following table sets forth certain information of our top five suppliers during the Track Record Period.

Supplier	Transaction amount	Percentage of total relevant cost and expense	Year of commencement of business relationship	Payment method and credit Term	Background and principal business activity	Major products or services purchased
	(RMB in thousands)	(%)				
For the year ended December 31, 2023						
Entities affiliated with Tencent Group	74,231	41.7	2017	Bank transfer, and Wechat pay; three months	An internet company offering cloud resources, software development, and many other services	Cloud resources
Supplier A	14,796	8.3	2022	Bank transfer; two months	An enterprise-level technology service provider offering software development, digital advertisement services, and sales of hardware, and is located in Beijing, with a registered capital of RMB1,000.0 million	Cloud resources
Supplier B	10,031	5.6	2018	Bank transfer; payment upon request	A company specializing in property management and is located in Shenzhen, Guangdong province	Office spaces
Supplier C	6,538	3.7	2017	Bank transfer; prepayment	An affiliate of a leading AI company offering cloud resources, technical support, and internet security services, and is listed in both NASDAQ and the Stock Exchange of Hong Kong, located in Guangdong province, with a registered capital of USD20.0 million	Advertisement
Supplier D	5,706	3.2	2022	Bank transfer; two months	One of the world's leading cloud infrastructure and service providers offering cloud calculations and related services, cloud hardware manufacturing, and software development, and is located in Shenzhen, Guangdong province, with a registered capital of RMB300.0 million	Cloud resources
Total	**111,302**	**62.6**				

Supplier	Transaction amount	Percentage of total relevant cost and expense	Year of commencement of business relationship	Payment method and credit Term	Background and principal business activity	Major products or services purchased
	(RMB in thousands)	(%)				
For the year ended December 31, 2024						
Entities affiliated with Tencent Group	79,170	39.2	2017	Bank transfer, and Wechat pay; three months	An internet company offering cloud resources, software development, and many other services	Cloud resources
Supplier A	21,101	10.4	2022	Bank transfer; two months	An enterprise-level technology service provider offering software development, digital advertisement services, and sales of hardware, and is located in Beijing, with a registered capital of RMB1,000.0 million	Cloud resources
Supplier D	15,676	7.8	2022	Bank transfer; two months	One of the world's leading cloud infrastructure and service providers offering cloud calculations and related services, cloud hardware manufacturing, and software development, and is located in Shenzhen, Guangdong province, with a registered capital of RMB300.0 million	Cloud resources
Supplier B	8,527	4.2	2018	Bank transfer; payment upon request	A company specializing in property management and is located in Shenzhen, Guangdong province	Office spaces
Supplier C	6,112	3.0	2017	Bank transfer; prepayment	An affiliate of a leading AI company offering cloud resources, technical support, and internet security services, and is listed in both NASDAQ and the Stock Exchange of Hong Kong, located in Guangdong province, with a registered capital of USD20.0 million	Advertisement
Total	**130,586**	**64.7**				

Supplier	Transaction amount	Percentage of total relevant cost and expense	Year of commencement of business relationship	Payment method and credit Term	Background and principal business activity	Major products or services purchased
	(RMB in thousands)	(%)				
For the year ended December 31, 2025						
Entities affiliated with Tencent Group	95,658	43.6	2017	Bank transfer, and Wechat pay; three months	An internet company offering cloud resources, software development, and many other services	Cloud resources
Supplier A	28,011	12.8	2022	Bank transfer; two months	An enterprise-level technology service provider offering software development, digital advertisement services, and sales of hardware, and is located in Beijing, with a registered capital of RMB1,000.0 million	Cloud resources
Supplier B	8,527	3.9	2018	Bank transfer; payment upon request	A company specializing in property management and is located in Shenzhen, Guangdong province	Office spaces
Supplier D	6,576	3.0	2022	Bank transfer; two months	One of the world's leading cloud infrastructure and service providers offering cloud calculations and related services, cloud hardware manufacturing, and software development, and is located in Shenzhen, Guangdong province, with a registered capital of RMB300.0 million	Cloud resources
Supplier C	6,066	2.8	2017	Bank transfer; prepayment	An affiliate of a leading AI company offering cloud resources, technical support, and internet security services, and is listed in both NASDAQ and the Stock Exchange of Hong Kong, located in Guangdong province, with a registered capital of USD20.0 million	Advertisement
Total	**144,838**	**66.1**				

Except for certain entities affiliated with Tencent Group, all of our top five suppliers in each period during the Track Record Period were Independent Third Parties. As of the Latest Practicable Date, none of our Directors, their close associates or any Shareholders which, to the best knowledge of our Directors, owned more than 5% of our issued share capital as of the Latest Practicable Date, had any interest in any of our top five suppliers in each period during the Track Record Period, except for the abovementioned entities.

RELATIONSHIP WITH TENCENT GROUP

We maintain a multi-faceted commercial relationship with Tencent Group. Image Frame Investment (HK) Limited, an entity controlled by Tencent Holdings Limited, is our substantial shareholder. Certain entities affiliated with Tencent Group were also our customer or supplier during the Track Record Period.

Certain entities affiliated with Tencent Group were our largest supplier during the Track Record Period. We primarily procure cloud services from such entities, which accounted for 41.7%, 39.2%, and 43.6% of our total purchases in 2023, 2024 and 2025, respectively. This substantial purchase is mitigated by our multi-cloud strategy, which involves engagements with other major cloud providers. Our solution is built on standardized HTML5 technology, making it platform-agnostic and fully functional as standalone webpages accessible through any browser. While WeChat serves as a common customer entry point due to its widespread adoption by individual users and businesses alike in China, which is a market-wide phenomenon, our underlying technology is not reliant on them. Our agreements with such Tencent-affiliated entities for cloud and WeChat services are based on standard renewable terms, and are neither exclusive nor irreplaceable. See "Risk Factors—Risks Relating to Our Business and Industry—Our limited operating history makes it difficult to evaluate our future prospects and the risks and challenges we may encounter."

We maintain independent management and strategic planning. Our substantial shareholder, Image Frame Investment (HK) Limited, does not control our strategic direction. We conduct all commercial dealings with entities affiliated with Tencent Group on an arm's length basis under standard commercial terms consistent with those we maintain with independent third parties.

THIRD-PARTY PAYMENT ARRANGEMENTS

Background

We receive payments from our customers through various channels, including WeChat Pay, Alipay, and bank transfers. During the Track Record Period, certain of our customers (the "Relevant Customer(s)") settled their payments with us through third-party payors (the "Third-Party Payment Arrangement(s)"). The number of Relevant Customers was 3,233, 2,911 and 1,710 in 2023, 2024 and 2025, respectively, and the number of third-party payors was over 2,789, 2,524 and 1,416 for the same periods, respectively. In 2023, 2024 and 2025, the aggregate amount of third-party payments was RMB42.2 million, RMB66.8 million and RMB44.7 million, accounting for approximately 7.2%, 10.2% and 6.8% of the total payments we received from all customers for the relevant periods, respectively. The amount of third-party payments as a percentage of the total payments was relatively stable during the Track Record Period. No individual Relevant Customer made a material contribution to our revenue through third-party payments during the Track Record Period. According to our survey on the Relevant Customers, among the third-party payments in 2023, 2024 and the six months ended June 30, 2025, over 85.0% were made for payment convenience, according to our collected data.

During the Track Record Period and up to the Latest Practicable Date, other than accepting such payments, we had not initiated any Third-Party Payment Arrangements, nor have we participated in any other forms of such arrangements. In addition, during the Track Record Period and up to the Latest Practicable Date, we had not provided any discounts, commission, rebates, or other benefits to any of the Relevant Customers or the third-party payors to facilitate or encourage the Third-Party Payment Arrangements.

During the Track Record Period, 33.8% of the amount paid was from third-party payors who were persons affiliated with the Relevant Customers or entities related to the Relevant Customers, including (1) individuals affiliated with the Relevant Customers, such as legal representatives, directors, senior management and individual shareholders; and (2) entities affiliated with the Relevant Customers, such as corporate shareholders, fellow subsidiaries, and entities having overlapping shareholders. The amount of third-party payment made by third-party payors who were related parties amounted to RMB51.9 million in aggregate during the Track Record Period. Our Directors have confirmed that the Relevant Customers and third-party payors involved in the third-party payment arrangements were Independent Third Parties during the Track Record Period and did not have any past or current relationship (including, without limitation, family, business, financing, employment, trust, fund flows, financing, or otherwise) with us, our subsidiaries, our shareholders, Directors, senior management, or any of their respective associates.

Additionally, in 2023, 2024 and 2025, 58.9%, 66.5% and 72.7% of the third-party payments came from third-party payors who were persons unaffiliated with the Relevant Customers. These unaffiliated third-party payors mainly comprised the Relevant Customers' employees, their family members, friends and partners, third-party payors recognized by the Relevant Customers on a long-term basis, as well as their agents or channel partners.

Reasons for Utilizing Third-Party Payment Arrangements

During the Track Record Period, the Relevant Customers were primarily small-scale companies, and the payment involved was generally small in value. According to the CIC Report, it is a relatively common practice in the industry in which we operate in China for these entities to settle payments to their vendors and service providers through third-party payors. Our Relevant Customers settled their payments with us through third-party payors primarily because our Relevant Customers mainly operated their business at a small scale and often in a relatively informal manner, without a formal finance function. In many cases, payments were made by individuals connected to the customer, such as the customer's legal representative, controlling shareholder, their relatives, friends or employees, using their personal bank accounts for the convenience of fund flows.

