SUMMARY

This summary aims to give you an overview of the information contained in this document. As this is a summary, it does not contain all the information that may be important to you. You should read the entire document including the financial statements and accompanying notes, before you decide to invest in the [REDACTED]. There are risks associated with any investment. Some of the particular risks in investing in the [REDACTED] are set out in the section headed "Risk Factors" in this document. You should read that section carefully in full before you decide to invest in the [REDACTED].

OVERVIEW

We primarily engage in the maternal, infant and child business, including the sale of maternal, infant and child products, and the provision of child development and parenting services. According to Frost & Sullivan, we ranked first in the maternal, infant and child products and services market in China in terms of GMV in 2025, with a market share of 0.3%. We differentiate ourselves from traditional retail of maternal, infant and child products in three ways: (i) consumption extends from children to the whole family, covering additional service areas such as postpartum recovery and beauty care, (ii) growth is driven by membership and frequent consumer engagement rather than customer acquisition or price competition, and (iii) sales have shifted from merely products to combined offerings of products and services.

To extend our offerings beyond the maternal, infant and child business, we acquired Hairology Group in July 2025 to expand into the scalp and hair care market, which is in line with our business strategy and creates cross-selling opportunities for us. According to Frost & Sullivan, Hairology Group ranked first in the scalp and hair care market in China in terms of GMV in 2025, with a market share of 3.3%.

See "Business — Overview — Who We Are" for details of our business highlights.

OUR PRODUCTS AND SERVICES

During the Track Record Period, we primarily engaged in the (i) maternal, infant and child business, (ii) scalp and hair care business, and (iii) provision of sales and marketing services to customers.

Under our proprietary brand strategy and supported by an industry-leading supply chain, we have accumulated a diverse brand portfolio including our proprietary brands (i.e."*Hairology* (絲域)," "*greatfamily* (歌瑞家)," "*BETOBEHO* (貝特倍護)"), channel-exclusive customized brands (i.e. "*Nature's Bay*,""*L-Liang*" and "*Auby*"), local third-party brands (i.e. "*Enoulite*,""*Babycare*" and "*Bebebus*") and overseas third-party brands (i.e. "*A2*," "*GOO.N*" and "*Britax*"). The following table sets forth a breakdown of our revenue of the sale of products by brands for the years indicated:

	Year ended December 31,		
	2023	2024	2025
		RMB'000	
Proprietary brand	431,659	629,280	1,000,809
Channel-exclusive customized brand	—	62,019	238,922
Third-party brand			
Local	2,965,361	3,322,642	3,842,184
Overseas	4,178,771	4,144,182	3,832,735
Sub-total	**7,144,132**	**7,466,824**	**7,674,918**
Total	**7,575,791**	**8,158,122**	**8,914,650**

Maternal, Infant and Child Business

Our maternal, infant and child business includes the (i) sale of maternal, infant and child products, covering food, footwear and apparel, consumables and durables, and (ii) provision of child development and parenting services, mainly including interactive events such as classes for new mothers and crawling competitions, membership services such as parent-child activities, parenting resources and exclusive discounts, parenting services and children's play zone services.

In most cases, we procure maternal, infant and child products from third-party suppliers and sell them to consumers through our offline and online sales channels, where we act as principal during the sales and the sales amount is recognized as revenue on a gross basis. Additionally, we provide counters or display shelves within our offline stores to third-party merchants for their sales of maternal, infant and child products and charge them fees based on their transaction amount, where we act as agent in the sales and recognize the fees as revenue on a net basis.

Scalp and Hair Care Business

Our scalp and hair care business includes the (i) sale of scalp and hair care products, and (ii) provision of scalp and hair care services. Our scalp and hair care products can be categorized by consumption scenario into professional salon-use products and home-use products, spanning scalp and hair care, styling and treatment series, and Hairology black-hair series. We offer professional scalp and hair care services at chain stores under the "*Hairology (絲域)*" brand. Key service processes comprise (i) examination and assessment, (ii) personalized treatment and design, (iii) targeted treatment and instrument application, (iv) relaxation and sensory experience, and (v) results tracking and home-care guidance.