Mitigation Measures

To safeguard us against risks associated with Third-Party Payment Arrangements, we have implemented a series of mitigation measures. We have implemented institution-wide updates to our fund management policies. The bank transfer process now incorporates mandatory account detail verification to ensure alignment between payor and customer information. When the payor and customer is not the same entity, we required the Relevant Customers to provide us with an agreement for the delegation of payment (the "Third-Party Payment Agreement"). Furthermore, the third-party payor must also qualify as an affiliate of the Relevant Customer. The Third-Party Payment Agreement typically states that (1) the Relevant Customer delegates its payment obligation under the terms of the original agreement with us to the respective third-party payor; and (2) the Relevant Customer and the third-party payor assume all risks associated with the Third-Party Payment Arrangement, releasing us from any disputes that may arise from such arrangement. We require both the Relevant Customer and the relevant third-party payor to sign a Third-Party Payment Agreement template provided by us, which includes that the relevant third-party payor should agree to jointly assume the payment obligation with the Relevant Customer and shall not demand repayment in any circumstances. Our compliance program will also monitor our customers that utilize third-party payments to mitigate relevant risks. Our Directors and PRC Legal Advisor are of the view that the Third-Party Payment Arrangements by itself does not contravene mandatory requirements of applicable PRC laws and regulations in all material aspects, provided that the receipt of payment was performed solely as the settlement of sales of products or services and not related to any criminal or illegal proceeds or gains. As of August 1, 2025, all measures had been implemented throughout our platform.

In addition, we have implemented Know Your Customer ("KYC") procedures, which include a requirement for our customers to complete store verification to understand their identities. For bank transfer payments, customers should use a payor bank account consistent with the verified store entity. If payment occurs before store verification, the store can only be authenticated under the payors' name to ensure alignment between the verified store and the payor. When customers request payments through affiliated parties, we only permit payments from shareholders, directors, legal representatives, general managers, parent/subsidiary companies, or entities under common control. Such third-party payment arrangements require the submission of Third-Party Payment Agreement prior to order confirmation. Our Directors are of the view that the above enhanced internal control measures are effective and adequate in preventing unauthorized Third-Party Payments and their associated risks, in view of the limited amount of payment that was not covered by the Third-Party Payment Agreement and the fact that we have ceased all unauthorized Third-Party Payment Arrangements, and these mitigation measures will not cause any material adverse impact on our business operations.

Enhanced Internal Control Measures

Our Directors have the responsibility for developing and supervising the execution of our internal control measures. An audit committee, consisting of three independent non-executive Directors, has also been established. This committee is tasked with verifying the adequacy and effectiveness of regulatory compliance procedures and internal control systems. See "Directors and Senior Management." Enhanced internal controls have been implemented to mitigate the recurrence of, and risks associated with, the Third-Party Payment Arrangements. In view of the relatively immaterial payment contribution from the Relevant Customers during the Track Record Period, we believe that there would be no material impact on our financial and operational position as a result of our cessation of the Third-Party Payment Arrangements.

DATA PRIVACY AND SECURITY

We view data privacy and security of paramount importance to our brand and reputation, and our customers' confidence in our solutions. In the course of our daily business operations, we accept customers' mandates and, in accordance with their instructions, are entrusted to process data stored by customers on our platform, such as user access data and operational data. We also collect data of our customers' users, such as their WeChat ID, phone number and other necessary data, to help them gaining services from our customers.

Through our all-in-one solution, our customers are able to build and operate e-commerce stores, leverage data-powered insights for customer relationship management, engage in real-time marketing interactions with their users, and, more importantly, complete transactions, fulfill product deliveries and provide after-sales services. In this process, we accept our customers' entrustment to store the data they upload and collect, and according to their instructions, process that data — for example, the lists of usernames they upload and the personal information (such as contact details) that their end users provide to them when purchasing or using their products and services.

According to the Personal Information Protection Law, a "personal information processor" is an organization or individual that independently decides the purpose and method of personal information processing. The Cyber Data Security Management Regulations define "entrusted processing" as the activity where a network data processor commissions a person or organization to carry out data processing according to agreed purposes and methods. Therefore, for the personal information mentioned above, our customers are the personal information processors and are legally responsible for processing that information lawfully. We act as the entrusted processor, handling the personal information in accordance with the customers' instructions and keep such personal information safety as required by the Personal Information Protection Law and relevant laws and regulations.

In addition, when our customers use our services to set up an online store and conduct marketing activities, we provide users with a unified login and a single entry to locate and use the products or services provided by our customers, thereby improving their experience. This entry includes our official website, the Xiaoetong app, and related WeChat mini-programs. Users must provide their mobile phone number or WeChat ID to register an account and authorize us to process the personal information collected or generated during login and use of these service portals to enable the delivery of the aforementioned services. In this scenario, we act as an independent personal information processor and assume legal responsibility for our processing activities. Our roles and responsibilities in both scenarios have been disclosed in the users' privacy policy, for which we have obtained users' consent.

We have designed and implemented policies and procedures to safeguard personal information, data security, and cybersecurity covering every aspect of our day-to-day business operations. For example, we require customers to sign registration agreements and privacy policies during the account setup process, explicitly outlining data privacy and security agreements. When customers' users register, log in, and use the services, we require them to consent to the customers' privacy policies and our platform's data privacy and security agreements. Internally, we have established strict data security protocols, encrypts personal information at the system level, and enforces confidentiality through employment contracts and project-specific non-disclosure agreements to ensure compliance. Pursuant to our employee handbook, our employees shall observe specific requirements for accessing, using and configuring our servers, network and databases, and refrain from unauthorized conducts that may jeopardize or burden our information system and infrastructure. Our employees shall comply with relevant laws and regulations on data privacy and security, and shall not access, use or disclose the data of our customers or those users unless per their lawful requests or required by laws or regulations. We also have stringent authorization and authentication procedures in place, pursuant to which we grant classified access to necessary data only to limited employees based on their functions and roles with strictly defined and layered access authorization.

We employ a variety of technical measures to prevent and detect risks and vulnerabilities regarding data privacy and security. For example, our sensitive data are encrypted and stored in our cloud servers operated by prominent third-party cloud service providers. We also ensure privacy and data integrity during data transmission process through transport layer security encryption. We maintain data access logs that record all processing activities in relation to our data and conduct manual or automated monitoring and audit of high-risk processing activities. Moreover, we maintain a backup and disaster recovery mechanism to ensure our disaster tolerance in the event of accidents such as security attacks.

We have set up a data security management committee headed by our chief technology officer, which is responsible for the overall establishment of our data security policies and procedures. They will also coordinate our emergency response in the event of information security incidents. Moreover, we have set up a multi-departmental execution team for data security, which is responsible for implementing the decisions of the data security management committee, and arranging and enforcing our data security-related initiatives.

During the Track Record Period and up to the Latest Practicable Date, we had not experienced any material data or personal information leakage or loss, infringement of data or personal information, or information security incident. During the Track Record Period and up to the Latest Practicable Date, we had not been involved in any material litigation or dispute related to data protection and personal information protection, nor had we been subject to or involved in any material investigation or penalty by relevant competent regulatory authorities in this regard. Based on the foregoing, our PRC Legal Advisor is of the opinion that we had complied with PRC laws and regulations on data protection and personal information protection in all material respects during the Track Record Period and up to the Latest Practicable Date.

COMPETITION

The markets in which we operate are competitive and evolving. The market share of the top five private domain operations solution providers and interactive private domain operations solution providers accounted for 24.7% and 20.8% of the total market share (in terms of revenue) in 2025, respectively, according to the CIC Report. We face competition from other technology service providers in China. We compete primarily on the basis of the following factors:

- effectiveness of our solution;
- scale of customer base;
- technology infrastructure and data analytics capabilities;
- ability to develop new product and service offerings; and
- brand recognition and reputation.

We believe that we are well-positioned to effectively compete on the basis of the factors listed above. However, the market in which we operate is highly competitive. For more information about our competitive strengths, please refer to "—Competitive Strengths" in this section. For more information about the risks we face related to competition, see "Risk Factors—Risks Relating to Our Business and Industry—We face intense competition in the markets in which we operate and may not be able to compete successfully against our existing and future competitors."

LICENSES, PERMITS AND APPROVALS

As advised by our PRC Legal Advisor, as of the Latest Practicable Date, we had obtained all licenses, permits, approvals and certificates necessary for our business operations in all material respects from relevant government authorities in China, and such licenses, permits, approvals and certificates remained in full effect.

The following table sets out a list of material licenses, permits and approvals currently held by us.

License/Permit/Approval	Holder	Granting authority	Expiration date
Value-Added Telecommunications Business License	Xiaoe Network	Ministry of Industry and Information Technology of the People's Republic of China	November 26, 2029
Pilot Operating Approval for Value-Added Telecommunications Services . .	Xiaoe Network	Ministry of Industry and Information Technology of the People's Republic of China	July 4, 2030

Our solution enables customers to open e-commerce stores and conduct transactions of products and services, as well as engage in real-time interactions with their users. We formerly held a VATS License that only included the information services (信息服務業務), which was not in full compliance with the applicable PRC laws and regulations. To meet the aforesaid business operation needs and to proactively rectify and comply with regulatory requirements, such license was replaced to cover both the online data processing and transaction processing services (在線數據處理與交易處理業務) and the information services (信息服務業務) on November 26, 2024. Except for the above Historical VATS Status, we had obtained all the requisite approvals, licenses and permits with respect to our principal business of value-added telecommunications services during the Track Record Period and up to the Latest Practicable Date. As of the Latest Practicable Date, we had not been subject to any penalty from the relevant governmental authorities in respect of value-added telecommunications services.