Provision of Sales and Marketing Services

The sales and marketing services we offer include (i) services to suppliers, comprising member acquisition and engagement programs, event sponsorships, product marketing and promotional campaigns across online and offline channels, as well as the provision of digital tools to enhance suppliers' marketing effectiveness, and (ii) platform services, comprising assistance in online store operation, product display and promotion, and other platform-based operational support.

See "Business — Our Products and Services" for details.

OUR STRENGTHS

We believe the following eight competitive strengths have underpinned our rapid growth and will continue to drive our development: (i) brand strengths: a leading player in China's maternal, infant and child products and services market and scalp and hair care market; (ii) membership strength: a business model focusing on consumer relationships management; (iii) sales channel strength: omni-channel network enabling consumer reach across diverse consumption scenarios; (iv) supply chain strengths: a carefully selected and diversified supply chain; (v) service strengths: a professional service system; (vi) digital and intelligent capabilities: strengths that fully empower business development; (vii) warehousing and logistics strengths: an extensive intelligent warehousing and logistics footprint; and (viii) management strengths: an exceptional management team and a young, professional organization.

See "Business — Our Strengths" for details.

COMPETITIVE LANDSCAPE

The China's maternal, infant and child products and services market remains highly fragmented by GMV in 2024. However, the concentration of the top five participants is steadily increasing, driven by ongoing market consolidation and a shift toward chain operations. We consistently maintained the leading position by GMV from 2023 to 2025. In 2025, we ranked first in the market with a GMV of RMB13.7 billion, representing a 0.3% market share, while the top five players collectively accounted for approximately 1.0%. In the relatively fragmented China's scalp and hair care market, leading brands are widening their competitive moats through advancements in R&D, expansive store networks, and robust membership operations. In 2025, Hairology Group ranked first in this segment with a GMV of RMB2.3 billion, capturing a 3.3% market share.

OUR STRATEGIES

We will continue to advance our core strategies from the following perspective: (i) continued store network expansion and upgrade to advance a nationwide footprint; (ii) deepen our proprietary brand strategy to strengthen our role as a value chain orchestrator; (iii) accelerating our local lifestyle business to become the preferred choice for families with children; (iv) driving business growth through artificial intelligence; and (v) accelerating international expansion to serve families with children.

See "Business — Our Strategies" for details.

OUR SALES AND SERVICE NETWORK

Our omni-channel network consists of both offline and online sales channels. The following table sets forth a breakdown of our revenue generated from product sales by sales channel for the years indicated:

	Year ended December 31,					
	2023		2024		2025	
	RMB'000	*%*	*RMB'000*	*%*	*RMB'000*	*%*
Offline Sales						
Self-operated stores	4,129,186	54.5	4,180,158	51.2	4,454,000	50.0
Franchised stores	—	—	17,052	0.2	539,402	6.1
Distributors	149,610	2.0	216,393	2.7	337,156	3.8
Sub-total	**4,278,795**	**56.5**	**4,413,603**	**54.1**	**5,330,557**	**59.8**
Online sales						
Kidswant App	2,400,906	31.7	2,661,827	32.6	2,762,738	31.0
WeChat mini-programs	417,629	5.5	373,631	4.6	260,916	2.9
Third-party platforms	478,461	6.3	709,062	8.7	560,439	6.3
Sub-total	**3,296,995**	**43.5**	**3,744,520**	**45.9**	**3,584,093**	**40.2**
Total	**7,575,791**	**100**	**8,158,122**	**100**	**8,914,650**	**100**

Our offline sales and service network for our maternal, infant and child business is comprised mainly by self-operated stores, while our store network for our scalp and hair care business prioritized the development of a franchise model. As of December 31, 2025, we had 3,821 offline stores spanning across all provincial-level administrative regions in China, including (i) 1,031 self-operated stores under our maternal, infant and child business and 175 self-operated stores under our scalp and hair care business, and (ii) 173 franchised stores under our maternal, infant and child business and 2,442 franchised stores under our scalp and hair care business. We also partnered with 92 distributors as of December 31, 2025 to further extend our consumer reach.

Our online sale channels primarily include (i) self-operated online platforms, which are online platforms established by us and sell products to our consumers directly, namely our Kidswant App and WeChat mini-programs, and (ii) third-party e-commerce platforms where we open online stores and sell products to our consumers, including Tmall, JD.com, Douyin and others.