Based on our consultation with the officials of the Guangdong Communications Administration (廣東省通信管理局) (the "GDCA") and the Shenzhen Communications Administration (深圳市通信管理局) (the "SZCA") on a named basis via the public hotline published on the official website of the GDCA on January 9, 2026, (1) the GDCA and the SZCA are the competent authorities and the relevant officials are authorised to provide such confirmations; (2) a service provider that provides the service that enables customers to open e-commerce stores and conduct transactions of products and services, as well as engage in real-time interactions with their users, involves the provision of value-added telecommunications services (增值電信業務), and the categories that its value-added telecommunications business operating license should cover are the online data processing and transaction processing services (在線數據處理與交易處理業務) and the information services (信息服務業務); and (3) since we had obtained the aforementioned new VATS License covering such two categories, the Historical VATS Status did not constitute any material non-compliance incident and would not subject us to any penalty.

Based on the general certificates of compliance from the relevant government authorities, no administrative penalty was imposed on us in the industry and information technology/communications administration area during the Track Record Period.

Based on the above, as advised by our PRC Legal Advisor, (1) the GDCA and the SZCA are the competent authorities and the relevant officials are authorised to provide such confirmations; (2) our current principal business involves the provision of value-added telecommunications services (增值電信業務), the categories that our value-added telecommunications business operating license should cover are the online data processing and transaction processing services (在線數據處理與交易處理業務) and the information services (信息服務業務); and (3) we had obtained the aforementioned new VATS License covering such two categories, and we did not commit any material non-compliance incident, taking into account the Historical VATS Status, with respect to our principal business of value-added telecommunications services according to applicable PRC laws and regulations during the Track Record Period and up to the Latest Practicable Date.

INTELLECTUAL PROPERTY

Our trademarks, copyrights, domain names, trade secrets and other intellectual property rights distinguish our products and services from those of our competitors and contribute to our ability to compete in our target markets. We rely on a combination of copyright and trademark law, trade secret protection, confidentiality agreements with employees and contractual restrictions on intellectual property and confidentiality clauses in our agreements with third-party suppliers to protect our intellectual property rights. We also regularly monitor any infringement or misappropriation of our intellectual property rights.

As of December 31, 2025, we had 54 software copyrights, five patents, 227 trademarks and 24 domain names in China. For details, see "Statutory and General Information—B. Further Information about Our Business—2. Our Material Intellectual Property Rights" in Appendix IV to this document.

During the Track Record Period and up to the Latest Practicable Date, we had not identified breaches of our intellectual property rights which, viewed alone or in the aggregate, had a material impact on our business, results of operations or financial condition, nor had we had any material dispute or legal proceeding concerning intellectual property rights with third parties.

EMPLOYEES

As of December 31, 2025, we had 769 full-time employees, all of whom were located in China. The following table sets forth a breakdown of our full-time employees by function as of December 31, 2025.

	As of December 31, 2025	
Function	**Number of employees**	**% of total**
R&D	345	44.9%
Sales and customer service	356	46.3%
General, administrative and others	68	8.8%
Total	**769**	**100.0%**

Our success depends on our ability to attract, retain and motivate qualified personnel with background and experience in the relevant industries. We recruit our employees through different channels, including online recruitment, job fairs, referrals and recruitment agencies. We believe we offer our employees competitive compensation packages and an environment that encourages development and, as a result, have generally been able to attract and retain qualified personnel. Our employees have set up a labor union in China according to the applicable PRC laws and regulations. We believe that we maintain a good working relationship with our employees, and we had not experienced any material labor dispute or any difficulty in recruiting staff for our operations during the Track Record Period and up to the Latest Practicable Date.

As required under PRC labor laws, we enter into individual employment contracts with our employees covering matters such as wages, bonuses, employee benefits, workplace safety and grounds for termination. In addition, we generally enter into standard confidentiality and non-compete agreements with our key employees. In compliance with PRC regulations, we participate in various employee social security plans that are organized by applicable municipal and provincial governments for our PRC-based employees, including pension, unemployment insurance, childbirth insurance, work-related injury insurance, medical insurance and housing provident fund.

We made full contributions to the social insurance and housing provident fund to our employees' base salaries during the Track Record Period. We did not make full contributions to the social insurance and housing provident fund for the employees' year-end bonuses primarily due to the oversight and lack of comprehensive understanding by the responsible staff of the relevant local regulations. As of the Latest Practicable Date, we had made full contributions of the social insurance and housing provident fund for all of our employees. We have provided full provisions for the shortfall of social insurance and housing provident fund contributions for the year ended December 31, 2023, 2024 and 2025, which was approximately RMB16.0 million, RMB15.6 million and RMB8.9 million, respectively. Based on the consultation with and general certificates of compliance from the relevant government authorities, our PRC Legal Advisor is of the view that the likelihood we will be subject to statutory fine due to our failure to make full payment of the social insurance and housing provident funds during the Track Record Period is remote, as long as we make the outstanding contributions and late fees, if any, within a prescribed time period upon request from the competent governmental authorities. Our Directors believe that the incident described above would not have a material adverse effect on our business and results of operations, considering that (1) as of the Latest Practicable Date, we were not subject to any administrative action or penalty imposed by the relevant regulatory authorities with respect to our social insurance and housing provident fund contributions; (2) as of the Latest Practicable Date, we had not received any notification from the relevant PRC regulatory authorities requiring us to settle the deficit amount with respect to social insurance and housing provident funds; (3) during the Track Record Period and up to the Latest Practicable Date, we had not been subject to any administrative penalties, litigations and legal proceeding, nor were we aware of any employee complaints or involved in any labor disputes with our employees, with respect to social insurance and housing provident funds; (4) we have made a consultation with and obtained general certificates of compliance from the relevant competent government authorities in relation to our social insurance and housing provident fund contributions during the Track Record Period; and (5) as of the Latest Practicable Date, we had made full contributions of the social insurance and housing provident fund for all of our employees, and we undertake to pay the shortfall within a prescribed time period if and when requested by the competent government authorities. Based on the above, as advised by our PRC Legal Advisor, the likelihood that the relevant competent governmental authorities would impose fines on us due to our failure to make full payment of the social insurance and housing provident funds during the Track Record Period is low, as long as we make the outstanding contributions and late fees, if any, within a prescribed time period upon request from the competent governmental authorities. Furthermore, the New Judicial Interpretation was promulgated on July 31, 2025, and effective as of September 1, 2025. See "Regulation—Regulations Relating to Employment, Social Insurance and Housing Provident Fund" for details. The New Judicial Interpretation would not have a material adverse effect on our business, financial condition or results of operations, based on the following considerations: (1) the New Judicial Interpretation would not affect the compliance status of our social insurance and housing provident fund contributions; (2) it would not influence the assessment of any contribution shortfalls or increase our exposure to penalties, as there have been no agreements or commitments between our employees and us to waive social insurance contributions; and (3) any shortfall in social insurance and housing provident fund contributions, regardless of the reason, including cases resulting from employees' own decision, has been included in our shortfall calculation. As of the Latest Practicable Date, no material administrative action, fine or penalty had been imposed by relevant regulatory authorities with respect to our social insurance or housing provident fund contributions. In addition, we did not receive any notice from judicial or administrative authorities on any material claim from our current and former employees regarding any inadequate contributions. See "Risk Factors—Risks Relating to Our Business and Industry—We face certain legal and regulatory risks relating to labor-related laws and regulations, which may adversely affect our business, results of operations and financial condition."

We believe that we maintain a good working relationship with our employees. We had not experienced any material labor dispute or any difficulty in recruiting staff for our operations during the Track Record Period and up to the Latest Practicable Date.

PROPERTIES

As of the Latest Practicable Date, we operated our businesses through five leased properties in Shenzhen, Beijing, Chengdu and Shanghai with a total gross floor area of approximately 6,429.24 square meters. All of our leased properties have been used for non-property activities as defined under Rule 5.01(2) of the Listing Rules and are primarily used as office premises for our business operations.

Our lease agreements in respect of the abovementioned five leased properties generally had expiration dates ranging from November 2026 to June 2030. We plan to renew our leases or negotiate new terms when the existing leases expire. All lessors are Independent Third Parties. We did not experience material difficulties in negotiating renewal of our leases with our lessors during the Track Record Period and up to the Latest Practicable Date. We believe that there is sufficient supply of such properties in China, as a result, we will not experience any difficulty in locating a new location if we are forced to relocate.

As of the Latest Practicable Date, our leasehold interests in the abovementioned five leased properties have not been registered with the competent PRC government authorities as required by PRC laws and regulations, which may expose us to administrative fines of up to RMB10,000 for each of the unregistered lease agreements if we fail to remediate after receiving any notice from the competent PRC government authorities. The maximum potential penalty as a result of such non-compliance would be RMB50,000. As advised by our PRC Legal Advisor, failure to complete the registration of lease agreements will not affect the validity of such lease agreements nor the lawful and effective use of leased properties pursuant to the lease agreements. During the Track Record Period and up to the Latest Practicable Date, we had not received any order from the relevant government authorities requiring us to register these lease agreements, and no administrative penalty had been imposed on us for non-registration these lease agreements. See "Risk Factors—Risks Relating to Our Business and Industry—Failure to comply with property laws and regulations regarding our leased properties may negatively affect our business, results of operations and financial condition."