MANUFACTURING

We primarily manufacture our scalp and hair care products in-house. Additionally, we engage OEM suppliers to manufacture maternal, infant and child products under our proprietary brands and certain scalp and hair care products. The combination of OEM production and in-house production enables us to optimize capacity, respond swiftly to market demands and maintain cost competitiveness while preserving product quality and innovation. See "Business — Manufacturing" for details.

OUR SUPPLIERS

Our suppliers primarily comprise (i) suppliers of our maternal, infant and child products and scalp and hair care products, (ii) cloud service providers, and (iii) logistics and warehousing providers. All of our five largest suppliers in each year of the Track Record Period are Independent Third Parties.

We maintain a multi-layered quality assurance system to ensure the safety and quality of products procured from third-party suppliers, including stringent supplier admission standards (covering product quality, qualifications and brand integrity), ongoing monitoring through inspections and random third-party testing, and full traceability from supplier to point of sale. Under our procurement agreements, suppliers bear primary responsibility for product defects and must indemnify us against related customer claims, regulatory penalties and recall costs. As the seller, we handle customer returns and refunds and subsequently seek recourse from the responsible suppliers. See "Business — Our Suppliers."

OUR CUSTOMERS

Our customers primarily comprise individual consumers, franchisees and corporate customers of our various sales and marketing services. All of our five largest customers in each year of the Track Record Period are Independent Third Parties. See "Business — Our Customers."

RISK FACTORS

Our business faces risks, including those set out in the section headed "Risk Factors." Some of the major risks we face include: (i) our investments and acquisitions may not achieve the intended benefits and may expose us to various operational, financial, and regulatory risks; (ii) our sales and profitability are directly tied to our ability to sustain the popularity of our products or services and adapt to shifting consumer tastes. Failure in any of these areas could have a material adverse effect on our business; (iii) the manufacturing process for products in our industry is complex. We rely on certain OEM suppliers to produce our products, and we depend on our employees and third-party suppliers to provide services. Any failure to adhere to quality, safety and service standards may adversely affect our business, financial condition, results of operations and prospects; (iv) our expansion of product and service portfolio may expose us to new challenges and more risks; and (v) we face fierce industry competition. Failure to compete with other market players and shifts in demographic and macroeconomic conditions may adversely affect our business, financial condition, results of operations and prospects.

OUR MAJOR ACQUISITIONS DURING THE TRACK RECORD PERIOD

During the Track Record Period, we acquired Leyou International in 2023, FORTUNE BIO. in 2025 and Hairology Biotechnology Development in 2025. According to Rule 4.05A of the Hong Kong Listing Rules, each of the acquisition of Leyou International and Hairology Biotechnology Development would have been classified at the date of application for our [REDACTED] as a major transaction under Chapter 14 of the Hong Kong Listing Rules. See "History, Development and Corporate Structure — Major Acquisitions, Disposals and Mergers" and Notes III and IV to the Accountants' Report as set out in Appendix I to this document.

LEGAL PROCEEDINGS AND COMPLIANCE

As of the Latest Practicable Date, we were not a party to any ongoing material litigation, arbitration or administrative proceedings, and we were not aware of any claims or proceedings contemplated by the government authorities or third parties which would materially and adversely affect our business. Our Directors are not involved in any actual or threatened material claims or litigation.

During the Track Record Period and up to the Latest Practicable Date, we were not imposed any material administrative penalties. We did not experience any material or systemic non-compliance incidents, which, taken as a whole, are likely to have a material and adverse effect on our business, financial condition or results of operations.

SUMMARY OF KEY FINANCIAL INFORMATION

Summary of the Consolidated Statements of Profit or Loss and Other Comprehensive Income

The following table sets forth key items of our consolidated statements of profit or loss and other comprehensive income for the years indicated:

	Year ended December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Revenue	**8,752,590**	**9,336,994**	**10,273,325**
Cost of sales	(6,195,443)	(6,577,115)	(7,260,055)
Gross profit	**2,557,147**	**2,759,879**	**3,013,270**
Other income and gains	158,798	150,947	140,674
Selling and distribution expenses	(1,811,793)	(1,886,819)	(1,985,580)
Administrative expenses	(556,821)	(570,963)	(562,046)
Research and development expenses	(51,265)	(39,831)	(44,081)
(Impairment losses on)/reversal of impairment losses on financial assets, net	(480)	(2,396)	6,610
Other expenses	(28,772)	(24,475)	(34,761)
Finance costs	(120,252)	(131,534)	(114,820)
Share of loss of a joint venture	(425)	(133)	(42)
Profit before tax	**146,137**	**254,675**	**419,224**
Income tax expense	(25,567)	(49,681)	(62,998)
Profit and total comprehensive income for the year	**120,570**	**204,994**	**356,226**
Profit and other comprehensive attributable to:			
Owners of the parent	105,115	181,259	297,647
Non-controlling interests	15,455	23,735	58,579
	120,570	**204,994**	**356,226**

Our profit and total comprehensive income for the year increased throughout the Track Record Period, primarily driven by our revenue growth and supported by our controlled operating expenses. The increase in revenue during the Track Record Period was primarily driven by increase in the sale of maternal, infant and child products, resulting from (i) the successful integration of Leyou Group, which we acquired in August 2023 and significantly expanded our business presence in Northern China, (ii) the launch of distribution model and franchise model, which extended our customer reach, and (iii) our enriched product portfolio, which offered consumers broadened choices that met their evolving needs. See "Financial Information — Description of Key Items of Consolidated Statements of Profit or Loss and Other Comprehensive Income" for details.

Summary of Certain Key Items from Our Consolidated Statements of Financial Position

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

	As of December 31,		
	2023	**2024**	**2025**
	RMB'000	*RMB'000*	*RMB'000*
Total non-current assets	4,351,997	4,328,453	5,618,814
Total current assets	5,255,403	4,895,429	5,153,602
Total current liabilities	2,855,318	3,211,764	3,749,387
Net current assets	**2,400,085**	**1,683,665**	**1,404,215**
Total assets less current liabilities	6,752,082	6,012,118	7,023,029
Total non-current liabilities	3,455,915	2,029,643	3,004,267
Net assets	**3,296,167**	**3,982,475**	**4,018,762**

Our net assets increased from RMB3,982.5 million as of December 31, 2024 to RMB4,018.8 million as of December 31, 2025, primarily attributable to (i) recognition of profit and total comprehensive income for the year of RMB356.2 million, and (ii) capital injection from non-controlling shareholders of RMB236.5 million, partially offset by (i) acquisition of subsidiaries and stores of RMB527.4 million, relating to Hairology Group and FORTUNE BIO., and (ii) final 2024 dividend and interim dividend declared of RMB87.6 million, as well as dividend to non-controlling shareholders of RMB4.4 million.

Our net assets increased from RMB3,296.2 million as of December 31, 2023 to RMB3,982.5 million as of December 31, 2024, primarily attributable to (i) issue of shares upon conversion of convertible bonds of RMB1,025.4 million in relation to our 2023 Convertible Bonds, and (ii) recognition of profit and total comprehensive income for the year of RMB205.0 million, partially offset by (i) acquisition of non-controlling interests of RMB560.0 million, relating to the acquisition of minority interests in Leyou International, and (ii) final 2023 dividend and interim dividend declared of RMB77.4 million.

Summary of the Consolidated Statements of Cash Flows

The following table sets forth certain selected information from our consolidated statements of cash flows for the years indicated:

	Year ended December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Net cash flows from operating activities	803,873	1,179,335	1,437,847
Net cash flows used in investing activities	(1,199,022)	(1,530,796)	(1,841,700)
Net cash flows from/(used in) financing activities	1,060,243	(1,080,507)	560,415
Net increase/(decrease) in cash and cash equivalents	**665,094**	**(1,431,968)**	**156,562**
Cash and cash equivalents at the beginning of year	1,623,733	2,290,005	859,530
Cash and cash equivalents at the end of year	**2,290,005**	**859,530**	**1,012,889**

See "Financial Information — Liquidity and Capital Resources — Cash Flows" for details.

Key Financial Ratios

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

	Year ended December 31,		
	2023	2024	2025
Profitability ratios			
Gross profit margin *(%)*	29.2	29.6	29.3
Net profit margin *(%)*	1.4	2.2	3.5
Return on equity *(%)*	3.9	5.6	8.9

	As of December 31,		
	2023	2024	2025
Liquidity ratios			
Current ratio	1.8x	1.5x	1.4x
Quick ratio	1.4x	1.2x	1.1x
Capital adequacy ratio			
Debt-to-asset ratio *(%)*	65.7	56.8	62.7

For calculation and analysis of our key financial ratios, see "Financial Information — Key Financial Ratios."

OUR SINGLE LARGEST SHAREHOLDERS GROUP

Our Single Largest Shareholders Group includes Mr. Wang, Mr. Xu, Jiangsu Bosida and Nanjing Qianmiaonuo. As of the Latest Practicable Date, our Single Largest Shareholders Group was able to exercise approximately 27.17% voting rights in our Company, comprising of (i) approximately 22.05% held by Jiangsu Bosida, a company wholly owned by Mr. Wang; and (ii) pursuant to the Acting-in-concert Arrangement, approximately 5.12% held by Nanjing Qianmiaonuo, a limited partnership controlled by Mr. Xu. Historically, Jiangsu Bosida obtained some voting rights in our Company from both Nanjing Qianmiaonuo and Nanjing Ziquan pursuant to the 2020 AIC Agreement. Subsequently, Jiangsu Bosida's voting rights in the Company slightly decreased due to Nanjing Ziquan's withdrawal from the 2020 AIC Agreement. See "History, Development and Corporate Structure — Acting-in-Concert Arrangement" for details.

Immediately upon completion of the [REDACTED] (assuming the [REDACTED] is not exercised), the Single Largest Shareholders Group will be entitled to exercise approximately [REDACTED]% voting rights in our Company. Therefore, Mr. Wang, Mr. Xu, Jiangsu Bosida, and Nanjing Qianmiaonuo will remain as Single Largest Shareholders Group for the purpose of the Listing Rules.

LISTING ON THE SHENZHEN STOCK EXCHANGE

Prior to our listing on the Shenzhen Stock Exchange, our Company was listed on the NEEQ in December 2016. Having considered our business needs and long-term strategy in the capital markets, we believe the listing of our Shares on the NEEQ no longer satisfied the then financing needs of our Company. As such, we voluntarily delisted from the NEEQ in April 2018. Since October 2021, our Company has been listed on the ChiNext of the Shenzhen Stock Exchange (stock code: 301078). Our Directors confirmed that, since our listing on the Shenzhen Stock Exchange and up to the Latest Practicable Date, our Company has complied with all applicable rules of the Shenzhen Stock Exchange and other applicable securities laws and regulations of the PRC in any material respects, and, to the best knowledge of our Directors having made all reasonable enquiries, there was no material matter that should be brought to the investors' attention in relation to our compliance record on the Shenzhen Stock Exchange. As advised by our PRC Legal Advisors, based on the filings on the website of the Shenzhen Stock Exchange and information available in the public domain, our Company (including our subsidiaries) or our Directors (for the performance of their duties as directors of our Company (including our subsidiaries)) had not been subject to administrative penalty, administrative supervision measures or self-regulatory measures by the Shenzhen Stock Exchange, the CSRC or other competent securities regulatory authorities during the period of our listing on the Shenzhen Stock Exchange up to the Latest Practicable Date. Based on the independent due diligence conducted by the Sole Sponsor, nothing has come to the Sole Sponsor's attention that would cause them to disagree with our Directors' confirmation with regard to the compliance records of the Company on the Shenzhen Stock Exchange.

APPLICATION FOR [REDACTED] ON THE STOCK EXCHANGE

We have applied to the Stock Exchange for the granting of the [REDACTED] of, and permission to [REDACTED] in our H Shares to be issued pursuant to the [REDACTED] on the basis that, among other things, we satisfy the market capitalization/revenue test under Rule 8.05(3) of the Listing Rules with reference to: (i) our revenue of RMB10,273.3 million in the financial year ended December 31, 2025 which exceeds HK$500 million, and (ii) our expected market capitalization at the time of [REDACTED], which, based on the [REDACTED] of HK$[REDACTED] per [REDACTED], being the midpoint of the indicative [REDACTED] stated in this document, exceeds HK$4 billion.

CONNECTED TRANSACTION

The Company has entered into certain transactions which will constitute continuing connected transactions under Chapter 14A of the Listing Rules upon the [REDACTED]. For details, see the section headed "Connected Transaction" to this document for details.