INSURANCE

In addition to providing social insurance for our employees as required by PRC law, we also provide commercial accident insurance for our employees. We do not maintain insurance policies covering damages to our network infrastructure or information technology systems. We also do not maintain business interruption insurance or general third-party liability insurance, nor do we maintain product liability insurance or key personnel insurance. We consider our insurance coverage to be in line with that of other companies of similar business nature in China.

During the Track Record Period and up to the Latest Practicable Date, we had not made or been the subject of any material insurance claims. Any uninsured occurrence of business disruption, litigation or natural disaster, or significant damages to our uninsured equipment or facilities could have a material adverse effect on our results of operations. For details, see "Risk Factors—Risks Relating to Our Business and Industry—We have limited insurance coverage to cover our potential liabilities or losses, which could expose us to significant costs and business disruptions."

AWARDS AND RECOGNITIONS

We have established strong brand and reputation with our technological capabilities and trustworthy solution. The following table sets forth certain significant awards and recognition we have received.

Awarding Year	Award/Recognition	Issuing Organization
2025	Unicorn Enterprise (獨角獸企業)	Shenzhen Securities SME Service Center (深證中小企業服務中心)
2024	2024 Outstanding Contribution Award for Disability Employment (2024年度助殘就業突出貢獻獎)	China Disabled Employment and Entrepreneurship Network Service Platform (中國殘疾人就業創業網絡服務平台)
2024	2024 Award for Omni-Channel Growth (「2024年度全域增長夥伴」獎項)	Insight & Reality (見實)
2023	2023 Annual TOP 100 (TOP 100 年度榜單)	Jingya Capital & Cuinuihui (靖亞資本&崔牛會)
2023	Member Organization of the 2nd Shenzhen Internet Industry Federation (深圳市互聯網行業聯合會第二屆會員單位)	Shenzhen Internet Industry Federation (深圳市互聯網行業聯合會)

LEGAL PROCEEDINGS AND COMPLIANCE

Legal Proceedings

We have been, and may from time to time continue to be, subject to various legal or administrative claims and proceedings arising in the ordinary course of our business. As of the Latest Practicable Date, we were not involved in any litigation, arbitration or administrative proceeding pending or, to our knowledge, threatened against us or any of our Directors that could have a material and adverse effect on our business, results of operations and financial condition.

Compliance Incidents

We are subject to a number of regulatory requirements and guidelines issued by the regulatory authorities in China. As of the Latest Practicable Date, we did not commit any material non-compliance of the laws and regulations, or experience any systemic non-compliance incident which, taken as a whole, in the opinion of our Directors, is likely to have a material adverse effect on our business, results of operations and financial condition. As advised by our PRC Legal Advisor, as of the Latest Practicable Date, we had complied with the relevant PRC laws and regulations in all material respects.

We have historically accepted payments from certain customers through third-party payors. We have implemented enhanced internal control procedures, including mandatory delegation agreements and verification procedures, to mitigate the associated risks. Our Directors and PRC Legal Advisor considers these arrangements by themselves do not contravene mandatory requirements of applicable PRC laws and regulations in all material aspects so long as the payments relate solely to settlement for sales of products or services and not related to any criminal or illegal proceeds or gains. See "—Third-Party Payment Arrangements."

We have made full social insurance and housing provident fund contributions for our employees' base salaries, but did not make full contributions to the social insurance and housing provident fund for the employees' year-end bonuses during the Track Record Period primarily due to oversight and lack of comprehensive understanding by the responsible staff of the relevant local regulations. As of the Latest Practicable Date, we had made full contributions of the social insurance and housing provident fund for all of our employee. Our Directors believe this would not have a material adverse effect, considering we have not been subject to penalties, have obtained compliance certificates, and have undertaken to remedy any shortfall if required. Based on the consultation with and general certificates of compliance from the relevant government authorities,our PRC Legal Advisor is of the view that the likelihood of fines due to our failure to make full payment of the social insurance and housing provident funds during the Track Record Period is low as long as we make the outstanding contributions and late fees, if any, within a prescribed time period upon request from the competent governmental authorities. See "—Employees."

We have certain leasehold interests in five leased properties in Shenzhen, Beijing, Chengdu and Shanghai which have not been registered with the competent PRC authorities as required. This non-compliance may expose us to penalties. Our PRC Legal Advisor advises that failure to register does not affect the validity of the lease agreements or our lawful and effective use of the leased properties pursuant to the lease agreements. We had not received any order to register or incurred any penalty for this matter as of the Latest Practicable Date. See "—Properties."

We formerly held a VATS License that only included the information services (信息服務業務), which was not in full compliance with the applicable PRC laws and regulations. To meet our business operation needs and to proactively rectify and comply with regulatory requirements, such license was replaced to cover both the online data processing and transaction processing services (在線數據處理與交易處理業務) and the information services (信息服務業務) on November 26, 2024. Except for the above Historical VATS Status, we have obtained all the requisite approvals, licenses and permits with respect to our principal business of value-added telecommunications services during the Track Record Period and up to the Latest Practicable Date. As of the Latest Practicable Date, we had not been subject to any penalty from the relevant governmental authorities in respect of value-added telecommunications services. Based on the consultation with and general certificates of compliance from the relevant government authorities, our Directors and PRC Legal Advisor are of the view that we did not commit any material non-compliance incident, taking into account the Historical VATS Status, with respect to our principal business of value-added telecommunications services according to applicable PRC laws and regulations during the Track Record Period and up to the Latest Practicable Date. See "—Licenses, permits and approvals."

ENVIRONMENTAL, SOCIAL AND CORPORATE GOVERNANCE

We believe that strong management on environmental, social and corporate governance ("ESG") is essential to the sustainability of our business. We have made numerous ESG endeavors to create value not only for our customers and us but also for our employees, our communities and the society. Our Board has the collective and overall responsibility for establishing, adopting and reviewing the ESG vision, policy and target of our Group, and evaluating, determining and addressing our ESG-related risks at least once a year. Our Board may assess the ESG risks and review our existing strategies, targets and internal controls. Necessary improvements will then be implemented to mitigate the risks.

Our key ESG initiatives include offering our products and services to charitable organizations and for charitable causes. Some of the key organizations we have helped include the following:

- *The China Disabled Persons Federation*. We provided our services to the China Disabled Persons Employment and Entrepreneurship Online Service Platform, a job search and recruitment platform built by the China Disabled Persons Federation. Through these activities, we provide learning tools for people with disabilities and helps them get successful employment opportunities. In recognition of our efforts, we were awarded the "2024 Outstanding Contribution Award for Assisting the Employment of the Disabled" by the China Disability Employment and Entrepreneurship Network Service Platform.

- *The China Women's Development Foundation.* We assisted the China Women's Development Foundation ("CWDF") with their "Olympics and Women" program. Launched in 2019 in anticipation of the 2022 Winter Olympics in Beijing, the four-year program was designed to support women business owners grow their businesses, with a focus on sports, tourism and cultural sectors. We helped CWDF educate and empower women by providing classes and other content offerings to nearly 10,000 women in Beijing, Tianjin and Hebei.

Due to the nature of our business, we are not subject to significant health, work safety, social or environmental risks. Nonetheless, we are committed to innovating services that empower businesses in a way that also protects the environment and resources. Furthermore, we have taken measures to facilitate the environmental-friendliness of our workplace by encouraging, among other things, an energy-saving culture within our Company. We have implemented internal policies to reduce our carbon footprint through a number of measures, such as (1) switching off lights and powers for electronic devices when not used, (2) examining water supply devices regularly and turning off water taps if not in use to save water, and (3) using double-sided printing of documents to the extent possible and developing a paperless office.

Under our ESG Policy, we aim to build a sustainable community with our employees, communities and other stakeholders by supporting initiatives that aim to create effective and lasting benefits. Our employees are crucial to our success, and we aim to foster a corporate culture that not only empowers innovation and achievements, but also contributes to the individual development and wellness of our employees. We invest heavily in employee training programs, including new employee onboard training, internal procedure and management training, and product and technology related training, covering the important aspects of their work. We also value the health, safety and wellness of our employees, and continue to arrange various activities to help them enjoy a better quality of life and contribute to our success. We strictly abide by applicable laws, regulations and internationally recognized practices in conducting our operations and have implemented work safety guidelines setting out safety practices, accident prevention and accident reporting procedures to protect our employees.

During the Track Record Period and up to the Latest Practicable Date, we had not been subject to any material claim or penalty in relation to health, safety, social and environmental protection, or been involved in any significant workplace accident or fatality. During the Track Record Period, our expenses in relation to environmental protection were insignificant and we expect such expenses to remain at relatively low levels in the foreseeable future.

In addition, sustainable development is one of our fundamental strategies, and we are committed to creating sustainable value for our stakeholders through our innovative Software as a Service ("SaaS") solutions. We specialize in providing comprehensive technical support and operational solutions for clients with a need for paid services related to knowledge products and content. We set out clear sustainable development goals that are relevant to our digital business operations. By actively taking on social responsibilities, we integrate the sustainable development of the wider community into the growth and expansion of our Company.