[REDACTED] STATISTICS

The statistics in the following table are based on the assumptions that (i) the [REDACTED] has been completed and [REDACTED] H Shares are newly [REDACTED] in the [REDACTED], and (ii) the [REDACTED] for the [REDACTED] is not exercised:

	Based on an [REDACTED] of HK$[REDACTED] per [REDACTED]	**Based on an [REDACTED] of HK$[REDACTED] per [REDACTED]**
Market capitalization(1) *(in million)*	HK$[REDACTED]	HK$[REDACTED]
— Market capitalization of our A Shares(2) *(in million)*	HK$[REDACTED]	HK$[REDACTED]
— [REDACTED] of our H Shares(3) *(in million)*	HK$[REDACTED]	HK$[REDACTED]
Unaudited [REDACTED] adjusted consolidated net tangible assets attributable to the equity shareholders of our Company per Share(4)	HK$[REDACTED]	HK$[REDACTED]

Notes:

(1) The calculation of market capitalization is based on [REDACTED] H Shares expected to be [REDACTED] immediately following the completion of the [REDACTED] (assuming the [REDACTED] is not exercised) and the total of 1,255,104,676 A Shares in issue (exclusive of 9,539,900 treasury Shares) as of the Latest Practicable Date (representing an aggregate of [REDACTED] Shares).

(2) The calculation of market capitalization of our A Shares is based on the average closing price of the A Shares of RMB7.68 per Share for the five business days immediately preceding the Latest Practicable Date and the total number of 1,255,104,676 A Shares in issue (exclusive of 9,539,900 treasury Shares) as of the Latest Practicable Date. For illustrative purposes, the market value of our A shares have been converted into Hong Kong dollars at an exchange rate of HK$1.00 to RMB0.8690.

(3) The calculation of [REDACTED] of our H Shares is based on the total number of [REDACTED] H Shares expected to be [REDACTED] in the [REDACTED], assuming the [REDACTED] is not exercised.

(4) The unaudited [REDACTED] adjusted consolidated net tangible assets attributable to owners of our Company per Share is calculated based on [REDACTED] Shares in issue immediately following the completion of the [REDACTED], comprising 1,251,662,716 Shares in issue as of December 31, 2025, (excluding 9,539,900 Shares held by our Company in treasury), 3,441,960 restricted shares exercised in May 2026 and [REDACTED] H Shares to be [REDACTED], assuming the [REDACTED] and the exercise of restricted shares under the share scheme had been completed on December 31, 2025. It does not take into account (i) any Shares which may be [REDACTED] upon the exercise of the [REDACTED], or (ii) a total of 71,640 Type I Restricted Shares forfeited after 31 December 2025 due to resignation of several grantees, which have not yet been repurchased and cancelled by the Company.

(5) No other adjustments have been made to reflect any trading results or other transactions of the Group entered into subsequent to 31 December 2025, including but not limited to the dividend of approximately RMB69,031,000 declared on 13 May 2026. Had such dividend been declared on 31 December 2025, the unaudited [REDACTED] adjusted consolidated net tangible assets attributable to owners of the Company would have decreased by approximately RMB69,031,000 and the unaudited [REDACTED] adjusted consolidated net tangible assets attributable to owners of the Company per Share would have decreased by approximately RMB[REDACTED] (equivalent to HK$[REDACTED]).

FUTURE PLANS AND [REDACTED]

We estimate the [REDACTED] of the [REDACTED] which we will receive, assuming an [REDACTED] of HK$[REDACTED] per [REDACTED] (being the mid-end of the [REDACTED] range stated in this document), will be approximately HK$[REDACTED], after deduction of [REDACTED] fees and commissions and estimated expenses payable by us in connection with the [REDACTED] and assuming the [REDACTED] is not exercised.

In line with our business strategies, we intend to use the [REDACTED] of the [REDACTED] for the following purposes: (i) approximately [REDACTED]%, or HK$[REDACTED], will be used for product innovation and enriching our proprietary product portfolio, (ii) approximately [REDACTED]%, or HK$[REDACTED], will be used for expanding our sales and service network and brand promotion, (iii) approximately [REDACTED]%, or HK$[REDACTED], will be used for strategic acquisitions and investments, (iv) approximately [REDACTED]%, or HK$[REDACTED], will be used for improving our digital and intelligent capabilities, and (v) approximately [REDACTED]%, or HK$[REDACTED], will be used for working capital and general corporate purposes. See "Future Plans and [REDACTED]" for details.

[REDACTED]

Our [REDACTED] primarily include [REDACTED], professional fees paid to legal advisors, the Reporting Accountants and other professional parties for their services rendered in relation to the [REDACTED] and the [REDACTED]. The estimated total [REDACTED] expenses (assuming that the [REDACTED] is not exercised and an [REDACTED] of HK$[REDACTED] per Share) for the [REDACTED] are approximately RMB[REDACTED] (equivalent to HK$[REDACTED]) (including (i) [REDACTED], SFC transaction levy, Stock Exchange trading fees and AFRC transaction levy for all [REDACTED] of approximately HK$[REDACTED], and (ii) non-[REDACTED] related expenses of approximately HK$[REDACTED], which consist of (a) fees and expenses of legal advisors and Reporting Accountants of approximately HK$[REDACTED], and (b) sponsor fee and other fees and expenses of approximately HK$[REDACTED]), representing [REDACTED]% of the gross [REDACTED] (assuming that the [REDACTED] is not exercised and an [REDACTED] of HK$[REDACTED] per Share) of the [REDACTED].

During the Track Record Period, we incurred [REDACTED] of RMB[REDACTED] (equivalent to HK$[REDACTED]), out of which RMB[REDACTED] was charged to our consolidated statements of profit or loss and other comprehensive income as administrative expenses, and RMB[REDACTED] will be deducted from equity upon completion of the [REDACTED]. We expect to further incur [REDACTED] of approximately RMB[REDACTED] (equivalent to HK$[REDACTED]) prior to and upon completion of the [REDACTED], out of which approximately RMB[REDACTED] is expected to be charged to our consolidated statements of profit and loss and other comprehensive income, and approximately RMB[REDACTED] is expected to be deducted from equity upon the completion of the [REDACTED]. The [REDACTED] above are the best estimate as of the Latest Practicable Date and for reference only. The actual amount may differ from this estimate.

DIVIDENDS

We are incorporated under the laws of the PRC. We do not currently have a formal dividend policy or a predetermined dividend payout ratio. Any dividends we pay will be at the discretion of our Directors and will depend on our future operations and earnings, capital requirements and surplus, general financial condition, contractual restriction and other factors which our Directors consider relevant. Our shareholders in a general meeting may approve any declaration of dividends, which must not exceed the amount recommended by our Board. Our dividends paid to equity shareholders of the Company were nil, RMB77.4 million and RMB87.6 million in 2023, 2024 and 2025, respectively. On May 13, 2026, our Board of Directors has approved the final dividend of RMB0.55 per 10 shares (tax inclusive) for the year ended December 31, 2025, totalling approximately RMB69,031,000 in respect of the year ended December 31, 2025. The dividend was fully paid in cash in May 2026. See "Financial Information — Dividends and Dividend Policy."

RECENT DEVELOPMENT AND NO MATERIAL ADVERSE CHANGE

In June 2026, we entered into a capital increase agreement to acquire 15% of the equity interest in Beihu Qianqian. Beihu Qianqian is primarily engaged in providing nanny services (月嫂服務), which will further expand our service portfolio. For details, see "Waivers from Strict Compliance with the Listing Rules — Waiver in Respect of Company and Business to be Acquired after the Track Record Period — Investment in Beihu Qianqian." In January 2026, Hairology Biotechnology and Zhuhai Hairology were recognized as Guangdong Provincial "Specialized, Refined, Distinctive, and Innovative" SMEs (廣東省專精特新中小企業). In the first quarter of 2026, we made significant progress in expanding our proprietary brands, introducing more than 2,800 SKUs of proprietary brand products under our maternal, infant and child business. In addition, we opened our first and second overseas store for our scalp and hair care business in Singapore in October 2025 and January 2026.

After performing sufficient due diligence work which our Directors consider appropriate and after due and careful consideration, our Directors confirm that, up to the date of this document, there has been no material changes to our business model and the general economic and regulatory environment in which we operate, there has been no material adverse change in our financial or trading position or prospects since December 31, 2025, being the end date of our latest consolidated financial statements as set out in the Accountants' Report in Appendix I to this document.