ESG Governance and Management Framework

We recognize that our business is susceptible to ESG-related risks and opportunities. Consequently, we are committed to the continual optimization of our ESG risk management and opportunity identification system. This system is integrated into our overall corporate governance and risk management processes, overseen by the Board of Directors and implemented by management across various functions. During the Track Record Period, we were not subject to any material administrative penalties for violating health, safety, or environmental regulations, nor were there any material incidents related to social or governance issues.

Governance Structure

The Board of Directors (the "Board") bears ultimate responsibility for our Group's ESG strategy and performance. The Board sets our strategic direction, ensuring alignment between our ESG initiatives, corporate values, and core business objectives. The Board adopts a systematic approach to manage material ESG issues, which encompasses identification, strategic planning, assessment, and regular review.

Identify – The Board, supported by management, engages with both internal and external stakeholders, including shareholders/investors, management and employees, customers, business partners, suppliers, regulatory authorities, and community organizations—to identify material ESG issues and risks inherent in our operations. We believe that proactive and transparent dialogue with our stakeholders is crucial for maintaining our long-term business sustainability and resilience.

Strategic Planning – The Board oversees the establishment of robust risk management and internal control systems. These systems are designed to address our Group's specific business needs and to minimize our exposure to significant risks, including those related to ESG.

Assess – The Board evaluates the performance of our ESG measures through management reporting and stakeholder feedback. Acknowledging the current need for enhanced expertise, the Board is actively looking into engaging independent third-party institutions in the future to assist in judging ESG-related matters and to provide a more objective assessment of our performance.

Review – The Board is committed to an annual review of ESG-related metrics and progress against our goals. This process guides continuous improvement in our ESG performance. Through our established ESG policy, we have implemented systematic risk management practices to ensure the effectiveness of our financial and operational functions, compliance controls, and asset management.

To drive the execution of our sustainability efforts, the Board has assigned the overall management of ESG matters to the executive directors, who lead the effort. Implementation is carried out by management from relevant departments, including Legal, Quality Inspection, Procurement, IT, Administration, HR, and Brand and Public Affairs, who are responsible for the review, advice, and execution of ESG-related standards, compliance, and risk management within their respective functions. This cross-departmental collaboration ensures our sustainability strategy is grounded in the operational realities of a leading SaaS platform. Management regularly reports to the Board on ESG performance, objectives, and related responsibilities.

Currently, no directors possess specialized ESG expertise; however, the Board is committed to enhancing its oversight capabilities and plans to leverage external resources for this purpose.

The Remuneration Committee assists the Board in determining the remuneration policy and structure for executive Directors and senior management. At present, Directors' compensation does not incorporate ESG-related performance metrics. The Board retains the discretion to consider the inclusion of such factors in the future as our ESG management framework matures.

Climate-Related Risks and Opportunities

As a digital SaaS company, our climate-related risks are primarily associated with the transition to a low-carbon economy and the resilience of our digital infrastructure. Our direct environmental impact (Scope 1 and 2 emissions) is limited, centered on office operations and cloud-based service delivery. Concurrently, our core business model presents a substantial climate opportunity: enabling clients to digitize their operations, which promotes efficiency and reduces their physical environmental footprint.

Physical Risks

Our business operations rely on office functionality and cloud infrastructure. The primary physical climate risks we face include:

- **Operational Disruptions** – Extreme weather events such as typhoons or floods could potentially disrupt power supply and internet connectivity, affecting employee safety and the ability to work from offices. Such events could cause short-term operational disruptions.

- **Rising temperatures** – Higher temperatures would inevitably increase cooling demand for our critical server infrastructure and office-based R&D facilities. This leads to higher energy consumption in our operations and at our colocation data centers, directly increasing operational costs and our indirect (Scope 2) carbon footprint. Furthermore, rising temperatures would also have potential impact on the energy efficiency of our delivery service and correspondingly increase the risk of heat-related hardware failure.

Transition Risks

In terms of transition risks, the global focus on climate change and sustainability brings forth new regulations and policies. The global shift towards a low-carbon economy presents several transition risks:

- **Policy and legal changes** – Evolving regulations related to energy consumption of data centers, carbon reporting standards for tech companies, and broader climate policies could impact our operational footprint and compliance requirements.

- **Market and Reputation** – Clients and partners increasingly prioritize sustainability. A perceived lag in environmental responsibility, particularly in energy sourcing for our cloud infrastructure, could affect our market reputation and relationships with business partners and clients.

- **Technology –** We foresee the need to adopt energy-efficient technologies for our offices and prioritize green cloud service providers. However, implementing and transitioning to these sustainable measures may entail more-than-expected costs, and there is limited choice of choosing cloud service providers.

Mitigation of Physical and Transition Risks

To address physical risks, we have established business continuity plans, including flexible work-from-home policies activated in accordance with local government guidelines during severe weather events (e.g., typhoon and rainstorm warnings), ensuring employee safety and operational resilience.

In terms of mitigating transition risks, to ensure compliance with evolving regulations and policies related to climate change and sustainability, we stay abreast of the related new regulations and policies. Our Legal, Public Affairs, and Administrative departments are responsible for monitoring and ensuring compliance with evolving climate-related policies and regulations. We actively promote energy-saving and resource-conservation practices within our offices to mitigate our operational footprint.

Environmental Policies

We regard green development as a priority for our business growth and continually strive throughout our operation. Our company is committed to full compliance with these requirements as a fundamental component of our corporate responsibility and sustainable development strategy. During the Track Record Period and up to the Latest Practicable Date, we were not subject to any material fine, claim or administrative penalties arising from non-compliance with applicable environmental laws and regulations.

Environmental Metrics and Targets

Greenhouse Gas Emissions

The following table shows our greenhouse gas emissions for the periods indicated:

Scope of Greenhouse gas emissions	Emission Sources	2025 (tCO_2eq.)	2024 (tCO_2eq.)	2023 (tCO_2eq.)
Scope 1 emission[1]	NA	NA	NA	NA
Scope 2 emission[2]	Purchased electricity[3]	171.65	179.72	145.88
Scope 3 emission[4]	NA	2,743.81	2,295.00	1,854.51
Scope 1 + Scope 2 Emissions Intensity (tCO_2eq./Million RMB)		0.42	0.35	0.35
Total Emissions Intensity (tCO_2eq./Million RMB)		6.65	4.41	4.47

Note 1: As pursuant to Appendix 2 of "How to Prepare an ESG Report" set out by Hong Kong Exchanges and Clearing Limited, Scope 1 greenhouse gas emissions refer to direct emissions from equipment and operations that are owned or controlled by our Group. However, since the Group did not operate any stationary equipment nor company vehicles that consume fuel, there are no Scope 1 Emissions from the Group for the Track Record Period.

Note 2: As pursuant to Appendix 2 of "How to Prepare an ESG Report" set out by Hong Kong Exchanges and Clearing Limited, Scope 2 greenhouse gas emissions refer to energy indirect emissions resulting from the generation of purchased or acquired electricity, heating, cooling, and steam consumed within our Group.

Note 3: According to The Ministry of Ecology and Environment of People's Republic of China: Emission factor of 0.6205 tCO_2e/MWh was used for purchased electricity from the National Grid of the PRC in 2025, 2024 and 2023.

Note 4: Scope 3 GHG emissions were calculated based on available emission factors referred by Appendix 2 of "How to Prepare an ESG Report" set out by Hong Kong Exchanges and Clearing Limited, as well as based on the "Technical Guidance for Calculating Scope 3 Emissions (version 1.0)" published by Greenhouse Gas Protocol, unless stated otherwise.

Resources Consumption

In terms of energy consumption, our Group mainly consumed electricity for business purposes during the track record period. The following table shows the breakdown of our energy consumption for the periods indicated:

	Unit	2025	2024	2023
Electricity Consumption	kWh	276,636.64	289,642.64	235,102.41
Total Energy Consumption Intensity	kWh/Million RMB	670.26	556.14	566.37

Note: Conversion factors were referred to IEA Energy Statistics Manual and 2006 IPCC Guidelines for National Greenhouse Gas Inventories.

In addition to energy consumption, we also utilize water in our operations. The following table outlines our water usage for the periods indicated.

	Unit	2025	2024	2023
Water Consumption	m^3	4,519.47	5,067.99	6,029.74
Water Consumption Intensity	m^3/Million RMB	10.95	9.73	14.53

Industry Peer Comparison

The following table compares relevant environmental data from selected industry peers of our Group over their three most recently completed reporting periods.

Data	Company	Unit	2025	2024	2023
Scope 1 + Scope 2 emissions	Group	tCO_2e	171.65	179.72	145.88
	Industry peer A		1,310.97	1,595.55	1,933.70
	Industry peer B		1,654.83	2,132.74	NA
Scope 1 + Scope 2 emissions intensity	Group	tCO_2e/Million RMB	0.42	0.35	0.35
	Industry peer A		0.82	1.19	0.87
	Industry peer B		0.59	1.37	NA
Energy consumption	Group	kWh	276,636.64	289,642.64	235,102.41
	Industry peer A		2,256,790.00	2,869,180.00	4,253,510.00
	Industry peer B		3,129,347.30	3,678,370.41	NA
Energy consumption intensity	Group	kWh/employee	359.74	437.53	341.22
	Industry peer A		630.00	810.00	1,490.00
	Industry peer B		1,801.58	2,353.40	NA
Water consumption	Group	m^3	4,519.47	5,067.99	6,029.74
	Industry peer A		8,748.98	20,392.34	32,246.08
	Industry peer B		12,826.85	15,627.50	NA
Water consumption intensity	Group	m^3/employee	5.88	7.66	8.75
	Industry peer A		2.43	5.72	11.31
	Industry peer B		7.38	10.00	NA
Non-Hazardous Waste Generation	Group	kg	43,470.00	43,125.00	43,125.00
	Industry peer A		225,400.00	229,940.00	212,800.00
	Industry peer B		255,800.00	260,500.00	NA
Non-Hazardous Waste Generation intensity	Group	kg/Million RMB	105.32	82.80	103.89
	Industry peer A		140.00	170.00	100.00
	Industry peer B		90.00	170.00	NA

Note 1: Established in 2013 in Shanghai, industry peer A is a listed company providing cloud-based business and marketing solutions with business mainly in China. Industry peer A became listed on the HKEX in 2019.

Note 2: ESG data for industry peer B is only available for 2024 and 2025. Established in 2009 in Shanghai, industry peer B is a listed company providing cloud-based marketing and sales SaaS solutions with business mainly in China. It became listed on the HKEX in 2024.

Based on available environmental data, it can be seen that we have significantly less total Scope 1 + Scope 2 emissions, energy consumption, water consumption and non-hazardous waste generation which may be attributed to the smaller scale of operations of our Group as compared to industry peer A and industry peer B.

In terms of environmental data intensity, our Group has consistently outperformed industry peer B in all comparable aspects in 2024 and 2025. Whereas for industry peer A, our Group has demonstrated superior performance in Scope 1 + Scope 2 emissions intensity and energy consumption intensity during the Track Record Period. However, industry peer A has recorded a lower water consumption intensity than our Group for 2024 and 2025, as well as a lower non-hazardous waste generation intensity for 2023, despite that we performed better in 2024 and 2025.

However, we believe that our industry peers performed better in certain environmental aspects due to better economies of scale and operational efficiency resulting from their larger scale of operations. As our Group implements further environmental initiatives and grows its operations, as well as looking at past trends of our Group, we expect to record lower environmental data intensity than our industry peers in the future.

Environmental Targets and Plans to Achieve Targets

We acknowledge the significance of safeguarding the environment and fostering sustainability. With a focus on environmental responsibility and minimizing our environmental footprint, our Group has established environmental targets that align with our overall business strategy and objectives. These targets undergo regular review and updates to ensure ongoing enhancements in our sustainability practices. Through the establishment of these targets, we aim to demonstrate our dedication to environmental protection by proactively adopting measures to mitigate our environmental impact.

Category	Targets for the next 10 years	Plans to achieve targets
GHG emissions	Reduce total Scope 1 + Scope 2 greenhouse gas emission intensity by 10% within 10 years, with the year ended December 31, 2024, as the base year.	• Actively improve energy efficiency to reduce GHG emissions from purchased electricity consumption; • Conduct research and explore sustainable technologies and practices to minimize our carbon footprint; and • Explore and transition to procurement of renewable energy or Green Electricity Certificates for our office operations where feasible.
Energy efficiency . .	Reduce total energy consumption intensity by 10% within 10 years, with the year ended December 31, 2024, as the base year.	• Purchase energy-efficient equipment, electronic appliances and devices throughout the whole Group; • Continuously monitor the energy consumption of our offices; and • Train and educate employees to turn off unnecessary and idling equipment, electronic appliances, and devices.
Water efficiency . . .	Reduce water consumption intensity by 10% within 10 years with the year ended December 31, 2024 as the base year.	• Increase awareness among employees for water conservations; • Conduct regular checks for and promptly repair any pipeline leaks in office facilities, and • Prioritize energy-efficient infrastructure and architecture to reduce water use.
Waste generation . . .	Reduce hazardous and non-hazardous waste generation intensity by 10% within 10 years, with the year ended December 31, 2024, as the base year.	• Phase out and replace outdated machinery with new, environmentally-friendly equipment designed to minimize hazardous waste generation; • Intensify our "paperless office" initiative by further digitizing workflows and setting double-sided printing as the strict default; • Establish and promote clear recycling stations for paper, plastics, and other recyclable office waste; and • Partner with certified e-waste disposal vendors for the responsible recycling of obsolete electronic equipment from our offices.

Furthermore, in pursuit of social responsibility and to align with China's Dual Carbon goals, which aim to achieve carbon emissions peak before 2030 and carbon neutrality by 2060, our Group has set the long-term target of becoming carbon neutral by 2060. To reach this target, our Group will formalize its greenhouse gas emissions inventory, explore partnerships with cloud service providers committed to renewable energy, and may consider purchasing high-quality carbon credits for any unavoidable emissions in the future.

Social Policies and Impact

Occupational Health and Safety

Our Group strives to provide and maintain a safe and healthy working environment whilst complying with all applicable laws, regulations, and standards. We aim to provide a safe and healthy workplace for our employees and implement an effective management system to help ensure employees' safety and well-being, preventing and reducing hazards and risks associated with our operation. Our occupational health and safety ("OHS") management system is established under the oversight of the Board and implemented across our offices in Shanghai, Shenzhen, and Beijing. The system is grounded in robust internal policies, including our Employee Handbook, Code of Conduct, and dedicated Work Safety Guidelines, which collectively define clear standards and procedures for maintaining workplace safety.

Our commitment to OHS is demonstrated through the implementation of comprehensive measures. All our offices are equipped with necessary fire-fighting apparatus and clearly marked emergency evacuation plans. We further protect employee well-being by providing annual health check-ups for all staff and have established supportive facilities such as nursing rooms for female employees. To ensure the ongoing effectiveness of our OHS framework, we conduct regular internal inspections to identify and mitigate potential hazards. Furthermore, all new employees undergo a mandatory 4-hour onboarding training that encompasses key safety protocols and company policies.

Labor Standards

Our Group strictly follows relevant laws and regulations such as the Labor Law of the PRC, the Labor Contract Law of the PRC, and the Law on the Protection of Minors to manage labor practices. Our internal management systems provide a rigorous framework to enforce this commitment. Our Recruitment and Employment Management Policy explicitly prohibit the hiring of any citizen under the age of 16. To prevent exploitative practices, our company prohibits the collection of deposits, the withholding of identity cards, or requiring job seekers to provide financial guarantees during the hiring process. Screening and background checks are performed when recruiting new employees to verify age and identity documents.

We strictly prohibit child labor and forced labor. In the event that any violations of this policy are identified, the Group will take appropriate actions based on the severity of the situation. This may include issuing warnings, demotions, or termination of employment in accordance with the Company's disciplinary procedures. Throughout the Track Record Period, no incidents of child labor, forced labor, or compulsory labor have been reported. Additionally, our Group shall also be implementing measures to minimize the chances of child labor, forced, or compulsory labor within its supply and value chain.

Supply Chain Management

We recognize the environmental and social impact of our procurement activities and are committed to integrating ESG considerations into our supplier selection process. For key service providers, particularly cloud infrastructure partners, we prioritize those demonstrating strong environmental and social responsibility credentials. We are developing frameworks to incorporate low-carbon and social responsibility indicators into supplier performance evaluations.

Product Responsibility

Our Group is committed to ensuring the quality of its offered products and services, and it has complied with all applicable laws and regulations regarding product responsibility. In addition to compliance with laws and regulations, our Group maintains a robust and comprehensive intellectual property management system to protect sensitive information. Also, we require all employees to execute confidentiality agreements at commencement of employment. Our platform's quality and security framework is supported by multiple foundational elements: agile product development capabilities, scalable architecture and reliable data security and protection. The platform has obtained ISO 27001 certification and China's Information Security Level Protection (MLPS) 2.0 Level 3 certification, representing the highest security standards. Through strategic AI integration, we continuously enhance operational efficiency while reducing costs and improving user experience. The Group maintains dedicated channels for customer inquiries and complaints, supported by established procedures to ensure timely resolution and service recovery.

During the Track Record Period and up to the Latest Practicable Date, the Group has not been subject to any material penalties, investigations, litigation, or disputes concerning data security, personal information protection, or product quality that would have a material adverse effect on our operations or financial performance.

Anti-Corruption

Our Group regards knowledge and compliance with laws and regulations as the foundation of its business. Our Group requires that all employees conform to the Law Against Unfair Competition of the PRC, Criminal Law of the PRC, and other laws, regulations, and regulatory documents related to commercial bribery. Anti-corruption training is integrated into the mandatory 4-hour induction program for all new employees. Additional specialized training sessions of 2 hours duration have been conducted for all responsible directors to reinforce governance responsibilities. Throughout the Track Record Period and up to the Latest Practicable Date, no instances of non-compliance with anti-corruption, anti-bribery, anti-fraud, or anti-money laundering regulations have been identified.

Social Responsibility

We actively promote corporate social responsibility through structured community engagement initiatives and charitable activities. We encourage employee participation in social welfare programs, fostering a culture of civic engagement and practical contribution to community development. These efforts reflect our commitment to balancing commercial objectives with meaningful social impact.

INTERNAL CONTROL AND RISK MANAGEMENT

Internal Control

We have designated responsible personnel in our Company to monitor the ongoing compliance by our Company with the relevant PRC laws and regulations that govern our business operations and oversee the implementation of necessary measures. In addition, we plan to provide our Directors, senior management and relevant employees with continuing training programs and/or updates regarding the relevant PRC laws and regulations on a regular basis with a view to proactively identify any concern and issue relating to any potential non-compliance.

We have adopted internal rules and policies governing various aspects of our business operations and management, including information system, physical assets, procurement, sales and marketing, financial reporting and human resources. For example, we have designed and implemented a series of internal control policies and procedures relating to our information system, such as encryption and authorization procedures, and data security practice guidelines for our employees. See "—Data Privacy and Security" for details. In addition, we have established internal control policies covering various aspects of human resource management such as recruiting, training, work ethics and legal compliance. Furthermore, we have adopted a set of policies and procedures in connection with our financial reporting management, such as financial and accounting policies, budget management procedures and financial statement preparation procedures.

During the Track Record Period, our Directors did not identify any material internal control weakness or failure. We have also engaged an independent internal control consultant to evaluate our internal control system in connection with the [**REDACTED**]. The internal control consultant has conducted review procedures on our internal control system in certain aspects, including financial reporting and disclosure procedures, sales and accounts receivable management covering third-party payment processing, procurement and accounts payable oversight, human resources and payroll administration, fixed asset and intangible asset management covering patents and intellectual property, cash and treasury operations, tax compliance, insurance program management, and information technology control, including data security and privacy protection. Our internal control consultant did not identify any material internal control weakness or failure in reviewing our internal control system. Our internal control consultant put forward recommendations in June 2025 based on such review. We have implemented rectification and improvement measures, as the case may be, in response to their findings and recommendations. The internal control consultant performed follow-up procedures on our remedial measures in August 2025 and did not identify any material deficiency in our internal control system. After considering the remedial measures that we have taken, our Directors are of the view that our internal control system is adequate and effective for our current operations.

Risk Management

We are exposed to various risks in the operations of our business and we believe that risk management is important to our success. Key operational risks faced by us include, among others, our ability to retain and grow our customer base and usage, our ability to respond to technological changes, competition in the relevant industries, and our ability to successfully expand to and develop market recognition in various industry sectors. See "Risk Factors" for disclosures on various risks we face. In addition, we face numerous market risks, such as foreign currency risk, credit risk and liquidity risk that arise in the ordinary course of our business. See "Financial Information—Financial Risk Management" for details.

We have implemented various policies and procedures to ensure effective risk management at each aspect of our operations, including administration of daily operations, data security, financial reporting procedures, and compliance with applicable laws and regulations. Our Board oversees and manages the overall risks associated with our operations. We have established an audit committee to review and supervise the financial reporting process and internal control system of our Group. See "Directors and Senior Management—Board Committees—Audit Committee" for the qualifications and experience of these committee members as well as a detailed description of the responsibility of our audit committee. We [have] adopted written terms of reference in compliance with Rule 3.21 of the Listing Rules and the Corporate Governance Code and Corporate Governance Report as set out in Appendix C1 to the Listing Rules.

BUSINESS SUSTAINABILITY AND PATH TO PROFITABILITY

Industry Background

SaaS products typically require substantial initial investment in product development and customer acquisition and retention to drive market acceptance. Specifically, SaaS solution providers need to make significant upfront investment in product development and subsequent continued optimization and upgrade of products to meet customers' evolving needs. SaaS solution providers then need to drive the market acceptance of these solutions through acquiring and retaining a vast and loyal customer base from which they can continue to generate recurring revenues.

For these reasons, it takes a longer time for SaaS solution providers to achieve breakeven. According to the CIC Report, it is common for SaaS solution providers, including in the United States and China, to remain loss-making for approximately 15 years before becoming profitable. China's business operations solutions market, especially private domain operations solutions market, has experienced continuous growth in recent years, driven by merchants' increasingly complex and ever-changing needs in their daily operation and management. See "Industry Overview." In light of the evolving industry landscape and market opportunities, we believe that the business operations solutions market still has significant runway for growth, both in terms of the number of merchants adopting SaaS solutions and in terms of their usages of such solutions.

Our Historical Performance

We have achieved significant growth during the Track Record Period, which helps cement our long-term sustainable market leadership. Our total revenue increased from RMB415.1 million in 2023 to RMB607.9 million in 2025, at a CAGR of 20.9%. Meanwhile, we typically require prepayment from customers in full before we grant them access to use our all-in-one SaaS solution, and our SaaS revenue is recognized over the period in which the services are rendered. As a result, we have recorded robust operating cash flows, illustrating our sustainable operations. Our net operating cash inflows increased from RMB30.2 million in 2023 to RMB108.1 million in 2024, and we further recorded net operating cash inflows of RMB35.0 million in 2025, illustrating our improving profitability and operating efficiency.

Our revenue growth during the Track Record Period was primarily attributable to our continuous efforts to expand and retain our customers. As of December 31, 2025, we had over 36,000 customers subscribing to our all-in-one solution, including 1,689 KA customers. We have also been constantly innovating and improving our solution to ensure that all of our customers have access to the latest technologies and features, cementing our strong brand reputation and market leadership.

In 2023, 2024 and 2025, we recorded loss for the year of RMB37.0 million, RMB15.1 million and RMB63.9 million, respectively. Our adjusted net loss (non-IFRS measure) was RMB31.5 million in 2023, and we recorded adjusted net profit (non-IFRS measure) of RMB66.3 million and RMB107.3 million in 2024 and 2025, respectively. Our loss position narrowed in 2024 and we achieved adjusted net profit in 2024 and 2025, illustrating our improving profitability.

We maintained strong growth momentum and our revenue in 2024 increased by 25.5% as compared to 2023, primarily attributable to the increase of our revenue generated from cloud resource consumption and order processing services. As a result of the increasing SaaS revenue and the improvement of our operating efficiency, evidenced by a decrease of selling and marketing expenses, administrative expenses and research and development expenses in terms of percentage to revenue, we achieved narrowed loss position and adjusted net profit (non-IFRS measure) in 2024. Consequently, our net loss margin was 8.9% in 2023, while our net loss margin and adjusted net profit margin (non-IFRS measure) were 2.9% and 12.7% in 2024. In addition, during the Track Record Period we incurred a significant amount of fair value gains/(losses) on convertible redeemable preferred shares, which will be terminated upon the [**REDACTED**]. In 2024 and 2025, we incurred fair value losses on convertible redeemable preferred shares amounted to RMB43.3 million and RMB79.4 million, respectively.

Moreover, we recorded accumulated loss of RMB1,876.6 million, RMB1,891.7 million and RMB1,955.6 million as of December 31, 2023, 2024 and 2025, respectively. Our accumulated loss as of these dates were attributable primarily to our loss incurred in the past. In 2024 and 2025, as we improved profitability, our accumulated loss decreased accordingly. As a result of the accumulated loss and the share-based payment during the Track Record Period, we were in a negative equity position during the Track Record Period. Considering our sufficient working capital and healthy operating cash flow, we have not sought new equity financings since our Series D financing in 2021. We expect to achieve a positive equity position upon completion of the [**REDACTED**], after which convertible redeemable preferred shares will be redesignated from financial liabilities to equity, and taking into consideration the net [**REDACTED**] from the [**REDACTED**].

Our Path to Profitability

We recorded adjusted net profit in 2025. Going forward, we plan to enhance our long-term profitability primarily by further (1) expanding our KA customer base, (2) retaining our customers and increasing their spending, (3) diversifying revenue streams, and (4) managing expenses and enhancing operational efficiency. As our business grows and with our enhanced brand recognition, we expect to achieve economies of scale and network effect, which would enable us to acquire new customers more cost-efficiently. We will also diversify our revenue streams while our operating efficiency and managing our expenses more efficiently, which will further improve our revenue and profitability.

Expand Our KA Customer Base

We have cultivated a high-quality KA customer base with considerable spending capacity, high stickiness and strong monetization potential. The number of our KA customers increased substantially during the Track Record Period, amounting to 801, 1,421 and 1,689 as of December 31, 2023, 2024 and 2025, respectively, contributing 19.3%, 29.9% and 36.5% of our total revenue in the respective periods. The average revenue per KA customer also increased during the Track Record Period, amounting to approximately RMB102,600, RMB111,600 and RMB123,300 in 2023, 2024 and 2025, respectively. We intend to continue to expand our KA customer base to drive revenue growth and achieve long-term profitability. During the Track Record Period, we tapped into new cohorts of KA customers, such as e-commerce merchants including internet-native e-commerce businesses and traditional offline retailers. We are closely monitoring the development in the e-commerce industry. We will leverage our leadership and awareness in the private domain operations solutions market to reach more types of e-commerce merchants across China in emerging verticals with the continuous development in the private domain operations solutions market. We intend to expand our KA customer base through a structured, industry-centric incubation approach. This involves systematically exploring and penetrating new verticals. For example, we have successfully applied this methodology to the professional education sector. Our process begins with in-depth industry research through direct customer engagement and participation in industry forums to build foundational knowledge. We then partner with leading benchmark customers in the vertical to co-develop and validate comprehensive solutions across their entire operational lifecycle, from customer acquisition to retention. The proven solutions and industry insights are subsequently transferred to our direct sales team to scale customer acquisition within that sector. Finally, we leverage our deepened industry understanding into targeted marketing materials and sales enablement tools, allowing us to reach potential customers through multiple channels efficiently. This "explore-validate-deliver" model is our framework for vertical expansion.

We plan to expand our KA customer base in order to enhance our profitability. As our solution can be readily used by all e-commerce merchants, we do not make significant modifications tailored to e-commerce merchants in different verticals. Therefore, we do not expect to incur significant additional costs to acquire more e-commerce merchants in different verticals. Moreover, expanding KA customer base helps us further enhance our brand and market recognition, enabling us to acquire KA customers more cost-effectively. More specifically:

- *Further optimize our solution.* Leveraging our scalable architecture and rich development toolkits, we have modularized the functionalities of our all-in-one SaaS solution. We will continue to optimize our solution to expand and acquire more KA customers. We will also continue to closely communicate with our KA customers to identify their evolving business needs and application scenarios and improve our solution accordingly. Going forward, we will continue to optimize our solution to keep up with the latest market and technology trends, thereby maintaining our competitive edges. With continued innovation, we seek to further optimize our solution, thereby increasing the attractiveness to our KA customers, improving customer experience and facilitating customer success, thereby driving our long-term business growth.

- *Enhance sales and marketing capabilities.* We have been focusing on expanding sustainably and acquiring new KA customers effectively through the combination of our sales and marketing efforts and word-of-mouth referrals from KA customers. Looking ahead, we intend to enhance further our marketing capabilities through solidifying our brand and market recognition. On the one hand, we plan to retain our strong sales and marketing personnel and optimize their skills by providing on-the-job trainings. On the other, we will further promote our all-in-one SaaS solution and brand awareness by actively organizing industry events and collaborating with media partners.

- *Capture the market growth leveraging our competitive strengths.* As a new marketing and customer relationship management channel, the private domain operations solutions market in China has significant growth potential, according to the CIC Report. With many merchants focusing on and investing in private domains, the private domain operations solutions market was RMB13.7 billion in 2025 and is expected to reach RMB25.3 billion by 2030, at a CAGR of 13.0%, according to the same source. As an early adapter to the ever-evolving e-commerce landscape pivoting towards interactive marketing, we are well-positioned to capture the significant market upside. We ranked as the top one provider of interactive private domain operations solution and a top three provider of private domain operations solution in China, each in terms of revenue in 2025, according to the CIC Report. We were also the fastest-growing among the top five private domain operations solution providers in China during the Track Record Period, as measured by revenue, according to the same source. Our historical success was mainly attributable to our competitive strengths, including (1) our early-mover advantage, (2) our all-in-one, customer-centric solution with extensive functionalities, (3) our strong technical capabilities and R&D support, (4) our highly scalable and commercially flexible business model, (5) our loyal and high-quality customer base, and (6) seasoned management team. See "—Competitive Strengths." We believe that these competitive strengths will continue to differentiate us from and allow us to increase the penetration of our all-in-one SaaS solution among the diverse base of e-commerce merchants to capture the significant market growth potentials.

We expect that our expanded KA customer base will lead to increasing economies of scale, which in turn helps to improve our overall profitability.

Retain Our Customers and Increase Their Spending

Substantially all of our revenue were from SaaS revenue during the Track Record Period, and we have a proven track record of retaining our customers and increasing their spending. Our net dollar retention rate has been growing and remained at a relatively stable level. In 2023, 2024 and 2025, our net dollar retention rate was 128.4%, 117.0% and 114.2%, respectively. A net dollar retention rate above 100% reflects that we have generated increased revenue from customers in the previous year and retained in a given year. Sustaining a retention rate consistently above 100% demonstrates our success in expanding revenue within our key customer cohorts, indicative of our ability to deliver ongoing value, which encourages customers to increase their spending with us over time. Our recurring revenue streams allow us to grow along with the success of our customers and gain visibility into our future operating results. Our total revenue increased from RMB415.1 million in 2023 to RMB607.9 million in 2025, at a CAGR of 20.9%.

Going forward, we seek to continue to retain our customers and increase their spending. More specifically, we will focus on customer success and satisfaction. We strive to provide all-in-one SaaS solution that help customers navigate the intensified operational challenges and expand their business. We aim to strengthen the relationship with our existing customers and enhance stickiness through enhanced customer services. We will focus on increasing the timeliness and efficiency of addressing customer requests with both online and offline support, with the goal of further improving customer experience and driving overall customer satisfaction. In this regard, we will provide more trainings to our existing personnel and also expand our customer service network. In addition, to further increase customer spending, our product development roadmap is centered on enhancing modules that integrate more deeply into our customers' core operational workflows, thereby driving higher conversion and retention. A key strategic initiative is the introduction of new AI-powered features. These advanced functionalities will be offered on a usage-based or subscription model, creating a direct link between the additional value provided and increased customer expenditure.

Diversify Revenue Streams

We generate revenue primarily from charging subscription fees for our solution, and to a lesser extent, cloud resource consumption fees based on the cloud resources consumed by our customers and order processing fees based on the GMV of transactions facilitated through our solution. During the Track Record Period, our revenue from cloud resource consumption and order processing services had been increasing both in absolute amounts and as percentages of total revenues. In 2023, 2024 and 2025, our revenue from cloud resource consumption and order processing services were RMB68.0 million, RMB131.9 million and RMB190.6 million, respectively, accounting for 16.4%, 25.3% and 31.4%, respectively, during the same periods. Such significant increases were generally in line with our efforts in monetizing our significant increase in average GMV per customer as customers deepened their engagement through our all-in-one SaaS solution to scale up their sales and operational efficiency.

Manage Costs and Improve Operational Efficiency

As we continue to grow in scale, we aim to improve operating leverage primarily through reducing cost of sales and operating expenses. See "Financial Information—Key Factors Affecting Our Results of Operations" for a description of the key components of our cost of sales and operating expenses. More specifically:

- *Improve gross profit margin.* As our business continues to grow, we expect to benefit from a greater effect of economies of scale and improved cost efficiency. We expect these improvements to be driven by optimized resource allocation and ongoing enhancements in internal processes. Our efforts to diversify revenue streams and strengthen brand recognition also contributed to improved revenue quality and margin stability. In 2023, 2024 and 2025, our cost of sales was RMB115.1 million, RMB131.4 million and RMB147.9 million, respectively, accounting for 27.7%, 25.2% and 24.3% of our revenues in the same periods, respectively. This translates into a gross profit margin of 72.3%, 74.8% and 75.7% in the same periods, respectively, reflecting our consistent progress in managing costs and enhancing profitability. We expect to manage our cost of sales as a proportion of revenue by continuing to diversify our revenue base, deepen customer engagement and leverage operational efficiency. We will also invest in technology, talent, and innovation to further strengthen our cost structure and margin resilience. Through these strategic initiatives, we aim to maintain a stable and robust gross profit margin that supports our long-term growth.

- *Improve sales and marketing efficiency.* Our selling and marketing expenses, which mainly consist of employee costs related to our sales and marketing personnel, formed a significant portion of our overall operating expenses. We seek to continue to improve our sales and marketing efficiency by enhancing our brand and market recognition. Given the value we create for our customers through our all-in-one SaaS solution, we also plan to optimize our pricing strategy through cultivating our customers' mindsets and willingness to pay. In addition, our brand and market recognition also enable us to achieve better sales and marketing efficiency. We have achieved improved sales and marketing efficiency during the Track Record Period, as evidenced by the decrease in selling and marketing expenses as percentages of total revenues from 38.5% in 2023 to 29.4% in 2024 and further to 29.0% in 2025. Going forward, we believe that we will able to achieve customer acquisition while keeping in check the level of our sales and marketing expenses considering that we expect to benefit from word-of-mouth referrals, and our enhanced brand and market recognition.

- *Improve operational efficiency.* Our other major cost components include research and development expenses and administrative expenses. In 2023, 2024 and 2025, we incurred research and development expenses of RMB104.1 million, RMB116.8 million and RMB121.1 million, respectively, representing approximately 25.1%, 22.4% and 19.9% of our revenues during the same periods. In 2023, 2024 and 2025, we incurred administrative expenses of RMB104.0 million, RMB104.4 million and RMB143.5 million, respectively, representing approximately 25.0%, 20.1% and 23.6% of our revenues during the same periods. As we expect the number of our administrative personnel to remain relatively stable and our revenue to continue to increase as discussed above, we believe that our administrative expenses as a percentage of total revenue will decrease over time. While we expect to continue to incur more research and development expenses and administrative expenses in absolute terms in the foreseeable future alongside the growth of our business, we expect such expenses as a percentage of total revenue to decrease over time due to economies of scale and operational leverage, which will have a long-term positive impact on our profitability. The enhancement of our technology infrastructure and R&D capabilities would enable us to collaborate across business functions and modularize our functionalities more efficiently and achieve lower product development costs.

As a result of these efforts, we have achieved significant improvement in our profitability. Moreover, taking into account (1) the fact that SaaS products typically require substantial initial investment in product development and customer acquisition and retention to drive market acceptance, and such costs and expenses often exceed the profit generated from recurring revenue stream in the initial period, resulting in a loss-making position, (2) the outlook of China's business operations solutions market in which we operate, (3) we recorded adjusted net profit (non-IFRS measure) in 2024 and our historical business growth and expansion plans aiming for long-term growth as described above, (4) our robust operating cash flows, and (5) our efforts and plans to continue to enhance our financial performance as detailed above, our Directors believe that our Group has a sustainable business.